Hankook & Company

Financial Results
2Q 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
- 2Q 2026 Financial Results
- APPENDIX

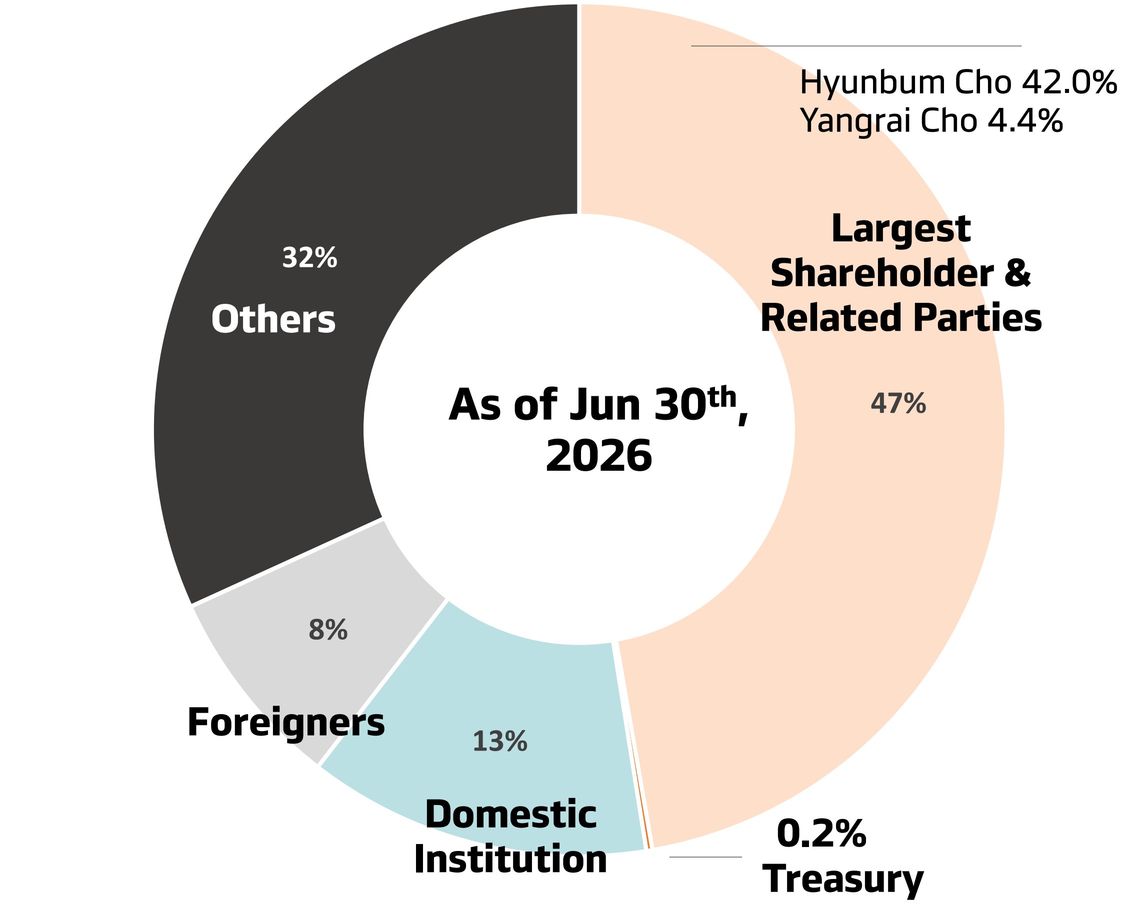
Company Overview

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



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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

Hankook & Company subsidiaries

40% — Hankook Networks
- Establishment : 2000
- Group IT infrastructure operator

34.3% — PRECISELEY MICROTECHNOLOGY CORP. (a Hankook Company) (Hankook Tire & Technology holds another 22.9%)
- Establishment : 2022
- Optical MEMS solution

30.67% — Hankook Tire & Technology ★
- Establishment : 1944
- Tire manufacturer

100% — Hankook Car & Life
- Establishment : 2017
- Full-service auto repair company

100% — Hankook & Company VENTURES
- Establishment : 2025
- VC Investment

Hankook Tire & Technology subsidiaries

95% — Hankook Engineering Works
- Establishment : 1992
- Equipment manufacturer on tire machinery and smart system

54.77% — Hanon Systems (a Hankook Company) ★
- Establishment : 2025
- Automotive thermal management

62.9% — model solution (a Hankook Company) ★
- Establishment : 2018
- One-Stop service provider for digital manufacturing solution

50.1% — Hankook Precision Works
- Establishment : 2011
- Produces tire molds, curing presses, and automation system for tire manufacturing process

100% — Hankook 동그라미파트너스
- Establishment : 2015
- Facility management service

Financial Result

Financial Result

2Q 2026 Financial Result

- ✓ Consolidated Revenue of KRW 340 Billion, Operating Profit of KRW 100 Billion, OPM 29.5%.
- ✓ Despite sales delays in the ES Division, operating profit improved YoY driven by higher equity-method income

(Units : Billion KRW)

Classification		2025.2Q	2026.1Q	2026.2Q	YoY	QoQ
Revenue		344	378	340	-1.2%	-10.3%
COGS		240	225	208	-13.2%	-7.7%
	%	*69.7%*	*59.5%*	*61.2%*	*-8.5%p*	*1.7%p*
SG&A		30	32	32	3.6%	-0.3%
	%	*8.8%*	*8.3%*	*9.2%*	*0.4%p*	*0.9%p*
Operating Profit		74	122	100	35.6%	-17.7%
	%	*21.5%*	*32.2%*	*29.5%*	*8.0%p*	*-2.7%p*
EBITDA		83	130	109	30.7%	-16.4%
Non-Operating Profit		-17	16	3	-	-81.8%
Profit Before Tax		63	138	103	62.8%	-25.1%
Tax Expenses		6	13	7	9.0%	-43.4%
Net Income		57	125	96	69.4%	-23.3%

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Holding Division

2Q 2026 Earnings Review

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

(Units : Billion KRW)

Classification	2025.2Q	2026.1Q	2026.2Q	YoY	QoQ
Revenue	76	130	118	54.5%	-10.3%
- Equity-method income	*51*	*102*	*82*	*60.9%*	*-19.8%*
- Brand Royalties	*12*	*13*	*14*	*13.1%*	*9.5%*
- SSC Revenue, etc.	*13*	*16*	*22*	*68.2%*	*34.0%*
COGS	8	10	12	51.3%	16.8%
SG&A	14	12	14	-2.1%	13.1%
Operating Profit	54	108	92	69.8%	-15.5%
OPM(%)	*71.1%*	*82.9%*	*78.1%*	*7.0%p*	*-4.8%p*
EBITDA	55	109	93	68.9%	-15.3%

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

ES Business Division

2Q 2026 Earnings Review

✓ Revenue(YoY-17.0%) and operating profit(YoY -56.5%) declined on lower production volume by delayed orders.

✓ Profitability declined due to lower U.S.-bound orders amid changes in U.S. tariff policy and higher input costs driven by geopolitical tensions.

(Units : Billion KRW)

Classification	2025.2Q	2026.1Q	2026.2Q	YoY	QoQ
Revenue	268	248	223	-17.0%	-10.2%
COGS	232	216	196	-15.4%	-8.8%
SG&A	16	19	18	8.6%	-8.8%
Operating Profit	20	13	9	-56.5%	-35.1%
OPM(%)	*7.5%*	*5.4%*	*3.9%*	*-3.6%p*	*-1.5%p*
EBITDA	28	20	16	-43.8%	-22.5%

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

Financial Result

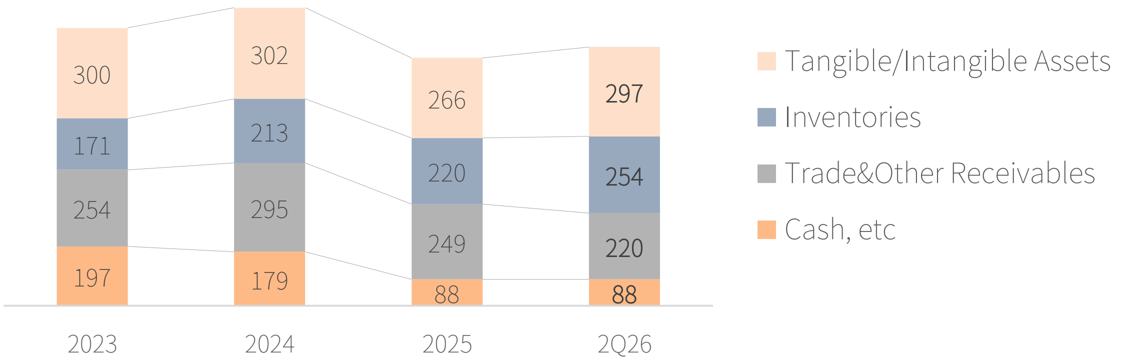
2Q 26 Financial Position

(Units : Billion KRW)

Classification	2023	2024	2025	2Q26
Assets	4,641	5,136	5,260	5,691
Cash, etc.	197	179	88	88
Trade & Other Receivables	254	295	249	220
Inventories	171	213	220	254
Tangible/Intangible Assets	300	302	287	297
Liabilities	624	684	479	504
Trade Payables	63	80	87	92
Short-term Borrowings	320	303	84	89
Shareholder's Equity	4,017	4,453	4,781	5,187
Liability Ratio	15.5%	15.4%	10.0%	9.7%

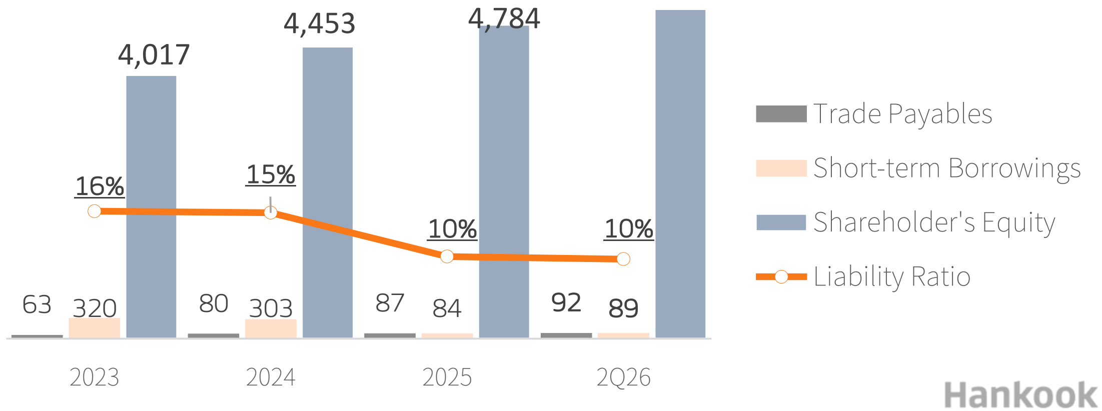
Assets

(Units : Billion KRW)



Liabilities and Shareholder's Equity

(Units : Billion KRW)



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APPENDIX. Earnings Results : Consolidated

Balance Sheet

[Units : Billion KRW]

Classification	'25.12	'26.06	YoY
Current Assets	606	632	26
Cash and Cash Equivalents	88	88	-
Trade and Other Receivables	249	220	-29
Other Current Assets	269	324	55
Non-Current Assets	4,654	5,059	405
Equity Method Investment	4,262	4,664	402
Tangible Assets/Investment Prop.	325	331	6
Other Non-Current Assets	67	64	-3
Total Asset	5,260	5,691	431
Current Liabilities	258	277	19
Borrowings	84	89	5
Trade Payables	87	92	5
Other Current Liabilities	87	96	9
Non-Current Liabilities	221	227	6
Borrowings	15	14	-1
Other Non-Current Liabilities	206	213	7
Total Liabilities	479	504	25
Total Equity	4,781	5,187	406
Liability Ratio	10.0%	9.7%	-0.3%p

Income Statement

[Units : Billion KRW]

Classification	2Q25	1Q26	2Q26	QoQ(%)	YoY(%)
Revenue	344	378	340	-10.3%	-1.2%
Sales from products	269	252	229	-9.3%	-15.0%
Equity-Method Income	51	102	82	-19.8%	60.9%
Royalties	12	13	14	9.5%	13.1%
Others	12	12	16	30.8%	28.7%
COGS	240	225	208	-7.6%	-13.2%
Selling Profit	104	153	132	-14.1%	26.3%
Selling & Adm.	30	32	32	-0.3%	3.6%
Operating Profit	74	122	100	-17.7%	35.6%
Financial Income	27	5	2	-52.9%	-91.2%
Financial Costs	7	4	3	-15.8%	-51.5%
Non-operating Income	4	24	8	-65.4%	130.6%
Non-Operating Expenses	35	9	5	-50.0%	-86.5%
Profit Before Tax	63	138	103	-25.1%	62.8%
Tax Expenses	7	13	7	-43.4%	9.0%
Net Income	57	125	96	-23.3%	69.3%

APPENDIX. Earnings Results : Non-Consolidated

Balance Sheet

[Units : Billion KRW]

Classification	'25.12	'26.06	YoY
Current Assets	553	567	14
Cash and Cash Equivalents	76	73	-3
Trade and Other Receivables	296	264	-32
Other Current Assets	181	230	49
Non-Current Assets	2,402	2,388	-14
Equity Method Investment	2,050	2,054	4
Tangible Assets/Investment Prop.	214	211	-3
Other Non-Current Assets	138	123	-15
Total Asset	2,955	2,955	-
Current Liabilities	165	149	-16
Borrowings	36	9	-27
Trade and Other Payables	106	115	9
Other Current Liabilities	23	25	2
Non-Current Liabilities	100	90	-10
Borrowings	12	11	-1
Trade and Other Payables	5	6	1
Other Non-Current Liabilities	83	73	-10
Total Liabilities	265	239	-26
Total Equity	2,690	2,716	26
Liability Ratio	9.9%	8.8%	-1.1%p

Income Statement

[Units : Billion KRW]

Classification	2Q25	1Q26	2Q26	QoQ(%)	YoY(%)
Revenue	255	294	228	-22.4%	-10.6%
Sales from products	235	213	204	-4.0%	-13.0%
Royalties	12	13	14	9.5%	13.1%
Others	8	68	10	-85.8%	22.8%
COGS	203	191	189	-1.2%	-6.9%
Selling Profit	52	102	39	-62.1%	-25.2%
Selling & Adm.	26	27	24	-10.6%	-9.2%
Operating Profit	26	76	15	-80.1%	-41.5%
Financial Income	27	6	3	-46.8%	-87.9%
Financial Costs	5	3	2	-23.3%	-54.9%
Non-Operating Income	5	20	7	-64.0%	44.0%
Non-Operating Expenses	36	7	1	-80.9%	-96.3%
Profit Before Tax	17	92	22	-76.2%	27.9%
Tax Expenses	7	9	4	-59.2%	-42.4%
Net Income	11	83	18	-78.0%	71.7%

APPENDIX. Earnings Results : Consolidated P/L

Summary of P/L (Consolidated)

[Units : Billion KRW]

Classification	Quarterly Results								Yearly Results	
	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26	2024	2025
Revenue	381	297	389	344	385	340	378	340	1,391	1,458
Sales from products	246	262	274	269	245	261	252	229	985	1,048
Equity-Method Earnings	112	11	94	51	116	54	102	82	320	315
Royalties	12	12	12	12	13	13	13	14	46	50
Others	11	12	10	12	11	12	12	16	40	45
COGS	217	235	232	240	218	227	225	208	860	917
Selling Profit	165	62	156	104	167	113	153	132	531	541
Selling & Adm.	27	32	30	30	30	39	32	32	113	129
Operating Profit	137	31	127	74	137	74	122	100	418	412
Financial Income	12	-1	6	27	-4	-2	5	2	24	27
Financial Costs	-7	52	9	7	-2	16	4	3	84	30
Non-operating Income	-9	40	9	4	6	15	24	8	64	33
Non-Operating Expenses	16	5	7	35	-2	15	9	5	31	54
Profit Before Tax	131	13	125	63	143	56	138	103	391	387
Tax Expenses	10	5	10	7	13	11	13	7	41	40
Net Income	121	8	115	57	130	46	125	96	351	347

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APPENDIX. Earnings Results : Non-Consolidated P/L

Summary of P/L (Non-Consolidated)

[Units : Billion KRW]

Classification		Quarterly Results								Yearly Results	
		3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26	2024	2025
Revenue		237	260	336	255	267	244	294	228	999	1,101
	Sales from products	217	238	239	235	215	222	213	204	871	911
	Royalties	12	12	12	12	13	13	13	14	46	50
	Others	9	10	86	8	38	8	68	10	82	140
COGS		190	213	203	203	191	193	191	189	757	790
Selling Profit		47	47	133	52	76	50	102	39	242	311
Selling & Adm.		24	28	26	26	27	30	27	24	101	110
Operating Profit		23	19	107	26	49	20	76	15	141	202
Financial Income		14	-	7	27	-2	-	6	3	32	32
Financial Costs		-8	52	9	5	-	16	3	2	82	30
Non-operating Income		-10	40	9	5	4	-1	20	7	63	32
Non-Operating Expenses		16	10	6	36	-3	12	7	1	35	51
Profit Before Tax		19	-2	108	17	55	6	92	22	119	185
Tax Expenses		6	2	8	7	8	4	9	4	25	27
Net Income		13	-4	100	11	47	1	83	18	95	159

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APPENDIX. Dividend

Dividend Overview

HKNC Dividend Funding Structure

ES Division's EBITDA

- EBITDA generated from the ES Division

+

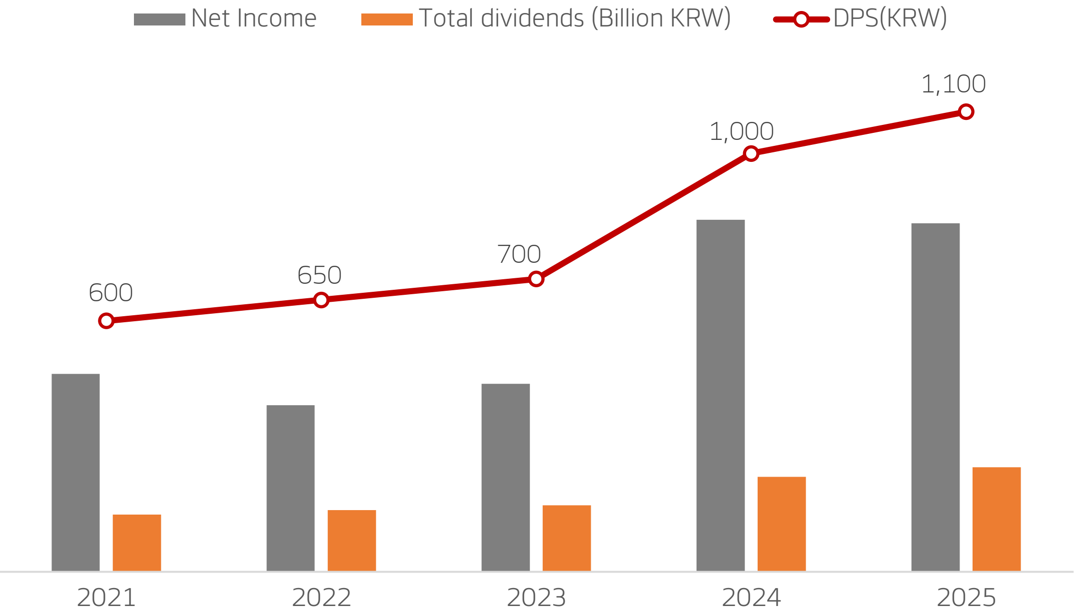
Holding Division's EBITDA

- Equity-method gains from HKTT
- Brand royalties, SSC revenue, rental imcome

5-Year Dividend Trend

✓ Approved 2026 interim dividend of KRW330 per share (Record date: Aug. 21st)

[Units : Billion KRW, KRW]



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%

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APPENDIX. ES Business Division : Major Product Portfolio

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

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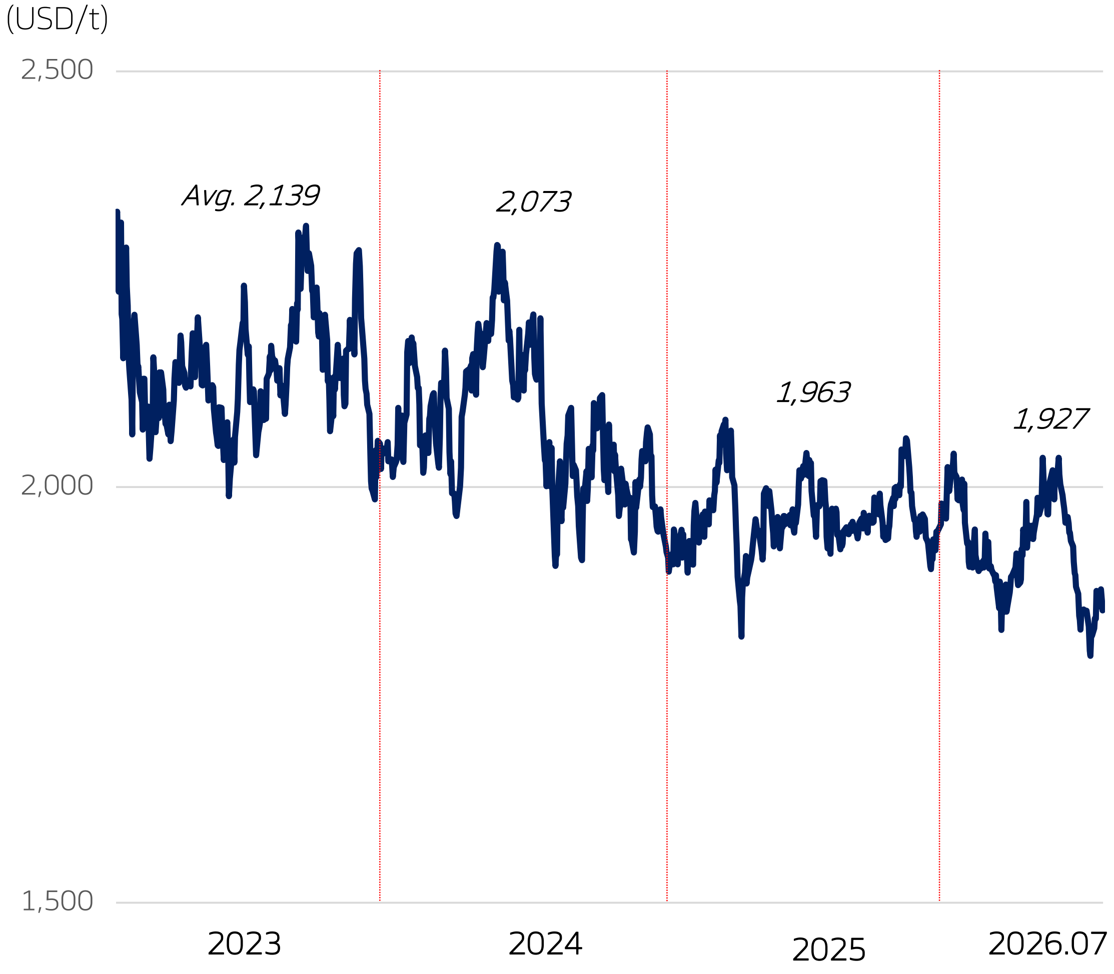
APPENDIX. Price Trend

Lead (LME)



Tin (LME)

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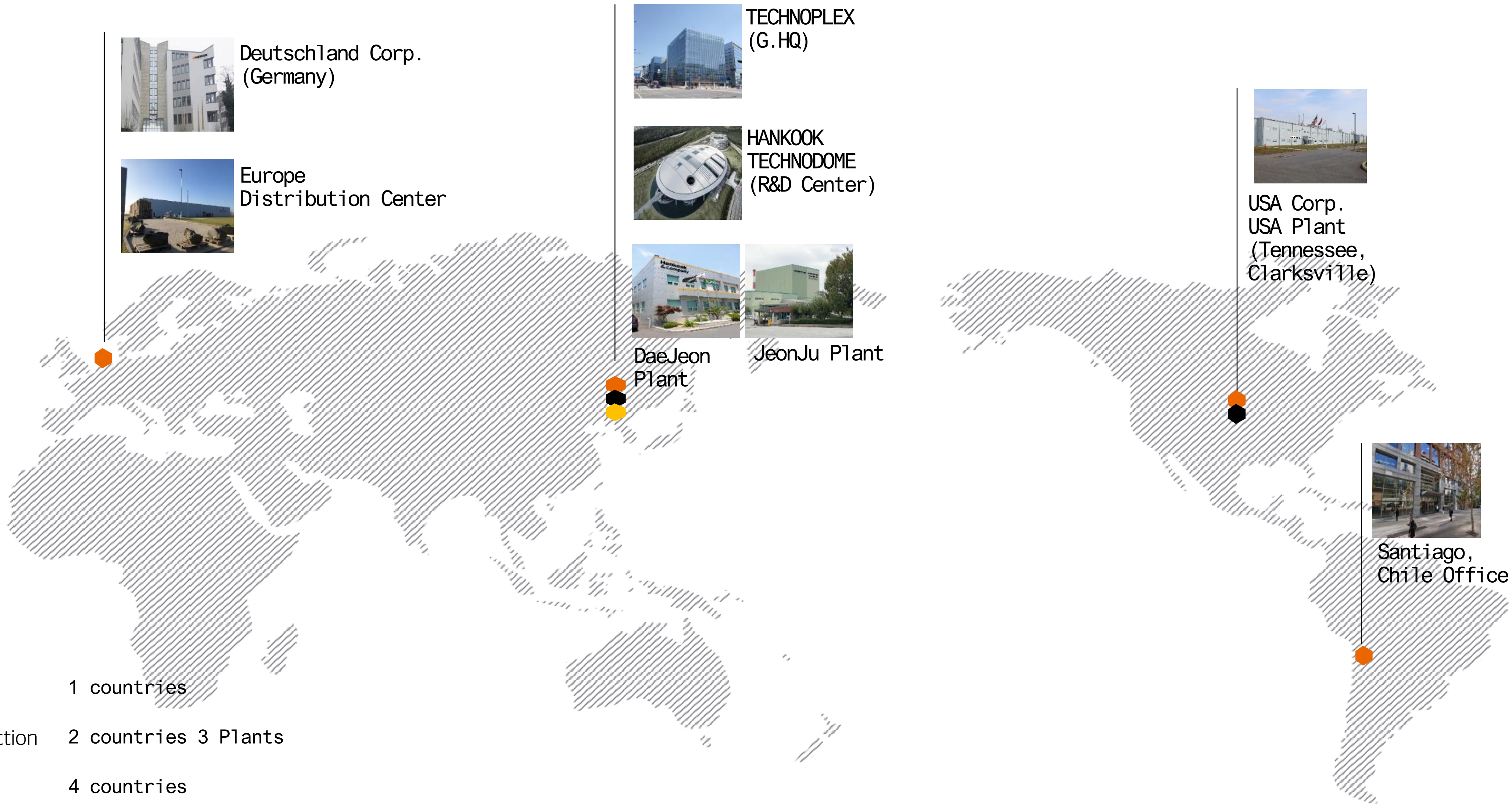
APPENDIX. Global Presence



R&D	1 countries
Production	2 countries 3 Plants
Sales	4 countries

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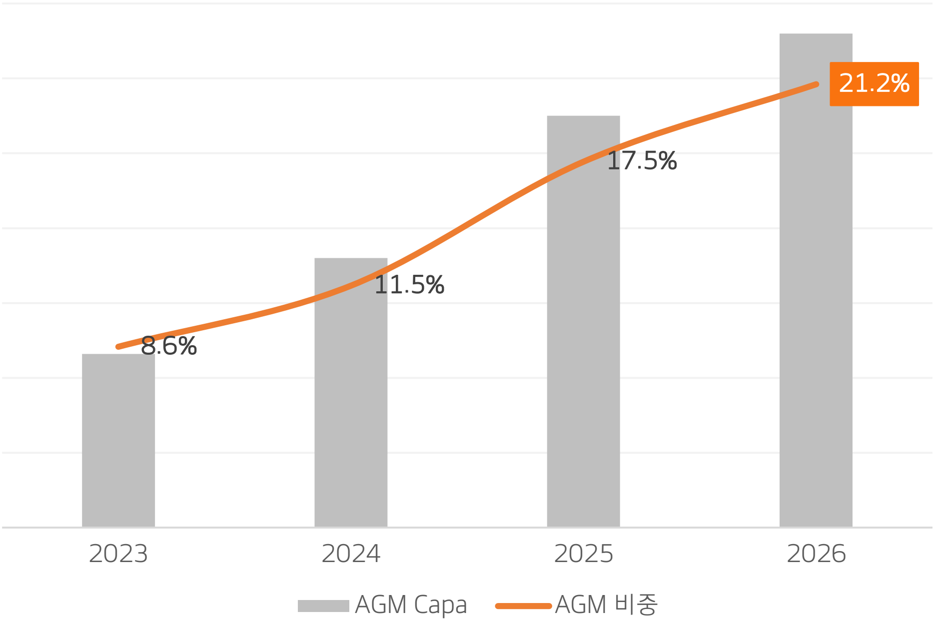
APPENDIX. AGM Capacity Expansion Plan

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

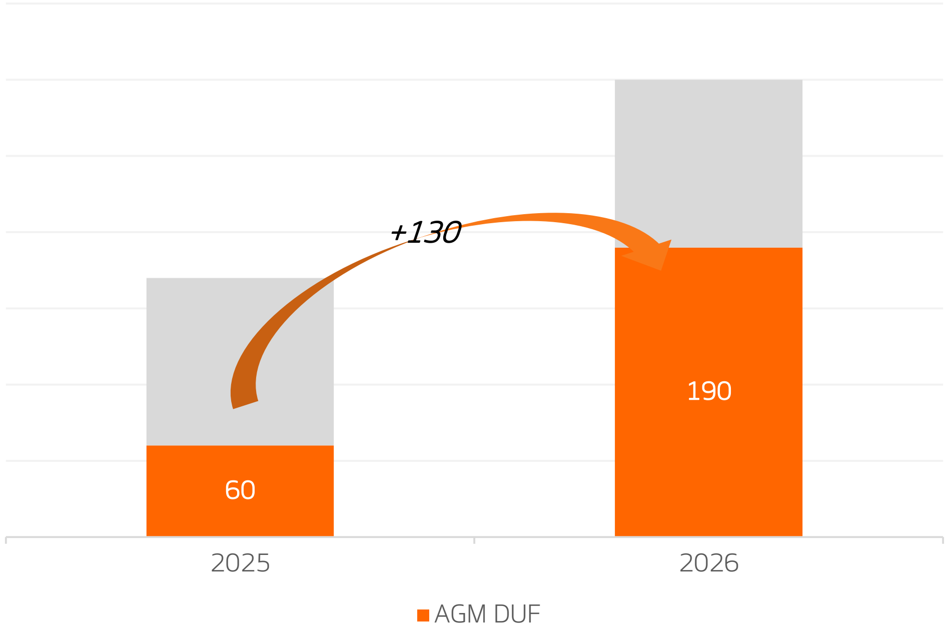
HKNC's AGM Capacity as % of Total Capacity



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

US Plant AGM Capacity Expansion Plan

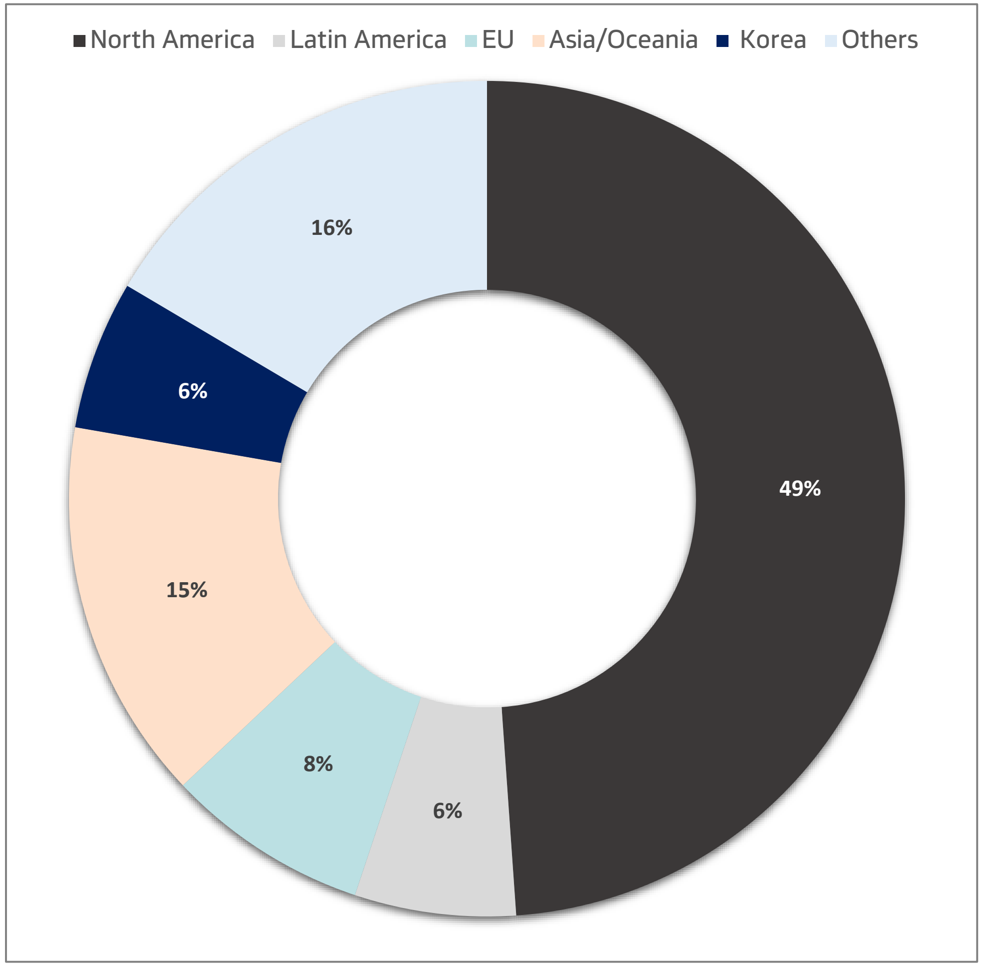
(Unit : 10,000)



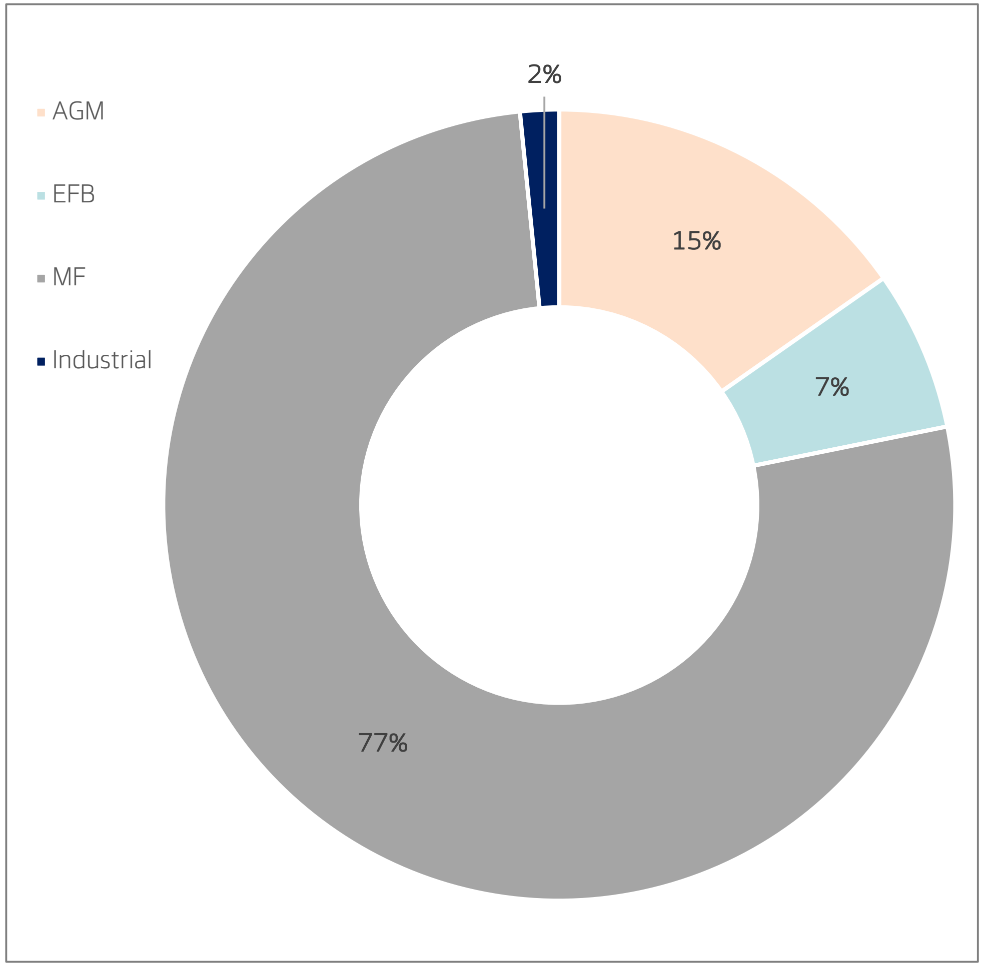
▶Continued AGM capacity expansion to support profitability improvement

APPENDIX. ES Business Division : Sales Status

Sales by Regions _ As of the end of 2Q 2026



Sales by Products _ As of the end of 2Q 2026



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APPENDIX. ESG

Systematic ESG Ratings Management

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Hankook driving emotion

Hanon Systems a Hankook Company

Integrated Group-wide ESG Ratings Management

- Established a systematic approach to major domestic and global ESG ratings across the holding company and key affiliates, including Hankook Tire & Technology and Hanon Systems
- Analyzed rating requirements and results to identify and implement key improvement initiatives
- Continuously monitored implementation progress to enhance Group-wide ESG management and external ratings

Broader ESG Disclosure

- Aligned Group-wide reporting structure and standards with Hankook Tire & Technology and Hanon Systems
- Disclosed performance on climate, circularity, supply chain, human rights and board-led governance, reflecting operating holding company and battery business characteristics
- Standardized Group-wide ESG disclosure indicators and data to prepare for mandatory ESG disclosure requirements in Korea and globally

Social Impact under Driving Forward, Together

DRIVING FORWARD, TOGETHER

- Promoted the Group's integrated ESG brand, 'Driving Forward, Together,' and expanded its core message and values.
- Transitioned to a 'Mobility-Tech' social impact [strategy] that integrates AI, data and advanced technologies
- Expanded support for the Group's flagship social contribution program, 'Vehicle Sharing,' by transitioning to eco-friendly vehicles and scaling up demand-tailored support models.