

4Q 2025 Earning Release

LS ELECTRIC

SMART ENERGY
GLOBAL LEADER

Beyond X





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Disclaimer

This presentation material is prepared for investors reference, based on data that have not been filed with the financial supervisory commission. Actual business performance may not necessarily be consistent with the projections herein, as a result of unexpected changes in the market environment and other conditions. The financial information in this document are consolidated earnings results based on K-IFRS.

4Q 2025 Earning Release

1. Key Highlights
2. Total Results
3. Breakdown by business
 - Electric
 - Automation / Subsidiaries
4. Financial Position



Key Highlights

Sales

Billion KRW

Q4
1,521
+25% QoQ
+12% YoY

FY '25
4,962
+9% YoY

Operating Profits

Q4
130
+29% QoQ
+9% YoY

FY '25
427
10% YoY

New Orders

Q4
1,573
+130% QoQ
+55% YoY

FY '25
3,716
+30% YoY

Performance Drivers

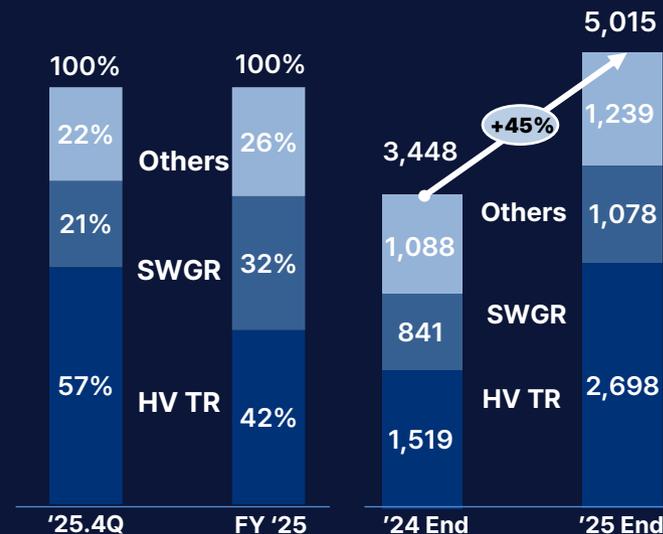
- Continued secular demand from AI data center cycle
- Solid growth based on U.S.-centric operations
- Successful entry into U.S. big tech companies leveraging lead time, after-sales service, and pricing competitiveness
- Expansion of high-margin product orders

New Orders

By Product

Back-log

[Billion KRW]



'26 Outlook

Expansion in AI Data center

- Expansion of big tech companies and related markets/customers
- Targeting projects with U.S. local manufacturers and Korean conglomerates

Acceleration of global power distribution investment

- Early execution of U.S. power distribution capacity expansion ('27)
- Exploring additional investments to enhance global power distribution competitiveness

Enhancing power distribution business R&D

- DC (Direct Current), SST¹, Superconducting Current Limiter, SMR, etc.

¹ Solid-State Transformer (SST)

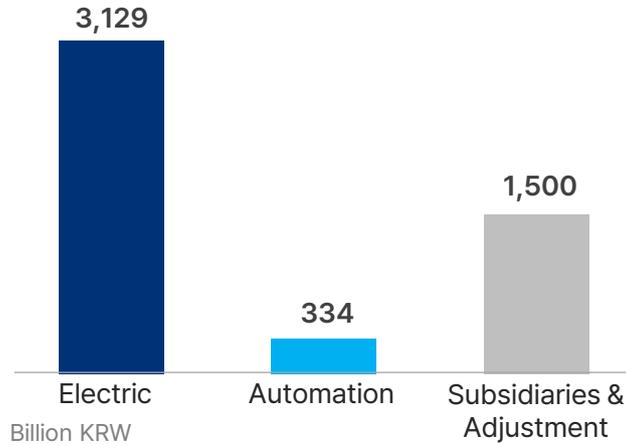
Successful improvement of the profit structure

- Optimization of the business portfolio

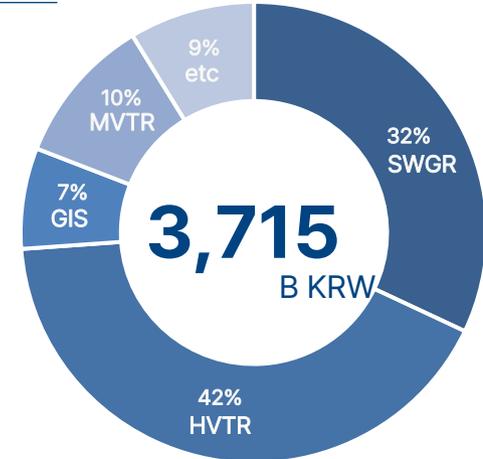
1. Total Results (Yearly)

2025 Sales

4,962 B KRW
YoY +9.0%



'25 New Orders

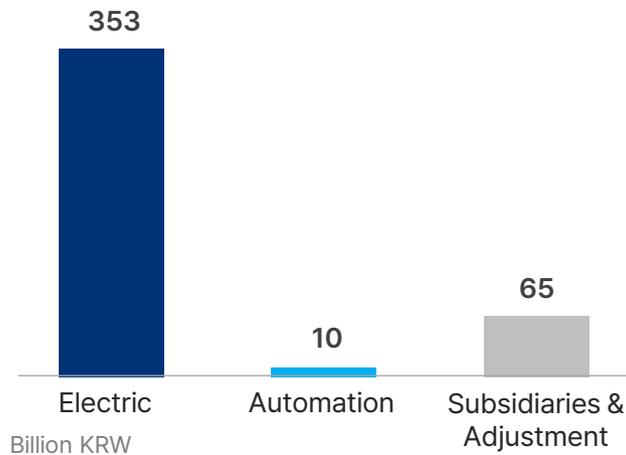


2024 Sales

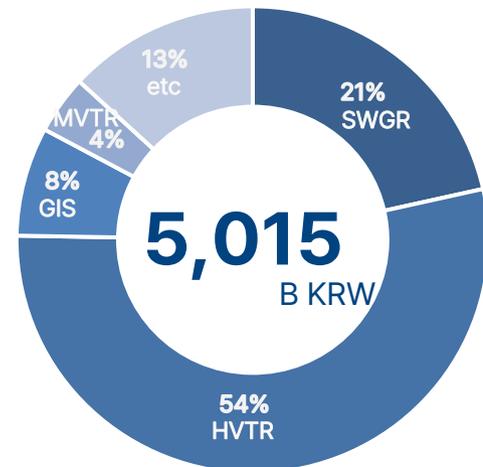
4,552 B KRW

2025 OP

427 B KRW
YoY +9.6%



'25 End Back-log



2024 OP

390 B KRW

1. Total Results (Quarterly)



- Secured solid sales growth backed by ample backlogs leading robust U.S exports
- Registered record-high results(quarterly, yearly) despite of headwinds such as tariff burdens

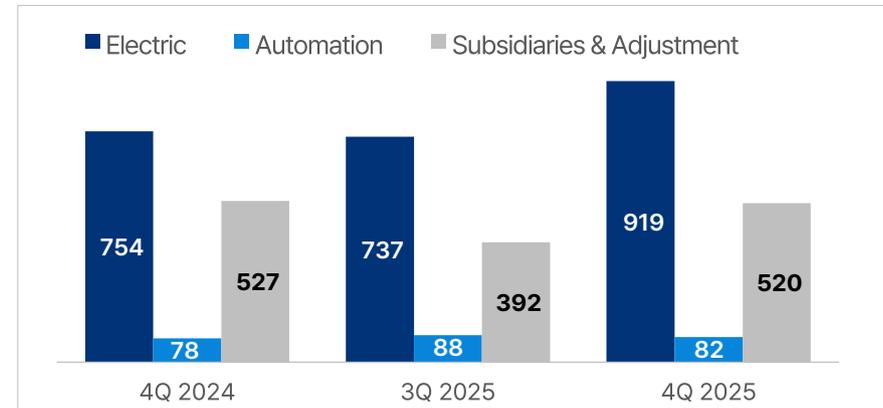
Consolidated Performance

Units : KRW bn, %

Segments	4Q 2024	3Q 2025	4Q 2025	YoY	QoQ
Sales	1,360	1,216	1,521	11.9%	25.0%
Operating Profit (%)	120 (8.8%)	101 (8.3%)	130 (8.6%)	8.6% Δ0.2%p	29.2% 0.3%p
EBITDA	131	114	143	9.8%	26.1%
Profit before tax	80	92	130	62.1%	42.4%
Net Income	63	66	80	26.8%	20.7%

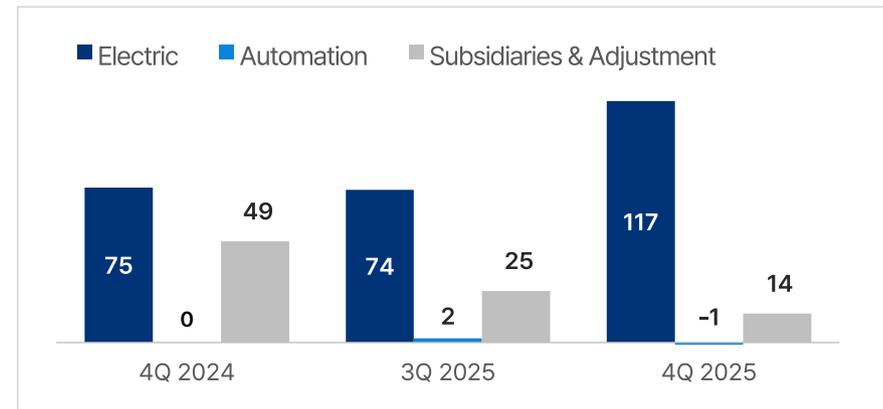
Sales by business

Unit : KRW bn



OP by business

Unit : KRW bn

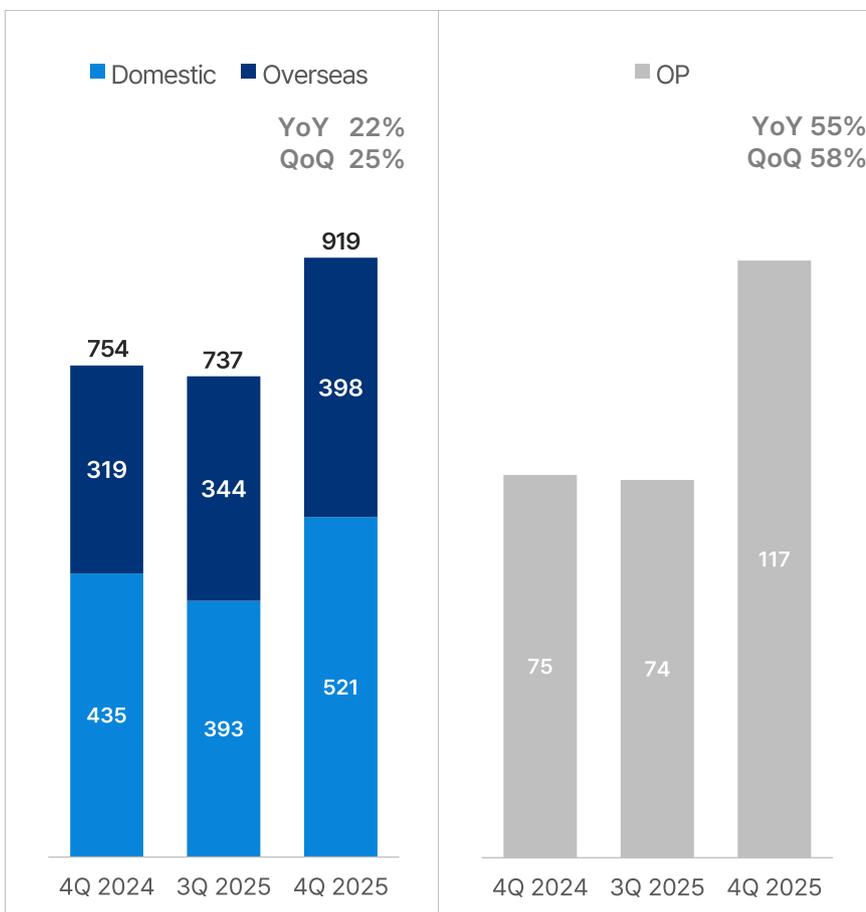


2. Breakdown by business ① Electric

- OPM improvement attributed to high-margin projects execution
- Order backlog continued to grow backed by strong demands from global market

Performance of Electric business*

Unit : KRW bn



* Include Electric equipment, Electric Infra and Renewable

Key factors

Sales Overview by Major products

Units : KRW bn, %

Segments	'24.4Q	'25.3Q	'25.4Q	YoY	QoQ
Distribution Equipment	210	232	242	15.3%	4.3%
SWGR*	219	246	301	37.8%	22.2%
Transformer	34	80	76	124.8%	△5.0%
High voltage	125	89	120	△3.8%	35.6%
Renewable	117	46	104	△11.5%	126.5%

*Panelboard included

Order backlog by Major products

Units : KRW bn, %

- Total '24 End 3.4T → '25 3Q 4.1T → '25 4Q 5.0T

Products	'24 4Q	'25.2Q	'25.3Q	YTD
SWGR*	841	1,031	1,078	+28.3%
HV Transformer	1,519	1,907	2,698	+77.6%
HV GIS	213	327	379	+78.1%

*Panelboard included

Strengthened market presence on data center market

- Securing new and additional data center orders domestically and internationally, while expanding the customer base.
- New U.S. ultra-high-voltage transformer orders and customer base expansion.

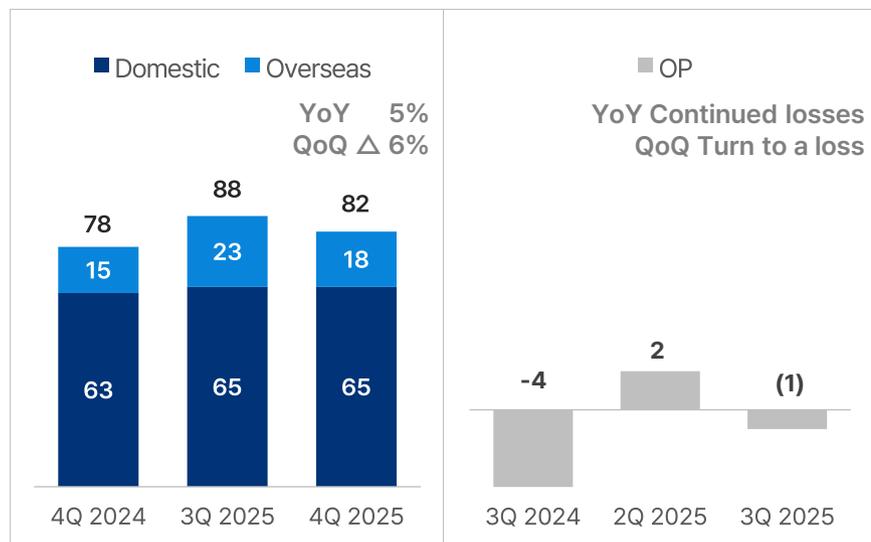
2. Breakdown by business ^② Automation / Subsidiaries&Adjustment

- Secured moderate top line growth with 3% of OPM

- Contribution from US/Vietnam still solid but offset by one off expenses from China

Performance & Key factors

Unit : KRW bn



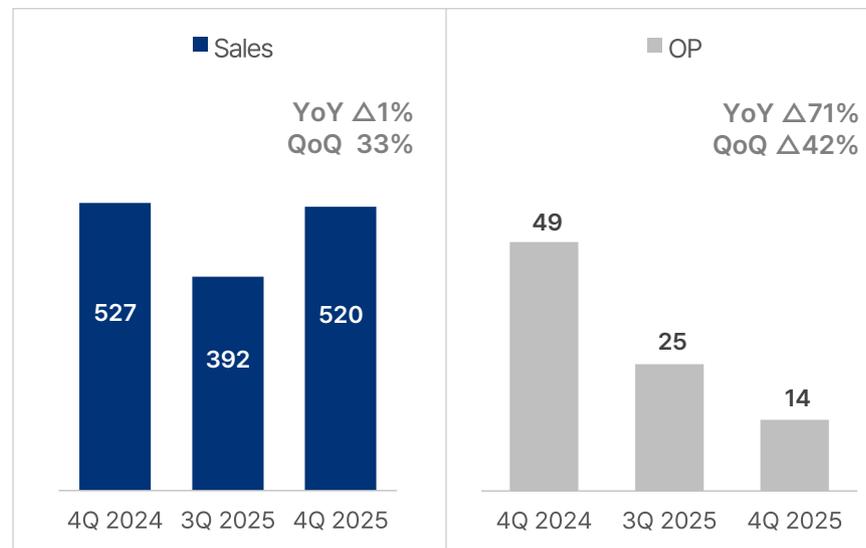
Key factors

Maintaining the momentum of profitability recovery

- Profitability is on the rise, with operations set to prioritize profitability in 2026.

Performance & Key factors

Unit : KRW bn



Key factors

Robust results centered on growth in the U.S. and Vietnam subsidiaries

- Profitability remains strong for U.S., Vietnam, and Indonesia subsidiaries.
- Performance of acquired domestic subsidiaries continues to stabilize.
- China subsidiary turned to a loss, reflecting all one-off costs.

3. Financial Position

Debt to Equity ratio: 132%, Net Debt ratio: 27%, Maintain solid financial stability

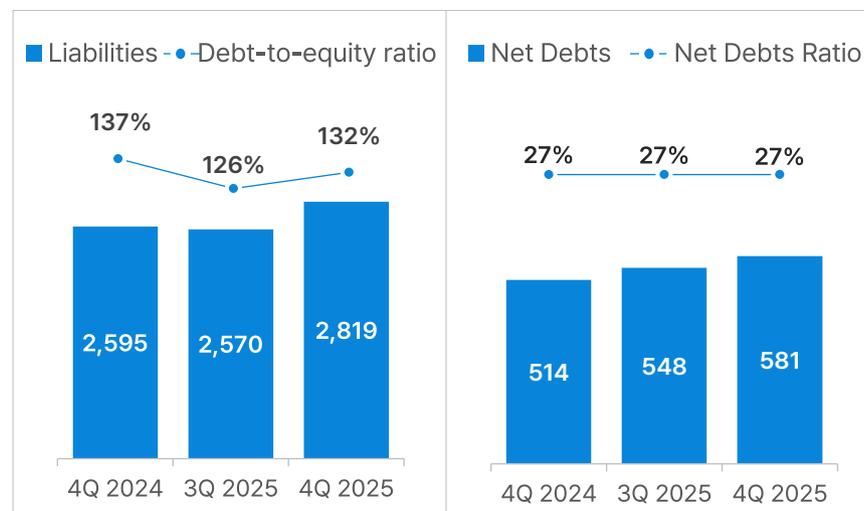
Financial Status

Unit : KRW bn

Segments	4Q 2024	3Q 2025	4Q 2025	YoY	QoQ
Total Assets	4,485	4,610	4,956	471	346
Current asset	3,052	3,085	3,362	310	277
Cash & cash equivalents	660	663	763	103	100
Total Liabilities	2,595	2,569	2,819	224	249
Debts	1,174	1,211	1,343	169	132
Net Debts	514	548	580	67	32
Equity	1,890	2,040	2,137	247	97

Financial Ratio

Units : KRW bn, %



Key factors

Debt increased following the issuance of corporate bonds totaling KRW 190 billion in October

- Securing liquidity to support working capital and CapEx investments in response to increased order intake.

Continues solid financial stability

Global Business Strategy

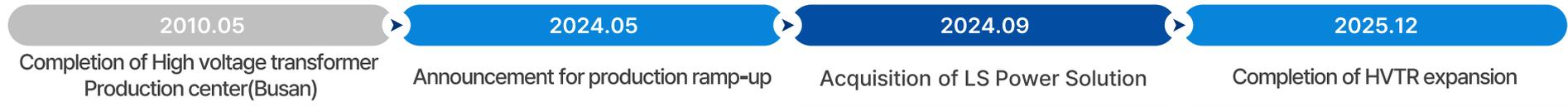
1. HVTR capacity expansion
2. Global AI, IDC market entry
3. ESS(Energy Storage System)
4. LS ELECTRIC Coverage



1. HVTR capacity expansion

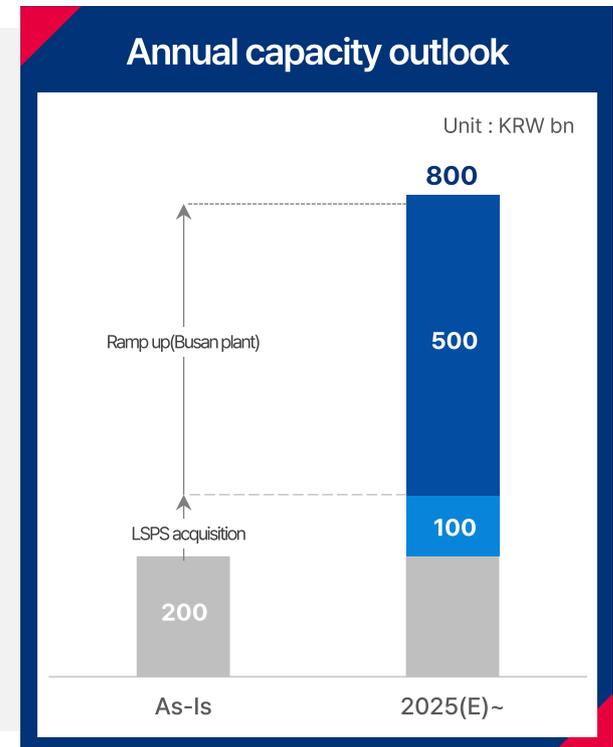
Responding to the rapidly increasing global demand for transformer through large-scale capacity expansion and M&A

History of transformer capacity expansion



Capacity expansion(Busan Plant)			Acquisition of LS Power Solution		
Investments KRW bn 101	Completion date '25 3Q	CAPA KRW bn 700	Investments KRW bn 60	Shares 51.00%	CAPA KRW bn 100

Securing ultra-high-voltage transformer orders for 2026–2029 → capacity expansion based on the order backlog



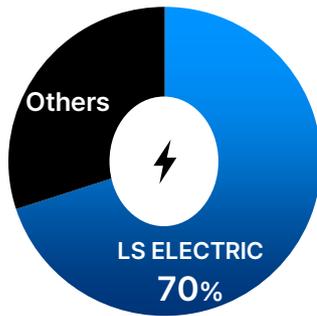
2. Global AI, IDC market entry

Leveraging unmatched domestic references and strong competitive capabilities to expand orders from global big tech projects.

Global market expansion built on leading domestic references

Strong references across the T&D market for leading domestic Data Center

Market share for domestic Data Center



Key references for data center-focused projects

Microsoft Busan, Naver Sejong, Equinix Goyang, Kakao Ansan, SK Broadband Gasan, LG U+ NC, KT Yongsan, etc.



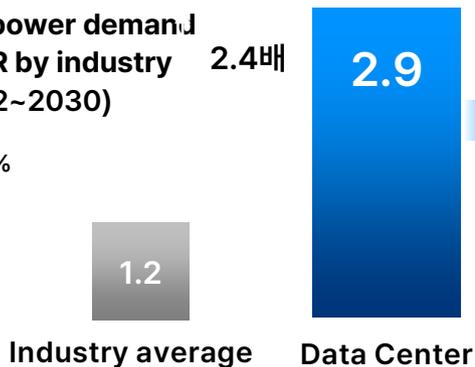
Building competitiveness to enter and expand orders with big tech and global data center operators.



Increased power demand from data centers → enables response to global transmission and distribution infrastructure expansion

U.S. power demand CAGR by industry (2022~2030)

Unit : %



Expected effect

Data center-driven new power demand

Demand for T&D infrastructure

Responding to global demand through T&D business competitiveness and collaborative networks

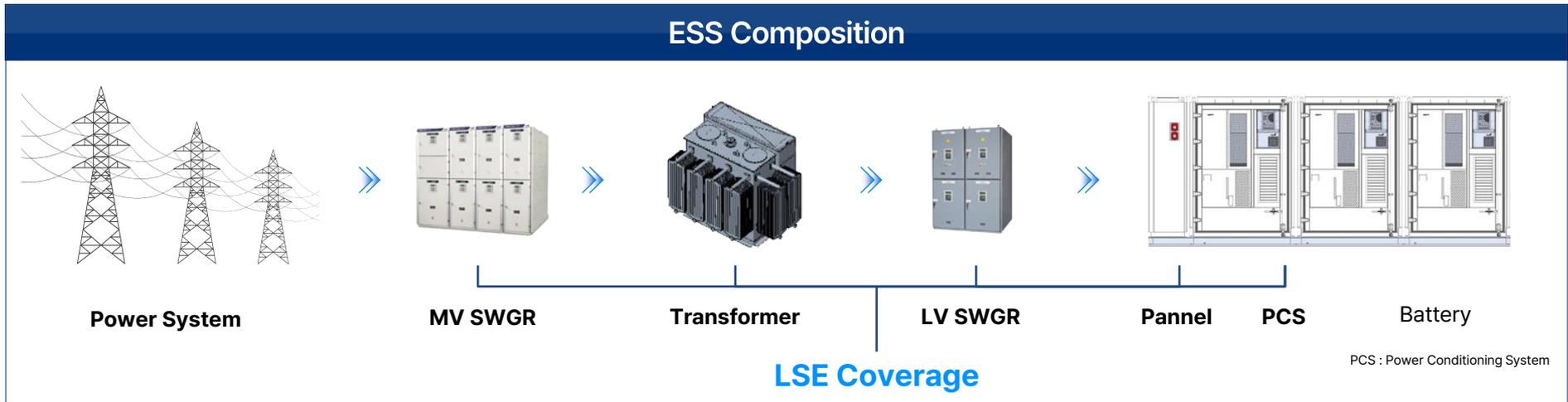
— In-House — → — Supply via partnerships —→

Distribution equipment		Control System	HVAC	UPS	Generator
Switchgear	HV/MV Transformer				

5x expansion of addressable market

3. ESS(Energy Storage System)

Providing solutions for all areas in the rapidly growing global ESS market
 Expanding with customized ESS solutions for customers



ESS Solution

Power Management System

G1.5 PCS

Battery Box
[S Company Project]

All in one ESS
[L Company Project]

LSE ESS Solution

+

Domestic battery manufacture

ESS Solution Package

ESS Solution Designer
for Customized Engineering

➔

Product Discussion

Meeting with Clients

➔

Devices + System + O&M

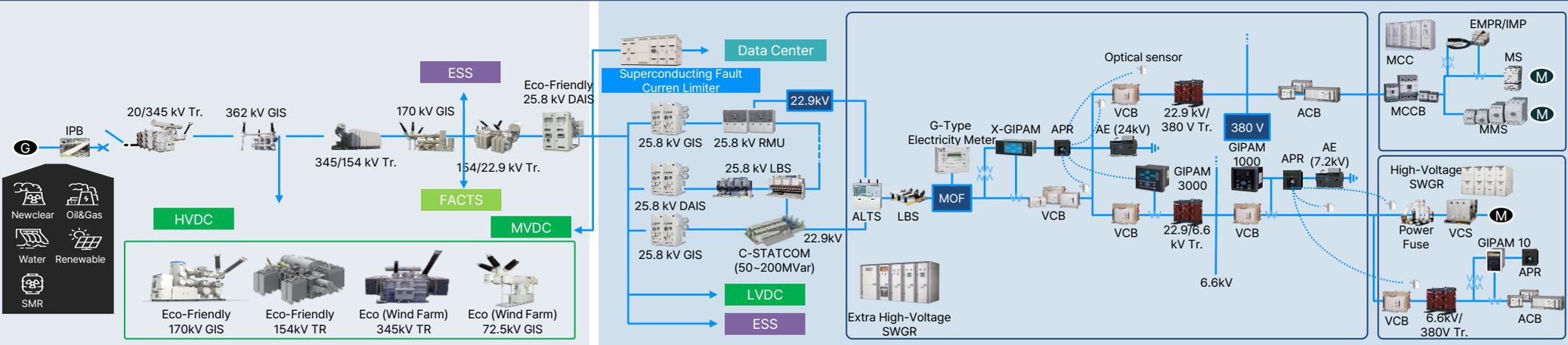
➤

Total Solution Provider

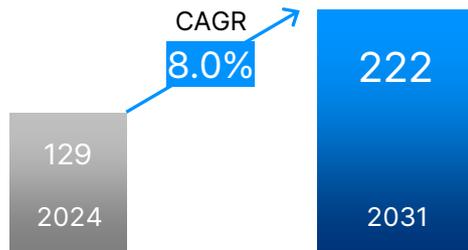
4. LS ELECTRIC Coverage



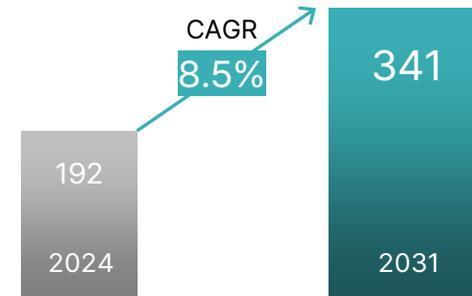
Power System



Transmission (\$b)



Distribution (\$b)



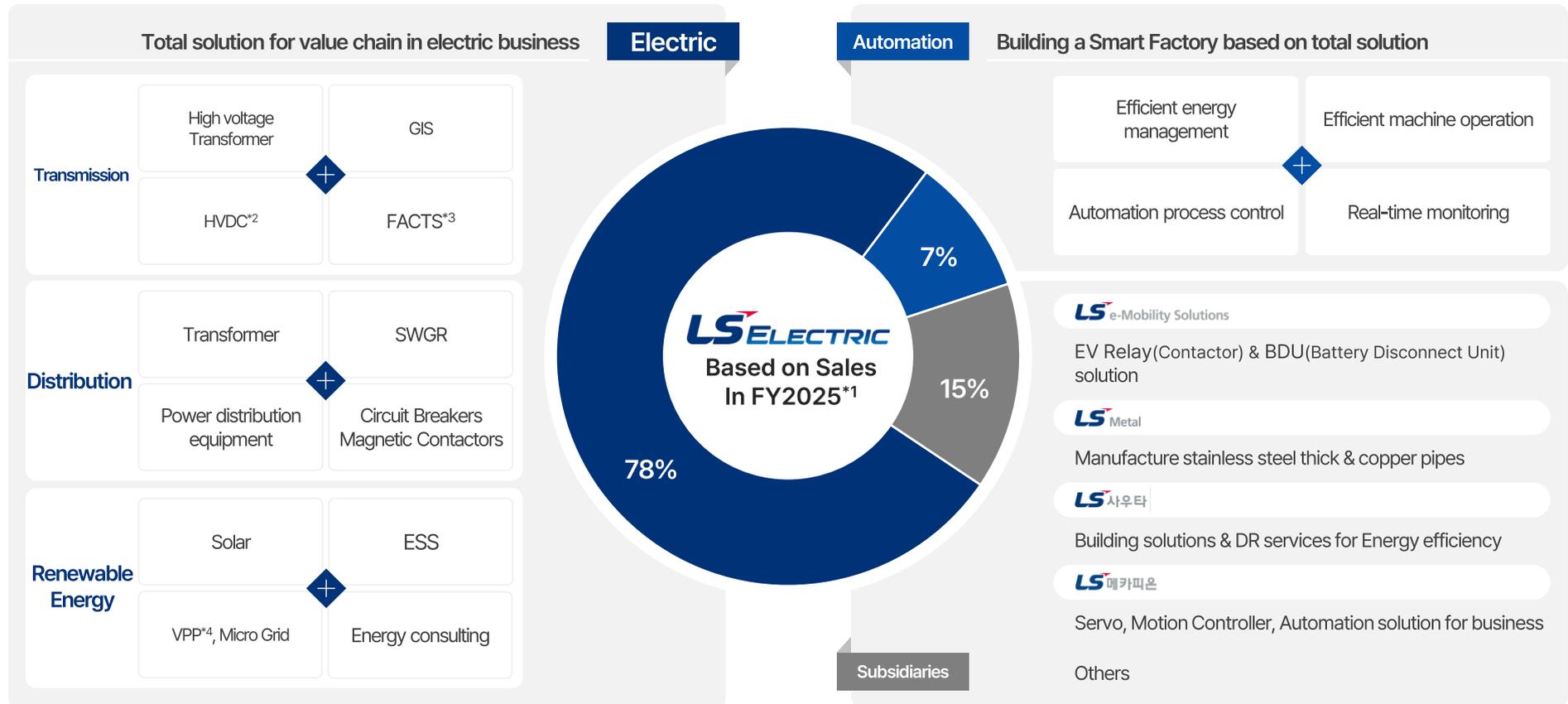
Company Overview

1. Business Introduction
2. Business Performance
3. Sites in US
4. PT&T



1. Business Introduction

Provides an efficient and secure smart manufacturing environment with total solutions of power energy and automation



*1: Excluding consolidated adjustment

*2: HVDC(High Voltage Direct Current transmission system)

*3: FACTS(Flexible AC Transmission System)

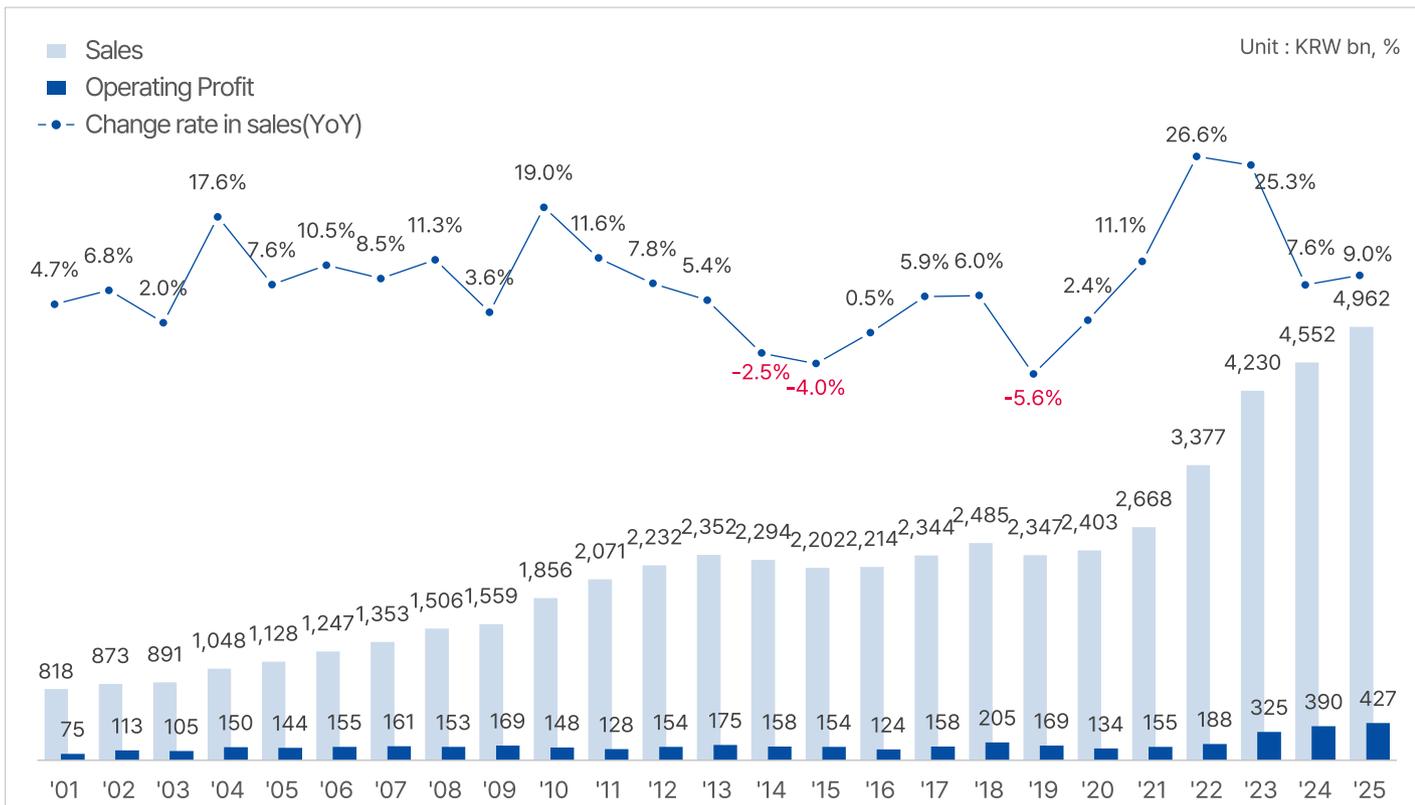
*4: VPP (Virtual Power Plant)

2. Business Performance

Continuing stable sales & profit growth, Active implementation of shareholder return policies

CAGR 8%

Surplus for 25 consecutive years



Condensed Statement FY 2025
(Unit : KRW bn)

Sales **4,962**

Operating Profit **427**

Total Assets **4,956**

Total Liabilities **2,819**

Equity **2,137**

3. Sites in US

U.S. manufacturing subsidiary acquisition and Bastrop Campus development



MCM Engineering

Function	Production
Item	SWGR
Annul Capa	50 Bil KRW
Location	Utah, USA



Bastrop Campus

Function	A/S, R&D, Etc
Item	Distribution
Annul Capa	TBA
Location	Texas, USA

4. PT&T (POWER TESTING & TECHNOLOGY INSTITUTE)



PT&T, the first KOLAS-accredited testing and calibration body among private domestic firms, is capable of UL and IEC standard testing and certification, supporting fast global product rollout and improved quality and reliability.

Korea's first private KOLAS-accredited testing lab

PT&T

POWER TESTING & TECHNOLOGY INSTITUTE



Test / Service

Power Test	Standard Calibration	Reliability
Renewable Energy Test	Activities and Agency Accreditation	

Short-circuit testing capacity : 4,000MVA

Sixth-largest testing capacity worldwide



Acknowledged for world-class capabilities in short-circuit testing



First Korean lab to gain STL membership under KERI

Strict performance tests for reliability assurance

- MV/LV (~36 kV) short-circuit testing (MV/Direct)
- Ultra-high-voltage (~170 kV) composite testing
- Reliability testing under real-world conditions, including EMC and environmental tests

Accredited as an international testing institution

Mutual recognition agreement for 10 test reports



Overseas accredited test reports are required for exporting power equipment abroad
 → **With PT&T certification, no additional foreign certification is needed.**