



ZERO-EMISSION

ETHICAL GOVERNANCE

ADVANCING THE FUTURE OF
MOBILITY SERVICE

MAKING
A HAPPY LIFE

ACCELERATING
STAKEHOLDER SATISFACTION



ABOUT THIS REPORT

The report contains the sustainable management performance of SK Rent-a-Car in 2022. Through this report, we would like to communicate with stakeholders more transparently and disclose sustainability information in a timely manner. The 2022 sustainability report outlines SK Rent-a-Car's ESG management strategies, activities and major achievements in the environmental, social, and governance areas.

Reporting Standards

This report was prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021, and reflects the TCFD (Task Force on Climate-related Financial Disclosures) and SASB (Sustainability Accounting Standards Board) guidelines. The financial data contained in the report remain according to the Korean International Financial Reporting Standards (K-IFRS) on a consolidated basis.

Reporting Period

SK Rent-a-Car publishes a report every year, starting with the sustainability report in 2021. The reporting period is from January 1, 2022 to December 31, 2022. The report partially includes major achievements in the first half of 2023.

Reporting Scope

Nonfinancial performance is based on SK Rent-a-Car only. The reporting scope for financial performances covers both SK Rent-a-Car and its subsidiary SK Rent-a-Car Service. Any exception from the mentioned reporting scope has been marked in footnotes.

Reporting Assurance

This report has been assured by the Korea Management Registrar, an independent assurance corporation, to ensure the credibility of all the information included. Verification was completed according to SRV1000, and AA1000AS (Type 2, Moderate Level), an international verification standard. Detailed verification results can be confirmed through the independent assurance statement.

Inquiries

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COVER STORY



The cover design was created using the AI Image Generator, incorporating SK Rent-a-Car's vision to provide a new standard in the mobility industry through digital innovation. We will continuously A+MAZE the world by leading the eco-friendly mobility with the latest technology.

[Prompt: Data-Driven Service, Eco-Friendly, Electric Vehicles, Technology-Driven, Sustainability]

An electric vehicle moving forward with data driven service, a strong sense of technology surrounded by eco-friendly natural scenery, in the sustainable world, perspective view

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BRAND ESSENCE

Mobility Innovator

Setting new standards in the mobility industry through digital innovation

We provide new mobility solutions driven by data, and provide convenient mobility experiences to customers, anytime, anywhere.

BRAND SLOGAN

The world is full of movement.

We move rapidly towards innovation,
allowing you to experience new adventures
with greater convenience.

A movement that changes the world

Move. Better.
SK rent-a-car

Message from the CEO



“SK Rent-a-Car perceives ESG management as an opportunity to change for sustainable growth and will consistently strive for fundamental improvement based on the five ESG strategic directions, “A+ MAZE.””

Greetings!

SK Rent-a-Car, which has been undergoing continuous and dynamic changes since the establishment of our integrated corporation in 2020, has reached over a year since the publication of our first sustainability report with the support and assistance of our customers, shareholders, and many stakeholders.

In 2022, as the COVID-19 pandemic, which has long impacted our daily lives, begins to settle into an endemic phase, we faced another significant change in the social atmosphere and there were concerns regarding profitability deterioration due to the prevailing high-interest rate. However, even amidst these circumstances, SK Rent-a-Car has achieved notable performance including enhancement of customer value and record-high sales, mostly through improved profitability in used car sales, steady growth in short-term rentals in Jeju, and the successful launch of “TAGO PAY” and “TAGO BUY” products based on data analysis.

In addition, we have obtained ISO 45001 (Occupational Safety and Health Management System) and ISO 37001 (Anti-Bribery Management System) certification for the first time in the industry, and we have expanded our ISMS-P (Personal Information & Information Security Management System) certification to cloud services. We have announced a human rights charter based on considerations of stakeholder issues in the ESG social sector, and we will make efforts to enhance our human rights management system to align with global standards.

SK Rent-a-Car will declare our future direction as the “No. 1 EV (Electric Vehicle) rental operator” and aims to take a leading position in promoting wider EV adoption and addressing the climate change crisis. We have established the Jeju “ECO LOUNGE,” where customers can charge electric vehicles and enjoy relaxation, expanding the EV charging infrastructure and creating a new cultural complex. Furthermore, we have launched “EV Link” to enhance convenience for electric vehicle customers in all aspects, maximizing their experience. As a result, we achieved approximately 50% more electric vehicle rentals compared to 2021, and this year, we intend to expedite the achievement of our vision through bold goal-setting and execution.

There is a saying, “It is not the strongest that survive, but the most adaptable.” SK Rent-a-Car perceives ESG management as an opportunity to change for sustainable growth and will consistently strive for fundamental improvement based on the five ESG strategic directions, “A+ MAZE.” In the process, we will actively and transparently communicate with stakeholders through our sustainability report, hoping to jointly assess our changes.

We express our gratitude to everyone who has made efforts in publishing this report and kindly request your attention and encouragement for the sustainable future of SK Rent-a-Car.

Thank you.

Hwang Il Moon,
CEO of SK Rent-a-Car

Message from the Chair of the Board



“The board of directors will provide support and advice to achieve the vision of SK Rent-a-Car and the value of pursuing happiness for stakeholders.”

Greetings!

The board of directors (BOD) carries the responsibility of enhancing shareholder value and contributing to sustainable growth with the goal of long-term improvement in corporate value, makes decisions regarding the operation of the company, and exercises control and supervision over the execution of tasks based on those decisions.

In particular, we empathize with the fundamental change and challenges of ESG management, ensuring that it does not become a temporary phenomenon riding the social trend. Thus, we will continue to provide endless support and advice to achieve our vision of providing a new data-driven mobility experience and pursuing the happiness of our stakeholders.

It is said that a ship embarking on a long journey across the sea fills its hull with seawater. This ballast helps stabilize the ship's weight, ensuring it is not easily capsized by rough waves. The board of directors will serve as the ballast, accepting sound stimulation for sustainable management and ensuring that we do not fall into a trap of excessive pressure.

Based on the expertise and experience of each board member, we will take on practical roles to lead our company in sustainable “innovation and growth” in the mobility industry. Additionally, we aim to disclose information diligently and transparently, and accept feedback from all stakeholders through our sustainability report. We express our gratitude to everyone who has contributed to the publication of our second sustainability report.

Thank you.

Park Hae Sik,
Chair of the BOD

About the Company

General Information

Company name	SK RENT A CAR CO., LTD
Industry	Rental car business
Date of establishment	June 3, 1988
CEO	Hwang Il Moon
Headquarters	Samil Bldg., 85, Cheonggyecheon-ro, Jongno-gu, Seoul, Republic of Korea
No. of employees	652
Sales (FY 2022)	KRW 1,246.5 billion
Operating profits (FY 2022)	KRW 95.1 billion
Credit rating (As of May 2023)	KR · KIS · NICE corporate bond rating of A+ (Stable)
External rating	KCGS' ESG rating of B+ (Overall)

* The company SK RENT A CAR CO., LTD is hereinafter referred to as "SK Rent-a-Car"

Company Milestones

● 1988 • Founded the company

● 2000 • Obtained approval for the rental car business

● 2003 • Launched short-term rental car business

● 2007 • Acquired certifications for quality management system (ISO 9001) and environmental management system (ISO 14001) for the first time in the industry

● 2009 • Launched personal long-term rental car called "BeneCar" for the first time in the industry

● 2020 • Launched the consolidated corporation of SK Rent-a-Car (consolidation of SK Networks' rental car business)

- Won the grand prize in the rental car category at the National Service Awards run by the Institute for Industrial Policy Studies
- Launched the EV All-in-One, a rental product for EVs that includes an unlimited charging plan
- Launched Smart Care, a vehicle management app

● 2018 • Ranked No. 1 in the Korea Productivity Center's National Customer Satisfaction Index

- Launched a direct service for long-term rental cars

● 2014 • Launched an optional membership program for personal long-term products for the first time in the industry

● 2012 • Listed on the Korean Composite Stock Price Indexes for the first time in the industry

- Released first-in-industry EV (electric vehicle) rental cars

● 2011 • Released the Total Car Management System for corporate rental vehicles

- Launched personal long-term products on home shopping channels for the first time in the industry

● 2021 • Launched "SK Rent-a-Car Direct," an online exclusive contract system

- Obtained the Ministry of Gender Equality and Family's certification as a "Family-Friendly Corporation"

● 2022 • Published the industry's first sustainability report

- Acquired certifications for Anti-bribery Management System (ISO 37001) and Occupational Safety and Health Management System (ISO 45001) for the first time in the industry
- Launched TAGO PAY, a first-in-industry pricing scheme based on the mileage
- Launched an online exclusive long-term rental service for secondhand cars
- Obtained approval on Korea's first EV-based greenhouse gas emission reduction project

● 2023 • Placed the first place in the rental car category of the Korea Brand Hall of Fame for the 2 consecutive years

- Launched the eco-friendly service "Jeju EV Car Camping"
- Won the Minister of Environment Award for "Corporate Excellence of Conversion to Zero-emission Vehicles"
- Ranked No.1 in the Korean Standards Association's "Korean Standard Well-Being & Environment Index (KS-WEI)" for the 12th consecutive years

Our Network (As of May 2023)



Nationwide network

Number of business sites

161

Distribution centers

9

Sales centers

7

Key subsidiary

SK rent-a-car service

2022

Sustainable Management Overview

In 2022, SK Rent-a-Car has implemented sincere commitment to sustainable management based on its ESG management strategy. Particularly, aligning with the global trend of carbon emission reduction following the COVID-19 pandemic, SK Rent-a-Car has strived for continuous development to lead the future mobility industry. We strive to proactively respond to the shift from internal combustion engine vehicles to electric vehicles (EV) by joining the K-EV100 (Korean Zero-Emission Vehicle Conversion 100) program, developing the EV-exclusive management solution “EV Smartlink,” and establishing the EV-exclusive complex “EV Park Jeju.”

In addition, we changed the name of the ESG Management Division to the Sustainability Management Office, reflecting the company's commitment to sustainable management throughout its operations. SK Rent-a-Car has been generating social values under a new robust system, and will continue to pursue sincere sustainable management based on its unique ESG management strategy.

TIMELINE

Jan, 2021

- Established the ESG Management Division

Mar, 2021

- Launched the ESG Committee

Oct, 2021

- Obtained the overall A rating in the KCGS' ESG ratings

Jan, 2022

- Obtained approval on Korea's first EV-based greenhouse gas emission reduction project

Feb, 2022

- Held the 1st ESG Committee meeting

Apr, 2022

- Signed a business agreement for the “Happy Two Meals” project for undernourished children in Seogwipo, Jeju

May, 2022

- Held the 2nd ESG Committee meeting
- Signed a business agreement with SK On, EVAR, MinTech for “mobile EV charging service”
- Promoted V2G test bed project leveraging EVs
- Published a sustainability report for the first time in the industry

Sep, 2022

- Held the 3rd ESG Committee meeting

Oct, 2022

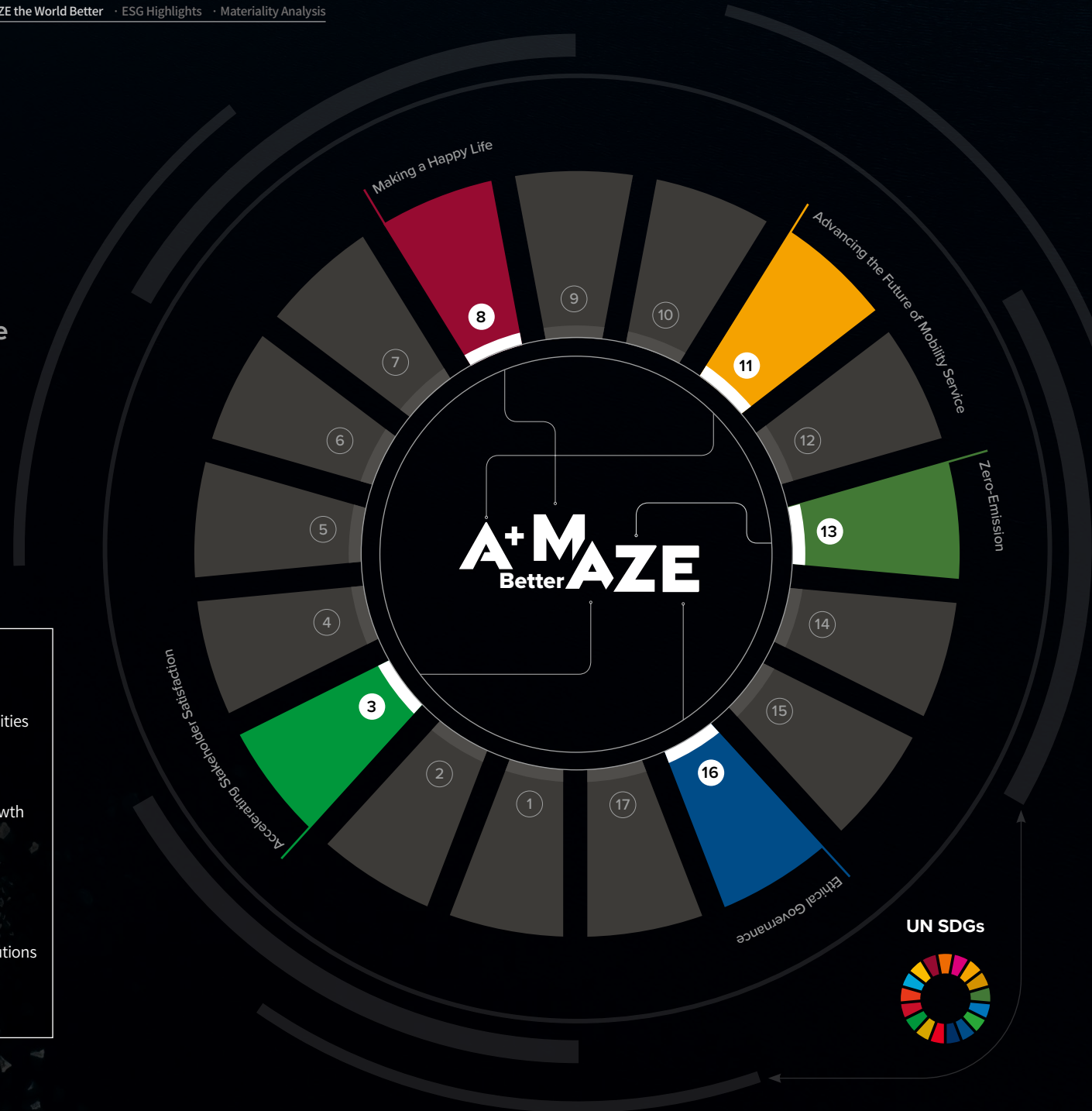
- Acquired certifications for Anti-Bribery Management System (ISO 37001) for the first time in the industry

Nov, 2022

- Acquired certifications for Occupational Safety and Health Management System (ISO 45001) for the first time in the industry

We A+MAZE the World Better

We A+MAZE the World Better by making sustainable mobility services for people and the planet



Financial Story

SK Rent-a-Car seeks to establish a new electric vehicle centered business model to lead innovation in the mobility industry and create higher value for the environment and customers.

SK Rent-a-Car establishes a vision of becoming the No.1 EV rental operator in the future mobility market, which will be reorganized around EVs, and will build a healthy EV ecosystem to enable more customers to experience EVs by innovating products, services, and infrastructure.

Advancing the Future of Mobility Service

ESG Pillars

SK Rent-a-Car has set four key pillars for ESG management:

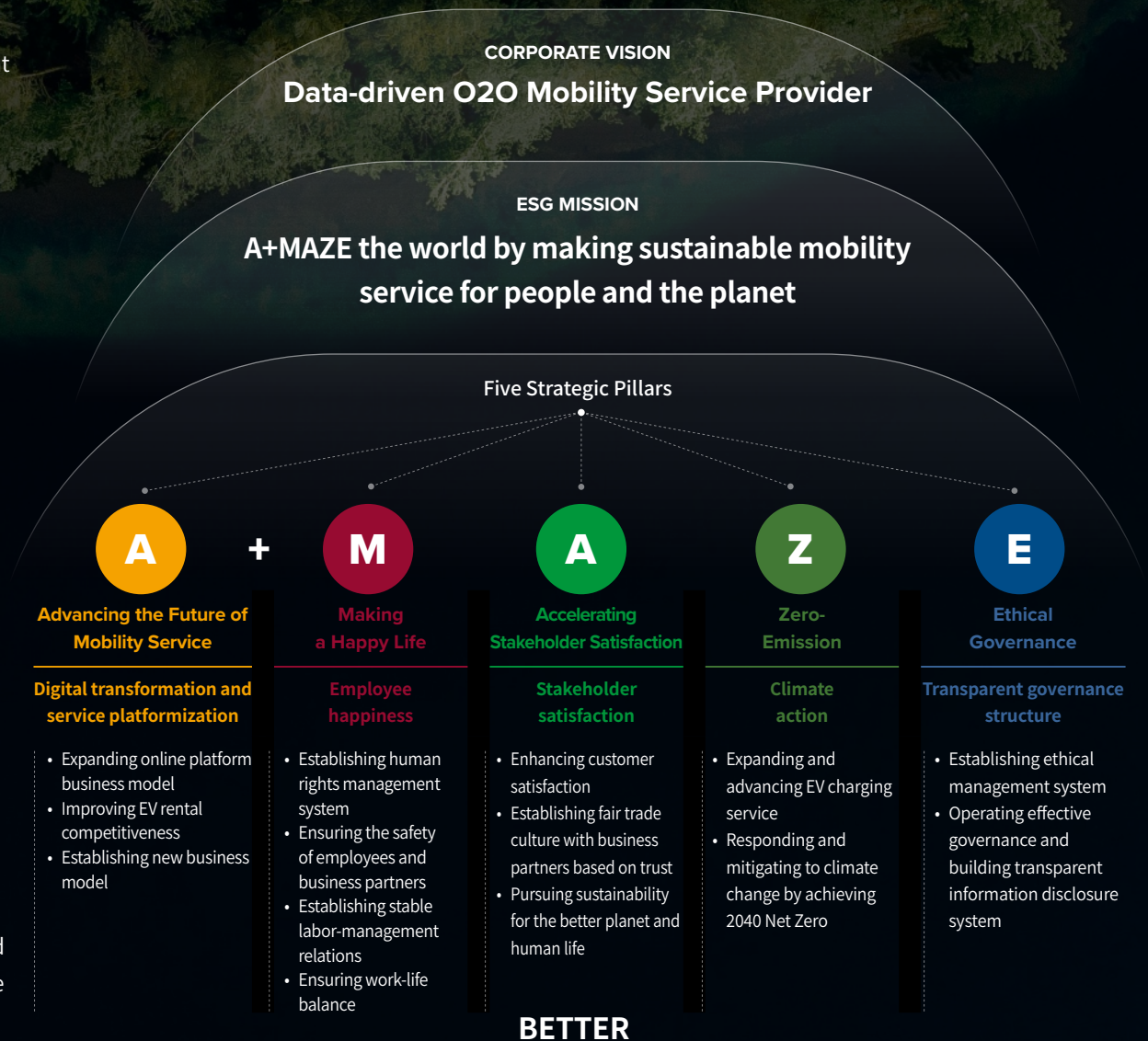
❶ Making a Happy Life; ❷ Accelerating Stakeholder Satisfaction; ❸ Zero-Emission; and ❹ Ethical Governance. The first letters of each pillar spell out the acronym MAZE, which connotes something that is confusingly complicated. It can also be interpreted as the complication of establishing concrete ESG strategies due to conceptual difficulties and wide-ranging issues.

In addition, the pillar ❷ aims to broaden its range from existing customers to overall stakeholders including business partners and local communities.

Connecting ESG with our Financial Story

Under the firm belief that ESG is an inextricable part of how we do business, so we combined our business direction of “Advancing the Future of Mobility Service” with our ESG strategies (abbreviated as MAZE). As a result, SK Rent-a-Car’s ESG strategy system can be summarized as A+MAZE, which captures our goal to amaze the world with mobility services for the people and the planet. Going forward, we will continue to implement ESG management practices based on this ESG strategy system.

ESG Strategy System



SK Rent-a-Car will strive to enhance both social and environmental values, and provide innovative and beneficial mobility services for both people and the planet.

ESG Highlights

The following are featured highlights for 2022.

Advancing the Future of Mobility Service

Launched TAGO PAY, TAGO BUY

SK Rent-a-Car launched "TAGO PAY", the first in the industry which allows customers to pay fees according to the mileage, and "TAGO BUY", which allows customers to rent almost-new used cars and decide the purchase at their desired time.



Launched EV Link

EV Link, launched in September 2022, is a service that enhances convenience of charging, car washing, and parking services for EV users.



Launched O2O On-Site Maintenance Service

SK Rent-a-Car launched a Smart On-Site Maintenance platform in collaboration with CARANG in June 2022, which provides maintenance services at the time and location customers desire.



Making a Happy Life



Obtained industry's first ISO 45001

SK Rent-a-Car obtained a certification of Occupational Safety and Health Management System (ISO 45001) through recognition for its efforts in creating a safe working environment.

Announced a human rights charter and related guidelines

SK Rent-a-Car declared a human rights charter and developed detailed operational guidelines to establish a human rights management system in 2022.

Strengthen employee communication

To promote a healthy corporate culture, SK Rent-a-Car conducted a 1-night 2-day Values Camp with all employees and managed a Culture Survey and CEO MBWA in 2022. These programs strengthened the communication among employees, and between employees and executives.



Accelerating Stakeholder Satisfaction

Ranked 1st in the rental car sector for KS-QEI Korean Standard Quality Excellence Index (7 consecutive times)



SK Rent-a-Car achieved high scores in both the "Usability Index", which evaluates performance and usability, and the "Emotional Index", which evaluates brand image and brand recognition.



Continuously promoted mutual growth project for local community

As part of efforts to address local community issues, SK Rent-a-Car has operated meal support programs for undernourished seniors since 2021. In 2023, a basic necessities package "Happiness Box," which was created by employees, was delivered to children.

Reinforced cybersecurity by expanding the scope of ISMS-P with cloud services

Personal information & Information Security Management System



After obtaining the ISMS-P certification for the first time in the industry in 2020, SK Rent-a-Car expanded the certification to cover both on-premises and cloud services in 2022.

Zero-Emission



Obtained approval on Korea's first EV-based GHG emission reduction project

SK Rent-a-Car achieved the certification of the GHG (Greenhouse gas) emission offset project after carrying out a test bed project based on the data collected using "EV Smartlink".

Achieved the transition goal by purchasing 7,000 EVs

SK Rent-a-Car has a goal of aiming to convert all company-owned vehicles into EVs by 2030. We achieved 2022's goal by purchasing approximately 7,000 EVs.

Built partnerships for an eco-friendly EV charging ecosystem

SK Rent-a-Car signed a memorandum of understanding with SK On, EVAR, and MinTech to establish a virtuous cycle model for EV batteries.



Ethical Governance

Obtained industry-first ISO 37001 certification

In October 2022, SK Rent-a-Car headquarters, EV Park Jeju, and Anseong sales center obtained industry's first ISO 37001(Anti-bribery Management System).



Achieved 40% female of BOD by appointing new director

SK Rent-a-Car appointed a new female non-executive director in 2023 pursuing gender diversity with the Board of directors.

Designated Chief Compliance Officer and Adopted the Compliance Program

The internal compliance system was strengthened by the introduction of Compliance Program (CP) and appointment of Chief Compliance Officer in June 2022.

Materiality Analysis

Materiality Analysis Overview

SK Rent-a-Car has been conducting an annual materiality analysis to systematically identify environmental, social, and governance (ESG) issues and transparently communicate with stakeholders. In 2022, SK Rent-a-Car analyzed the potential impacts on stakeholders related to its business activities and value chain from the sustainability point of view. Based on the results, we selected significant ESG topics with substantial impact on the company, and incorporated them into the assessment of activities in 2022 and action plans for 2023.

Double Materiality

SK Rent-a-Car has conducted a “double materiality” analysis to thoroughly review of ESG issues that warrant attention. The double materiality analysis is a methodology that considers the impacts of business activities on society and the environment from an inside-out perspective, as well as the impact of environmental and social factors on business performance from an outside-in perspective. This allows the company to gain a clear understanding of stakeholders’ concerns and expectations, incorporate them into management strategies, and expect improvements in business performance. Additionally, it enables the company to closely align environmental and social values throughout the operation.

Materiality Analysis Procedure

STEP 1	Preparing material topic “Long-List”
	- Methodology: Data analysis (qualitative) - Prepare 30 topics through list-up and grouping based on global disclosure initiatives such as ESRS, GRI, SASB
STEP 2	Deriving material topic “Short-List”
	- Methodology: Impact mapping (quantitative) - Calculate scores by topic by analyzing foundational data - ESG evaluation and disclosure criteria - Benchmarking within the industry - Analysis of CEO messages, Board of Directors, and ESG Committee agenda - Media analysis - Derive Short-List based on top topics
STEP 3	Conducting the double materiality analysis
	- Analyze the business activities, direct results, and social/environmental impacts for each topic by interviewing relevant departments - Conduct materiality analysis for each Impact by stakeholder survey consisting of employees and external experts (April 3rd to April 5th, 2023) - Analyze financial impacts (April 2023)
STEP 4	Selecting the material topic
	Select the top 5 material topic based on the ranking of impact analysis results
STEP 5	Reviewing the material topic
	- Report the results to the ESG Committee under the Board of Directors - Conduct the ESG Committee's review of the methodology and results

2022 Topic Short-list

2022 Final Material Topic

- Climate change responses and mitigation
- Introduction of eco-friendly products and services
- Product quality and service safety
- Business innovation and securing new growth drivers
- Sound governance
- Ethics and compliance
- Occupational safety and health management
- Contribution to local communities
- Air pollution management and reduction
- Establishing sound labor-management relations

Materiality Analysis Results

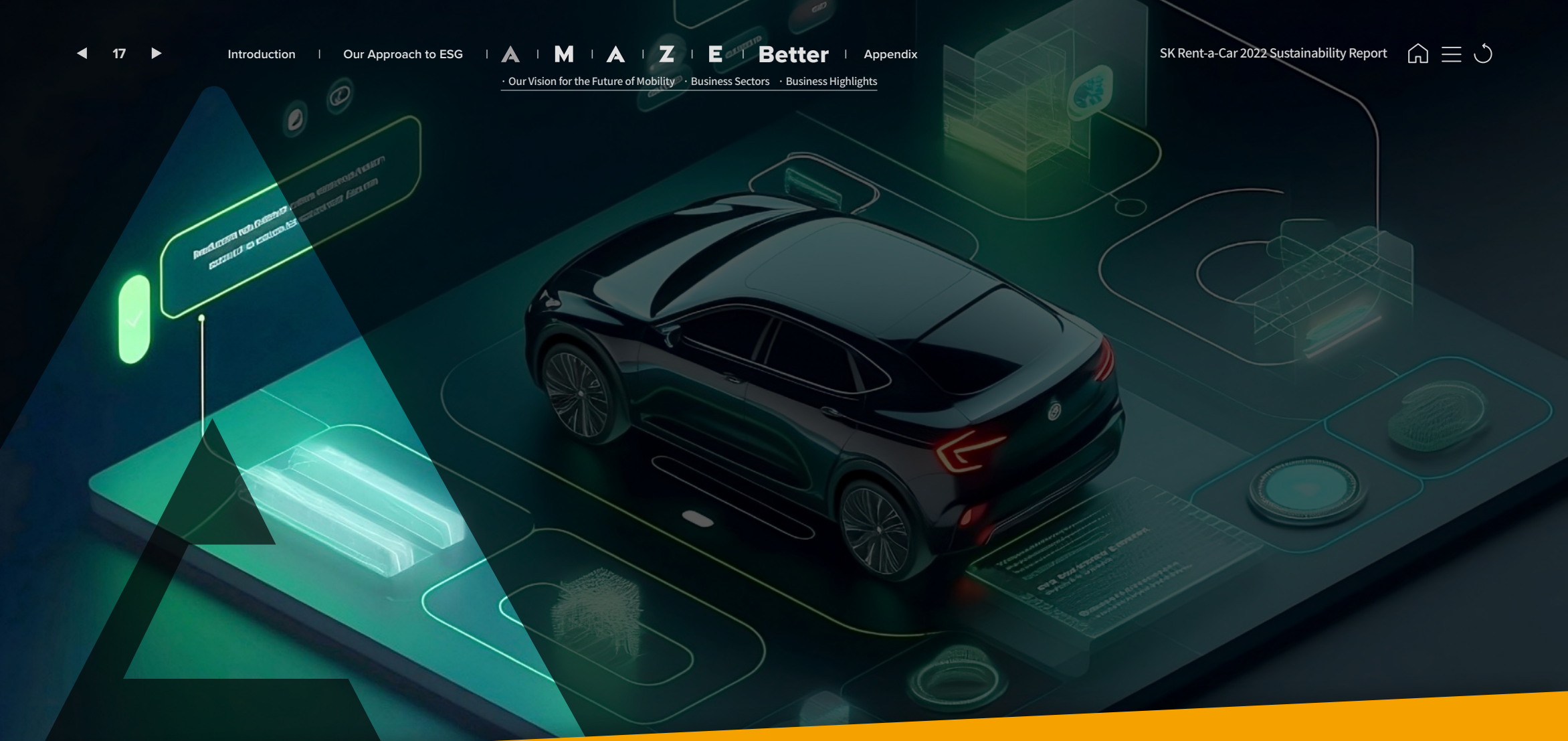
Based on the materiality analysis, SK Rent-a-Car has identified the topics that have significant economic, social, and environmental impacts. The company reports on the environmental/social impacts and the level of materiality for the top five topics. These topics were discussed and approved during the ESG Committee held in April 2023. SK Rent-a-Car will prevent management risks in advance and find new opportunities by analyzing social and environmental impacts and financial impacts by topics.

Material Topic		Impact Materiality				Financial Materiality	Double Materiality	A+MAZE Strategy
		Environmental · Social Impact	Impact Attribute	Impact Materiality Level	UN SDGs	Financial Materiality Level	Double Materiality Level	
Environmental	Climate change responses and mitigation	Responding to the climate change by direct · indirect GHG emission reduction	Positive/Actual	● ● ●	 	● ○ ○	● ● ●	Z
		Legal sanctions and deterioration of international reputation due to strengthened regulatory oversight	Negative/Potential	● ● ○		● ● ●		
Environmental	Introduction of eco-friendly products and services	Establishing eco-friendly mobility ecosystem in Korea through expanding the number of EVs and the EV charging infrastructure	Positive/Potential	● ● ●	 	● ● ●		Z
		Minimizing the environmental impact and improving air quality during vehicle operation	Positive/Actual	● ● ●	 	● ● ○	● ● ●	
		Contributing to resource efficiency by reducing the use of paper during rental periods	Positive/Actual	● ○ ○		● ○ ○		
Social	Product quality and service safety	Enhancing service quality and customer value through Voice of Customer (VOC) response and activities improving customer convenience	Positive/Potential	● ● ○	 	● ● ●	● ● ○	A
		Contributing to the establishment of a safe driving culture throughout the society and reducing accident rates	Positive/Potential	● ● ○		● ○ ○		
Governance	Business innovation and securing new growth drivers	Improving service qualities by business innovation and introduction of new technologies	Positive/Actual	● ● ●		● ● ○		A
		Reducing transition risks through the exploration of new business opportunities and the acquisition of relevant capabilities	Positive/Potential	● ● ○	 	● ● ○	● ● ○	
		Risk of job changes and attrition among offline sales personnel and other employees	Negative/Potential	● ○ ○		● ○ ○		
Governance	Sound governance	Promoting strategic decision-making and sustainable business activities through effective corporate governance	Positive/Potential	● ● ○		● ● ○	● ○ ○	E
		Realizing shareholder value through the protection of shareholder rights and active communication	Positive/Potential	● ● ○		● ○ ○		

Management Approach

SK Rent-a-Car is establishing management approaches for material topics based on the 4-Pillar framework announced by the International Sustainability Standards Board (ISSB) in March 2022. We are building a decision-making system to manage material topics (Governance) and developing strategies and policies that form the foundation for effective implementation (Strategy & Policy). Furthermore, we anticipate and proactively manage potential risks (Risk Management), and strive to establish goals by indexing relevant activities and strive to achieve them (Metrics & Targets). Refer to page 94 to see detailed information on the GRI Index for material topics.

4-Pillar	Climate change mitigation and adaptation	Introduction of eco-friendly products and services	Product quality and service safety	Business innovation and securing new growth drivers	Sound governance
Governance	<u>Establishment of system to respond to the climate change</u> M/S • Deliberation and resolution of agenda associated with climate change related risk and opportunity by the ESG Committee within the BOD L • Sustainability Management Office under the direct supervision of the CEO R • GHG Management: All business locations	<u>Expanding the engagement of relevant organizations for the expansion of eco-friendly products and services</u> M/S • The BOD and CEO establish and review the overall direction and performance of eco-friendly mobility initiatives L • Sustainability Management Office under the direct supervision of the CEO R Smartlink BU Develop EV control systems EV Infra Development Division EV Business Division Promote EV sales and develop infrastructure for EV usage Rental Business Division Purchase EVs Planning & Finance Division Engage in green finance and investment	<u>Securing dedicated team to enhance customer value</u> M/S • BOD and CEO L • Operate the Secretariat for enhancing customer value C • Operate Customer Protection Organization and Customer Value (CV) Council within the Customer Value Innovation Division	<u>Establishment of relevant organizations to leap to platform business through EV transition</u> M/S • BOD and CEO L • EV infrastructure development: EV Infra Development Division, EV Business Division • EV data analysis: Smartlink BU, Data Science Lab	<u>Establishment of organizational structure for efficient Board of Directors operations</u> M/S • Make decisions and oversee key management matters in the BOD • Operate three professional committees within the BOD L • Perform integrated risk management, the composition and operation of the BOD in the BOD Secretariat
Strategy & Policy	Establishment of Roadmap for 2040 Net Zero	Lead the eco-friendly mobility ecosystem in accordance with the environmental management policy	Promoting customer protection system centering around five areas by establishment of a Customer Protection Charter	Expanding business models centering around “Digital Transformation” and “Service Platformization”	Enhancing a sound and transparent governance through compliance with the Corporate Governance Charter
Risk Management	- Implement integrated risk management related to climate change and preventive measures for physical hazards - Continuously monitor climate-related risks and opportunities of short, medium, and long-term - Support the establishment of an emergency response system for natural disasters and accidents in all business locations - Incorporate climate-related risks and opportunities as deliberation agenda for investment decisions (e.g., EV Park Jeju)	- Monitor and manage the status of eco-friendly vehicle ownership - Verify GHG reduction from EVs for monitoring the effectiveness of eco-friendly products and services - Analyze needs and pain points related to EV usage and develop convenient services	- Introduce a “CV Officer” system to effectively respond to VOC, identify major issues, and implement improvement tasks - Analyze customer satisfaction to reflect it in quantitative/qualitative improvement of all products and services	Reduce the business risk associated with the transformation into the mobility platform through the exploration of new business opportunities and the acquisition of relevant capabilities	- Ensure the independence of the BOD by ensuring 60% of independent directors and separating the roles of CEO and Chair of the Board - Build a transparent and clear decision-making system to address internal issues
Metrics & Targets	M • GHG Emissions (Incorporate GHG emission reduction target within the management's KPIs) T • Exceeded a 8% reduction compared to the 2022 reduction target of 3,543 tCO ₂ eq G • Achieve Net Zero by 2040	M • EV conversion rate T • Purchased 7,000 zero-emission vehicles in 2022 (including 1,000 EVs in Jeju) • Cumulative EV conversion rate of 6.5% in 2022 (2022 roadmap target 5%) G • 100% conversion to EVs for all operational vehicles in Jeju by 2025 • Achieve EV100 by 2030 (25% by 2025, 70% by 2028)	M • Customer satisfaction T • 93.6% customer satisfaction in 2022 G • Achieve 94.0% customer satisfaction by 2023 • Achieve 95.5% customer satisfaction by 2025	M • No. of EV Link subscribers • EV Link charging coverage T • Reached 1,520 subscribers in 2022 • Reached 31% of coverage in 2022 G • Expand services and increased the user base of a new BM platform	M • Disclose the activities of the BOD and its committees through the company website and e-disclosure system T • Establish and disclose a BOD evaluation system G
GRI Index	201, 305	Non-GRI	416	201, 203	2-9~18, 405



ADVANCING THE FUTURE OF MOBILITY SERVICE



Digital Transformation and Service Platformization

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ADVANCING the Future of Mobility Service

Digital Transformation and Service Platformization

SK Rent-a-Car pursues business model innovations through digital transformation and platformization of services. We will lead the future of mobility services by expanding our online platform business model and vitalizing the used car market. Continuously expanding the business models to go beyond simple rental operations, we are bring fresh changes to the mobility ecosystem.

**11 SUSTAINABLE CITIES
AND COMMUNITIES**



UN SDGs 11

BACKGROUND INFORMATION

Providing optimal services that meet customer needs is one of the most critical values of corporates. To sustain our growth as a leading future mobility service platform, SK Rent-a-Car has expanded online sales channels, and launched differentiated EV products to meet diverse needs of customers. Today, continuous business model innovation aligned with digital transformation that maximizes customer value is more important than ever.

SKR VISION

Data-driven O2O Mobility Service Provider

SK Rent-a-Car will take a leap forward as a “Data-Driven O2O Mobility Service Provider”. We will continue to drive innovations in customer experience by operating a data-driven mobility service platform that offers new values and diverse services.

AMAZE Reporting Framework

Advancing the Future of Mobility Service (Digital Transformation and Service Platformization)			
Governance	Establish new DevOps Center in Data Science Lab		
Strategy	Expand online platform Business Model (BM)	Enhance Electric Vehicle (EV) rental competitiveness	Establish new service BM
Risk Management	- Efforts to deploy EV infrastructure to increase the number of customers driving EVs - Diversify sales channels such as mobile live commerce		
Mid-long Term Goal	Establish open platform providing data-driven service	Be positioned as No.1 EV rental operator by 2025	Expand the scope of vehicle management service and secure data monetization BM
Current Status & Future Plan	- Enable online transformation of all business processes, including customer acquisition, marketing, sales, and service - Launch new services based on customer and vehicle data, such as usage-based pricing plan “TAGO PAY”	- Secure infrastructure and technology to enhance the company's presence in the EV market (e.g., establishment of EV Park Jeju and ECO LOUNGE) - Expand EV-exclusive services utilizing EV Link	- Expand the service scope of Smartlink and enter into solution-based BM - Promote the expansion of the used car BM through TAGO BUY - Launch O2O On-Site Maintenance Service in 2022, expand its service area to EV in 2023 - Establish new growth foundations by investment and collaboration with mobility startups

Our Vision for the Future of Mobility

Data-driven O2O Mobility Service Provider Spearheading Digital-Driven Business Innovations

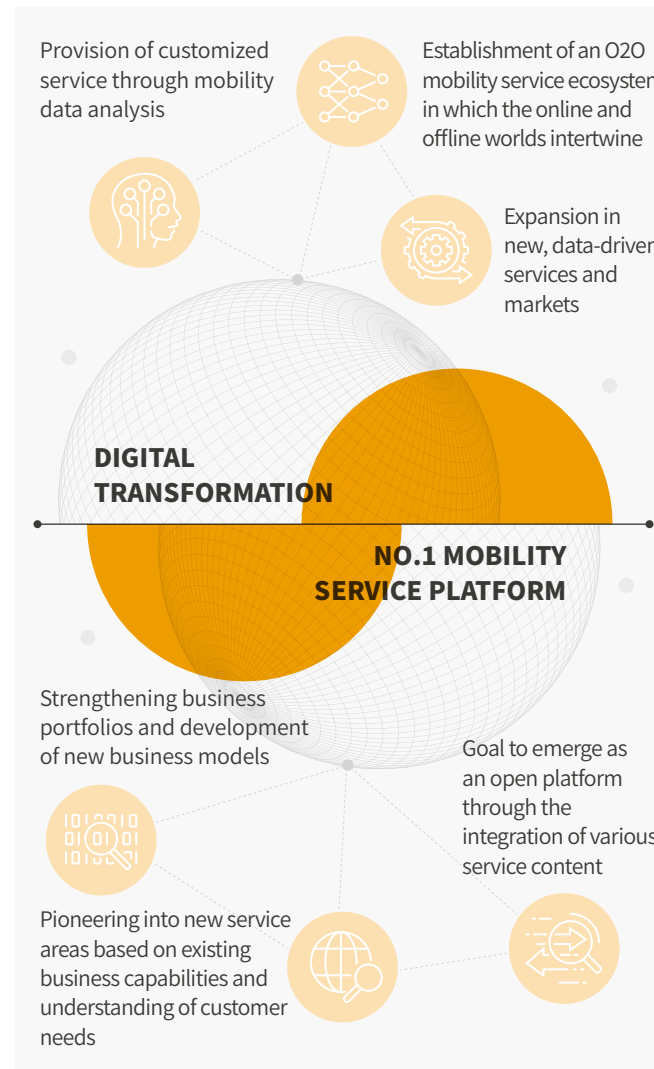
Digital Transformation

SK Rent-a-Car is enhancing employee's digital literacy and recruit Artificial Intelligence (AI) / Digital Transformation (DT) experts as key initiatives to innovate data-driven working practices throughout its management activities. We established the DevOps Center under the Data Science Lab as an internal expert team to anticipate customer and market changes proactively and improve business agility. In addition, we are diversifying our services through B2C online channel to proactively respond to customer needs.

2025 Goal: No. 1 EV Rental Operator

SK Rent-a-Car is promoting digital technology-based service and business model innovation based on electric vehicles (EVs) and online platforms. In the rapidly changing mobility industry, we strive to enhance our business competitiveness and promote digital transformation.

In pursuit of these goals, in 2022, SK Rent-a-Car transformed our IT systems to a cloud-based digital infrastructure. In addition, we are establishing infrastructure for full-scale EV adoption until 2030, such as equipping all EVs with Smartlink terminals and creating a Smartlink data platform for battery safety analysis and management. Furthermore, we are currently building a system to develop "SK Rent-a-Car Direct" as a data-driven online platform, planning to complete it by the 2023 Q3.



No.1 Mobility Service Platform

Creating customer values with various services as a mobility service platform

SK Rent-a-Car is developing various business models to secure competitiveness and expand customer choices. Considering our focus on "Online Platform Biz Innovation" and the financial market, we are building a contactless online platform by launching SK Rent-a-Car Direct, TAGO PAY, and O2O On-Site Maintenance Services.

As a platform leading the domestic EV rental market, SK Rent-a-Car is continuously launching new services to enhance customer value. In the second half of 2022, we launched the "EV Link" product to enhance the convenience of EV charging for EV users and facilitate their seamless usage. Also as the largest rental car operator in Jeju Island, we are contributing to Jeju Island's "Carbon Free Island 2030" policy by replacing rental vehicles with EVs. SK Rent-a-Car has also created an "ECO LOUNGE" in Jeju's Seogwipo area, providing a space for customers and tourists to charge their EVs and relax. Also, we established the "EV Park Jeju," an EV-exclusive complex, which offers a new EV experience.

Moreover, SK Rent-a-Car is expanding our business scope in the used car sector. We have launched the "TAGO BUY", allowing customers to acquire almost-new used cars at their convenience. We also expanded the vehicle control service of "Smartlink" to include public institutions and commercial vehicles. SK Rent-a-Car will strengthen business portfolios and development of new business models by promoting mobility BM innovation.

Business Sectors

Rental Business

Offering a New Car Life for Sharing Economy

SK Rent-a-Car provides various rental products with the vision of being a “Mobility Service Provider”, to improve customer convenience. Furthermore, we are implementing the EV transition to lead the ESG movement.

| Long-Term Rental Car Service

A long-term rental car allows customers to use newly bought cars. During the contract period, vehicle maintenance and management services are provided, and customers can choose whether to return or take over a car at the end of the contract. It offers customized vehicle management services and is available to all customer groups.

| Medium-Term Rental Car Service

A medium-term rental car is a monthly rental product that allows customers to use vehicle ideally for their purpose at any time with a minimum contract period of one month. The product offers services similar to a long-term rental car service.

| Short-Term Rental Car Service

A short-term rental car allows customers to conveniently use the vehicle required for travel/leisure/business trips for as little as one day by establishing over 160 sales networks nationwide, including airports and KTX stations. In 2022, we launched a new rental product including driver service for customers traveling in Jeju.

| Long-Term Used Car Rental Service

A long-term used-car rental service is composed of rental products with buyback option where customers can choose whether to take over or return the car after the rental period, and standard rental products(return mandatory) where the car must be returned at the end of the term. For the rental products with buyback option we carefully select top-quality, accident-free vehicles, while the standard rental products provide competitively priced options as it includes vehicles with minor accident history that do not pose any operational issues and are well-maintained. In addition, we have launched new services considering various customer needs. We have introduced “TAGO PAY” that can satisfy the needs of the customers using vehicles only during weekends, or only for a specific purpose, such as driving kids to school to pay based on mileage. Also, “TAGO PAY for Used Cars” was launched

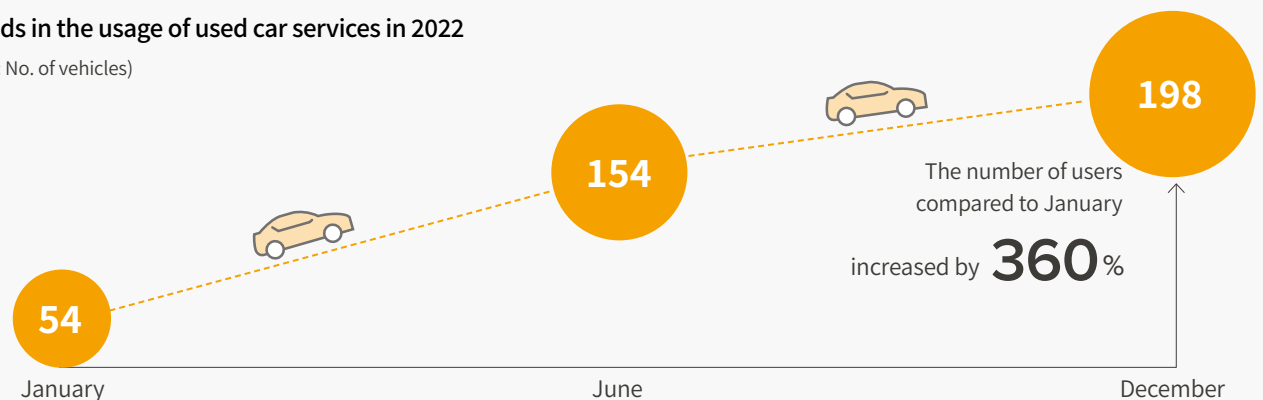
for customers who feel burdened to afford new cars. In 2022, we introduced a long-term rental product exclusively for Jeju Island, satisfying the demand of Jeju residents, business travelers, and long-term vacationers.

Business Performance for 2022

Starting with the pilot test in December 2021, SK Rent-a-Car officially launched our long-term used car rental service in January 2022. In January 2022, we started with the selectable product, followed by the launch of the return-only product and Jeju-exclusive product in June. In September, we launched “TAGO PAY for Used Cars,” and finally, in December, we launched “TAGO BUY,” a total of five long-term rental products for used cars. Compared to the launch in January 2022, the total number of users for used car products as of December increased by 360%. We are striving to stabilize and promote the usage of each product in 2023.

Trends in the usage of used car services in 2022

(Unit: No. of vehicles)

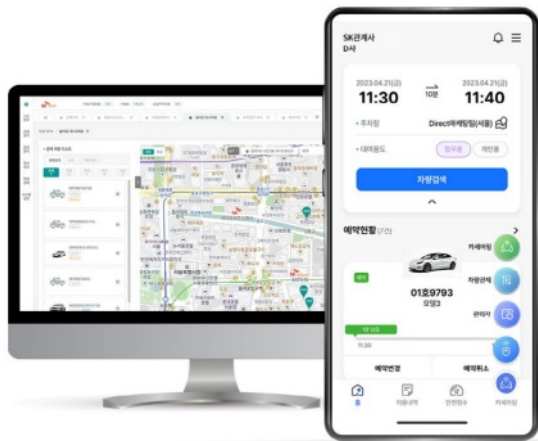


Smartlink

Increasing Efficiency of Vehicle Operation Based on Data-Driven Connectivity

Smartlink is a Fleet Management Service (FMS) that enhances customer convenience through the efficient operation of vehicles. It contributes to efficient vehicle operations by collecting real-time driving data utilizing the Internet of Things (IoT) and cloud technologies, and providing vehicle management and control services. We are expanding the service scope from corporate vehicles to taxis, commercial vehicles, and special-purpose vehicles.

In 2022, we expanded the functionality of the Smartlink service from monitoring to data-based prediction. Through a partnership with the automotive parts and solutions development company “Mando,” we completed a pilot project and conducted initial testing of predictive algorithms. Through this pilot project, customers can diagnose and predict the precise condition of their vehicles based on real vehicle data.



Vehicle Management Service

The vehicle management service offers variety of convenient functions, such as monitoring vehicle's real-time location, route and condition, and provide guidelines to safe driving by analyzing driving habits through driving data.

Car-Sharing Service

The car-sharing service provides user-customized service by enhancing efficiency and reducing costs with functions such as vehicle reservations, allocations, returns, and convenient door control through smartphones.

Fleet Scheduler

Fleet scheduler can efficiently manage vehicle and schedule by guiding the optimal route based on real-time traffic information, business hours, and vehicle operation information such as driving distance.

G-Smartlink (for Public Institutions)

G-Smartlink provides optimal vehicle management services for public institutions. It has acquired national security qualifications, and has been registered on the public cloud and the Korean Online E-Procurement System for the first time in the industry.

The Accident Prevention Effect of Smartlink

Smartlink provides a “Safe Driving Index” through quantified indicators of driving habits that may lead to accidents, such as sudden acceleration, harsh braking, and speeding, based on driving data. As of 2022, the accident rate of vehicles equipped with Smartlink among long-term rental cars used by corporate customers is 10% lower compared to non-equipped vehicles.

TAGO PAY

Providing Reasonable Products to Meet Customer's Various Lifestyle

In 2021, SK Rent-a-Car launched TAGO PAY, an online-exclusive rental product with a pricing scheme based on the mileage. With the perception of the existing pricing scheme being beneficial to long-distance drivers, we released TAGO PAY for short-distance drivers to use cars at a reasonable price. Launched in November 2021, the pilot product attracted customers using vehicles only during weekends, or only for a specific purpose, such as driving kids to school or traveling. It has been quickly sold out as it met customer needs.

Since its official launch in January 2022, TAGO PAY has been expanding its range of vehicles. We released “TAGO PAY for Used Cars” in November 2022 to create social value through resource circulation, and expanded product portfolios by launching “TAGO PAY EV” combined with the “EV Link” service in May 2023.



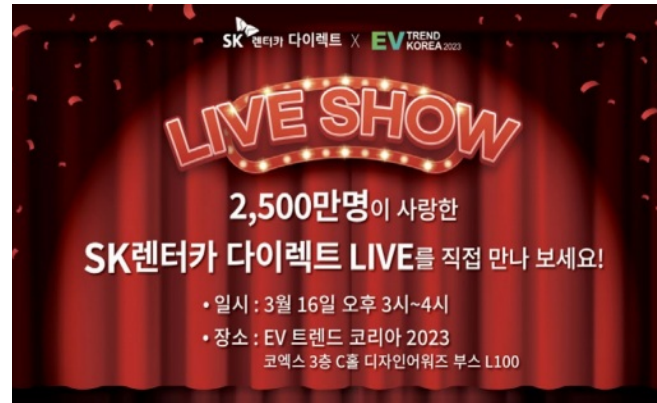
SK Rent-a-Car Direct

Maximizing Customer Convenience with 24-hour Online Service

Launched in May 2021, “SK Rent-a-Car Direct” allows customers to conveniently use services online, including quotation, contract, and same-day delivery. SK Rent-a-car Direct simplifies the existing 13-step process from quotation to contract into 6 steps and allows customers to complete the process within 3 minutes, reducing the inconvenience. It provides customized price options based on customer information and ensures customer safety through a dedicated car manager’s after-sales service.

Meanwhile, since 2022, SK Rent-a-Car Direct has been continuously expanding its customer touchpoints through external channel sales. The industry’s first live commerce, “Direct Live,” has been conducted over 80 broadcasts and recorded an accumulated viewership of 25 million people in 2022. In addition to self-broadcasting, we have expanded its live commerce through partnership with channels such as SK Stoa, CJ, and Hyundai Home Shopping. Especially in March 2023, SK Rent-a-Car Direct contributed to improving the brand experience by conducting the industry’s first online-offline integrated broadcast through “EV TREND KOREA 2023”, directly communicating with customers through Direct Live.

Furthermore, SK Rent-a-Car Direct has also introduced its online long-term car rental service through the e-commerce platform, 11st. Customers can use the fast delivery service (delivery within 7 days after the contract) on 11st’s official SK Rent-a-Car Direct store, and they can also use the 24-hour online quoting service without the need for separate documents or consultation calls.



EV TREND KOREA Direct Live

- Event: EV TREND KOREA 2023
- Date: March 16, 2023
- Location: COEX Exhibition hall
 - Key Concept: Industry's first online-offline integrated LIVE “Direct LIVE SHOW”
 - Customer influx during the event: About 7,000 people
 - Customer quotations during the event: About 1,000 cases



Investment in Mobility Start-Ups

Leading Co-Growth of Mobility Ecosystem Through Cooperation

To foster a healthy mobility ecosystem, SK Rent-a-Car has invested approximately KRW 10.4 billion in four startups since 2021. These startups include “SOFT BERRY,” which operates the EV charging information platform “EV Infra,” “TeamO2,” which operates “CARMORE,” a domestic and international car rental price comparison and intermediation platform, “EVAR,” an innovative EV charging station manufacturer producing autonomous charging robots, and “CARANG,” which operates “CARSURI,” an O2O on-site maintenance service.

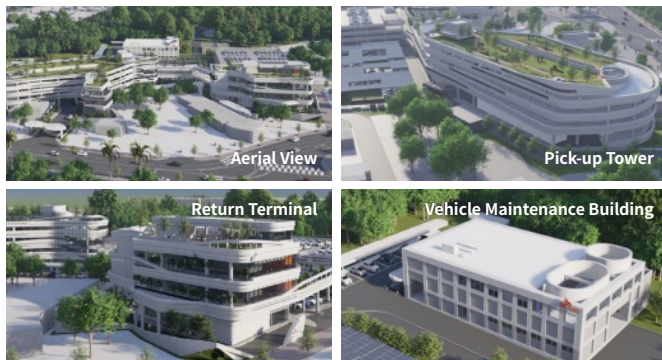
As we actively collaborate with each company, SK Rent-a-Car launched the “Smart On-Site Maintenance” service with CARANG in June 2022. “Smart On-Site Maintenance” is a service that combines SK Rent-a-Car’s “Smart Care” app with CARANG’s O2O on-site maintenance service, which allows customers to easily schedule and reserve maintenance visits through the “Smart Care” app.

Overall, SK Rent-a-Car as a major mobility platform builds a foundation of co-growth and makes various partnerships that deliver greater value to customers.

Business Highlights

EV Park Jeju

Starting with the “EV Park Construction Ceremony” in June 2021, SK Rent-a-Car is developing the Jeju branch near Jeju Airport as the largest EV-exclusive rental space in Korea, covering a total area of 27,688m². Along with the plan to convert all 3,000 short-term rental cars in Jeju Branch to EVs by 2025, we are also planning to deploy a charging infrastructure with a capacity of 7,200kW, capable of charging over 3,000 EVs, in co-operation with the Korea Electric Power Corporation (KEPCO). During the construction in 2022, we have renovated the parking tower to provide convenient and safe car pick-up location to customers. In addition, we installed outdoor escalators to improve accessibility, and secured vehicle and shuttle bus access routes for customer safety. We are continuously taking customer feedback into consideration while developing the site.



EV Park Jeju

SK Rent-a-Car started operating a vehicle maintenance building within EV Park Jeju in the second quarter of 2023 with a capacity over 3,000 vehicles. The building provides facilities for vehicle maintenance as well as a restaurant and showers for employees.

Furthermore, to prevent electric vehicle charging gaps during EV Park Jeju construction, we built 3,000kW of charging infrastructure following 2,000kW in operation after deployment in January 2022. As a result, even before its completion, EV Park Jeju has become the largest charging station in Korea with a total capacity of 5,070kW on a single site.

EV Park Jeju is scheduled to be completed in the third quarter of 2024. A pick-up tower, where customers can pick up one's reserved vehicles, will be constructed with a capacity to park around 120 vehicles on three floors, with a total area of 1,500m². In addition, a return terminal will be developed with a concept of providing a resting place for customers after their trips.

Value Creation Through Green Investment in EV Park Jeju

The SK Rent-a-Car will place total 3,000 units of EVs in EV Park Jeju and forecast to reduce GHG emissions by 10,000 tons, equivalent to planting 1,500,000 pine trees. It will also reduce air pollutants (carbon monoxide, nitrogen oxide, etc.), the main cause of smog and deforestation, by about 40 tons and prevent 44,000 liters of waste oil use. The company also develops measures to resolve Jeju's power issues by utilizing the batteries of the operating EVs as energy storage devices.

ECO LOUNGE

ECO LOUNGE is a complex space opened in December 2022, consisting of the specialty cafe TERAROSA and a KEPCO EV charging station. It was developed with the concept of being a space where both people and electric vehicles can recharge and rest during their travels in Jeju.

Considering that rental cars are the main mode of transportation for Jeju travelers, ECO LOUNGE was developed as the first drive-through store of TERAROSA in Korea. Additionally, as a combined model of a cafe and EV charging station, it provides a service where the customer can monitor the real-time charging status of electric vehicles inside of the cafe area.

ECO LOUNGE has three 100kW DC fast chargers and two V2G AC chargers, charging over 20 EVs on average a day. In the third quarter of 2023, an additional four DC fast chargers will be installed to improve customer convenience.



A View of ECO LOUNGE

ECO LOUNGE Opening Ceremony

Implementation of V2G Projects

V2G (Vehicle-to-Grid) technology utilizes EVs as flexibly distributed energy resources(DER) by controlling charging and discharging EV batteries. This enables the energy stored in EV batteries to be transmitted back into the power grid when needed or limit charging speed to effectively utilize EVs as an Energy Storage System (ESS).

As of now, Jeju Island's renewable energy generation rate is the highest in the country. However, due to the nature of renewable energy, electricity can be generated only at certain times, resulting in a supply and demand imbalance that does not match power demand and supply.

To solve these problems, SK Rent-a-Car is collaborating with the Korea Electric Power Research Institute (KEPRI) to conduct a V2G project in Jeju Island. As part of the project in June 2022, SK Rent-a-Car installed ten units of V2G chargers at its Jeju branch and is validating various scenarios at the aggregated V2G charging station to gather data for new business opportunities. In addition, SK Rent-a-Car has installed two chargers at the ECO LOUNGE to allow customers traveling in Jeju to experience V2G technology.



ECO LOUNGE EV Charging Station

Launch of EV Link

SK Rent-a-Car launched “EV Link” in September 2022, an EV-specific service package, to encourage customers to convert internal combustion engine vehicles to EVs. We are contributing to rapid adoption of EVs by mitigating the inconveniences that customers may experience.

Enhancing the convenience of EV customers, the EV Link allows easy utilization of all frequently needed services related to charging, washing, and parking. Regarding the charging service, we solved the inconvenience of issuing multiple charging cards, which was a major inconvenience for EV customers. We provide a card to EV customers when they pick up the vehicle, allowing them to access over 59,000 charging stations nationwide without issuing additional cards. Automatic car washing services are also offered at affiliated gas stations, without any restriction on EVs. To reduce costs while charging, we provide parking discount vouchers through partnerships with parking management companies.

EV Link will continuously improve the convenience of EV users by adding services through partnerships with companies in the mobility industry. We also strive to promote the transition to EV, thereby contributing to the reduction of carbon emissions.

Business Performance for 2022

EV Link Service	Number of Subscribers	1,520
	Number of Charging Sessions	10,418
	Total Charging Amount	317,577kWh
	Reference Date	December 31, 2022
Charging Infrastructure	Affiliated Charging Operators	5 operators
	Available Charging Stations	59,004 stations
		- DC Fast Charger: 13,176
		- AC Charger: 45,828
	Coverage	31.1%
	Reference Date	December 28, 2022

Launch of O2O On-Site Maintenance Service

The “Smart On-Site Maintenance” service, which allows customers to receive maintenance services at their desired time and location through mobile reservations, was officially launched in June 2022. It was launched through collaboration with “CARANG,” the No.1 platform company for on-site maintenance in Korea, in which SK Rent-a-Car invested in 2021. It combines SK Rent-a-Car's network and customer management capabilities with CARANG's IT platform expertise.

The O2O On-Site Maintenance Service provides services such as vehicle inspections, engine oil exchanges, and battery replacements by professional technicians showing up at the customer's reserved time and location. It saves time when compared to a visit to a repair shop and reduces the burden and over-charging risks of face-to-face consultation with a mechanic.

SK Rent-a-Car is strengthening communication with customers to ensure that maintenance is carried out at the optimal time by utilizing the platform based on vehicle mileage and maintenance history. This is expected to result in the long-term preservation of vehicle value, minimized excessive maintenance costs, and reduced environmental impact. According to the analysis of data from 107 user reviews within the application until March 22, 2023, satisfaction level was recorded at 4.98 out of 5, indicating high customer satisfaction.

Starting in May 2023, SK Rent-a-Car plans to proactively respond to changes in the market by expanding the scope of its service to EVs.



Smart On-Site Maintenance App Screen

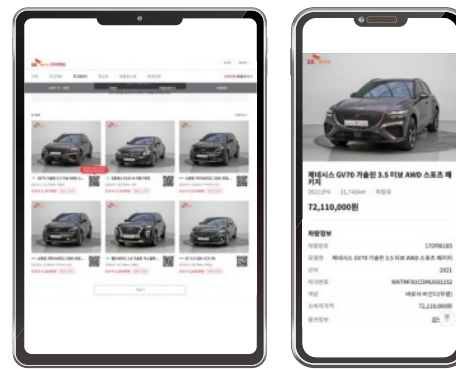
TAGO BUY

TAGO BUY has been launched based on the strengths of a professional car rental operator¹⁾ to relieve customers' concerns about purchasing used cars by providing certified high-quality used car. Customers can check any issues while using the car as needed, and make the decision to purchase it after a trust is established. All services are available online, substantial care and an extended warranty 6 (EW6) worth up to KRW 1.5 million are provided without any charge.

In TAGO BUY, accident-free vehicles with a mileage of less than 90,000km and an average age of 26 months to less than 48 months are selected with priority. In order to certify excellent quality, we issue a diagnosis report after conducting a premium diagnosis, which includes not only regular checks but also an additional 221 items of detailed inspection. Taking into consideration the customers' concerns about the lack of information of the previous user's usage history, SK Rent-a-Car has introduced blockchain technology for the first time in the industry to provide transparent information including maintenance records, accident history, and the number of ownership transfers.



Introduction of TAGO BUY
(Webpage)



Providing Car Information by Applying
Blockchain Technology (Screen)

Business Performance for 2022

As a result of promotion through Facebook, live broadcasts, and YouTube content creators, the TAGO BUY service is successfully attracting customers. As of March 2023, the 4th month since its launch, TAGO BUY's monthly average number of visitors has been expanding steadily, reaching approximately 13,000 people, with a peak of approximately 22,000 people. The average period of confirming the purchase is 7 days. As such, TAGO BUY serves as a channel where customers with a need to purchase used cars can test drive the vehicles and make purchasing decisions without anxiety.

1) Professional car rental operator: A subsidiary or affiliate of a large corporation, established and operated based solely on car rental and managed under the conglomerate

Smart Care

Smart Care application, which is designed for long-term rental car customers, provides mobile services for contract management, vehicle maintenance, and benefits management. It streamlines administrative processes that previously required documents through sales staff or customer centers, making them more efficient through mobile services. The service also improved features such as the function to change insurance conditions and guidance service for repair shops. For customers with installed IoT devices the Smart Care service provides daily records of driving to improve convenience for maintenance and displays information about competent authorities for the fine to increase the convenience of payments. In addition, we will add a feature to pay unpaid toll fees in collaboration with the Korea Expressway Corporation in 2023.

Smart Care service is enhancing customer convenience by integrating with various services offered by SK Rent-a-Car. It provides O2O maintenance by integrating with the Smart On-Site Maintenance service and improved the convenience of EV customers by connecting the service with EV Link. It also allows customers to manage various vouchers from SK Rent-a-Car services through the Smart Care application. Furthermore, we establish the Smart Care web channel and provide immediate access links to each menu.

Business Performance for 2022

- Number of Application Downloads: 154,000 cases
- Number of Cumulative Subscribers: 88,000
- MAU: 73,000 (December)



MAKING A HAPPY LIFE



Employee Happiness

- 28 Human Rights Management
- 31 Occupational Safety and Health
- 34 Corporate Culture
- 39 Talent Development

MAKING a Happy Life

Employee Happiness

SK Rent-a-Car aims for a working environment where all employees can work happily. We strive to increase the happiness by creating a safe, pleasant workplace and establishing a horizontal, communication-oriented culture. We will pursue human rights management with job creation, employment stability, and work-life balance as key tasks.

8 DECENT WORK AND
ECONOMIC GROWTH



UN SDGs 8

BACKGROUND INFORMATION

Universal Declaration of Human Rights (UDHR) and the UN Guiding Principles on Business and Human Rights (UNGPR) emphasize the importance of implementation and provide guidelines of human rights management for companies. Korea has also been establishing related policies to join the global movement to strengthen human rights. Managing human rights risks and establishing a corporate culture where all employees are individually respected and able to demonstrate their capabilities have become increasingly important.

SKR VISION

The ultimate goal of SK Rent-a-Car's management philosophy is the happiness of our employees. We pursue the happiness of both our employees and stakeholders as a foundation for sustainable happiness.

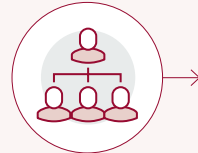
AMAZE Reporting Framework

Making a Happy Life (Employee Happiness)				
Governance	Operation of the Human Resources Team and SHE Center under the CEO's Sustainability Management Office			
Strategy	Establishing human rights management system	Ensuring the safety of employees and business partners	Establishing stable labor-management relations	Ensuring work-life balance
Risk Management	- Improve human right management based on relevant survey - Announced the human rights charter and related guidelines in 2022	- Strengthen inspection of sites, including branches, distribution centers and sales centers - Provide rest facilities and winter gear for outdoor workers - Obtain industry-first ISO 45001 certification	Expand the labor-management communication through the operation of a labor-management council	Improve corporate culture through "Culture Survey" to all employees and an anonymous bulletin board
Metrics and Targets	Conduct human rights due diligence and impact assessments in 2023 to prevent and mitigate violations	- Establish four core tasks to achieve the goal of Zero serious accident - Hold the Occupational Safety and Health Committee quarterly and reflect employee's suggestions	- Obtain "Best of Labor Relations Certificate" by 2023 - Promote mutual growth and cooperation with labor unions	- Design adequate policies to improve productivity and corporate culture - Comply with legal requirements for the family-friendly company



SKR Strategy

Objective



Improve the corporate environment and related systems to ensure employees' happiness

Focus Areas



Implement Human Rights Management



Achieve a Zero Safety Accident

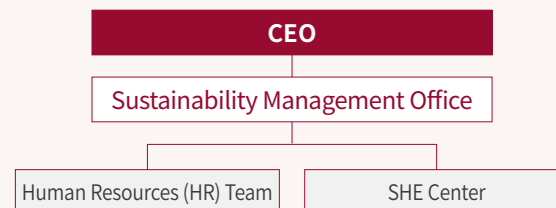


Create a Balanced Corporate Culture



Foster Talent

Organization Chart

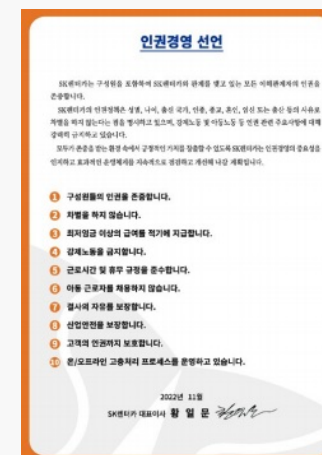


Human Rights Management

SK Rent-a-Car operates under the principle of respecting the human rights of all stakeholders, including employees, those of subsidiaries and business partners. SK Rent-a-Car's human rights policy consists of 13 detailed guidelines: non-discrimination based on gender, age, race, religion, marriage, etc.; freedom of association; prohibition of forced and child labor; safety and health; responsible management of business partners; guarantee of environmental rights; protection of customer rights; and protection of women's rights.

Human Rights Policy

SK Rent-a-Car established the human rights charter in 2022 to comply with the corporate responsibility, as stated in UDHR, UNGP and ILO conventions. In addition, we prepared guidelines to determine the necessary measures to establish and implement the policies. With detailed guidelines, SK Rent-a-Car establishes a management system to enhance the dignity and deal with human rights violations of all stakeholders. Furthermore, we recommend all of our stakeholders to respect our human rights policy.



Human Rights Guideline

Chapter 1: General Provisions

Chapter 2: Implementation of Human Rights Management

Chapter 3: Human Rights Management System

Chapter 4: Human Rights Impact Assessment

Chapter 5: Remedies for Human Rights Violations

Chapter 6: Supplementary Provisions

Human Rights Management System

SK Rent-a-Car oversees human rights-related matters within the ESG Committee under the Board of Directors based on policies and roadmap established by the dedicated Human Rights Management Division.

Starting from 2023, SK Rent-a-Car will conduct due diligence to proactively prevent and mitigate human rights abuses related to business activities and identify key human rights issue through evaluations of identified actual and potential factors. The human rights management personnel and relevant departments will derive specific improvement measures and action plans for the identified issues and will implement measures for any deficiencies. We will also disclose our progress in implementing human rights management system to our stakeholders.

SK Rent-a-Car Human Rights Management System



Mid/Long-Term Targets on Human Rights Management

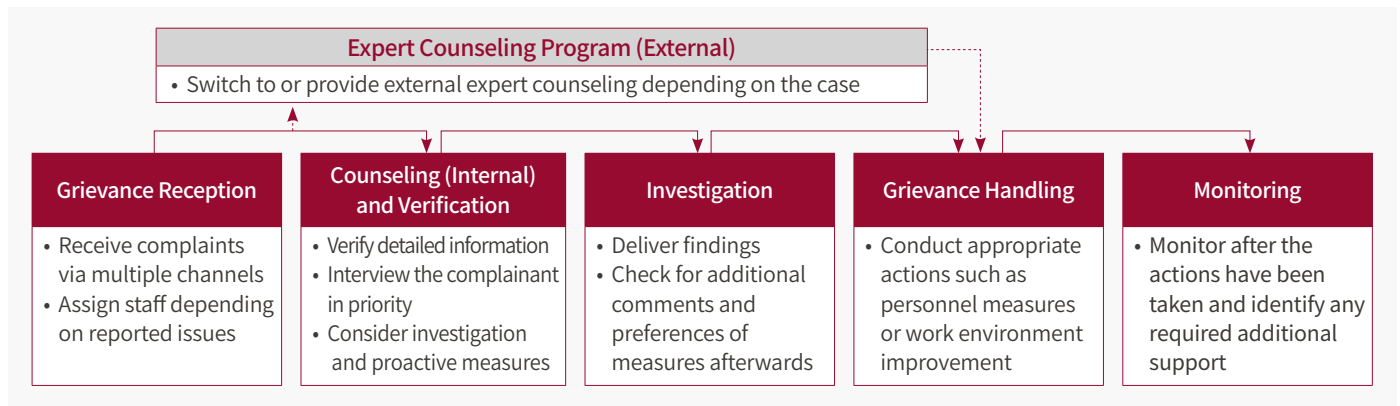
	Introduction and Awareness (2022-2023)	Internalization (2023-2024)	Satisfy Global Standard (from 2025)
Target	- Establish human rights charter and policies - Operate grievance handling process and counseling center - Implement human rights due diligence	- Assess and evaluate risk - Implement institutional improvement - Advance the entire process of human rights due diligence	- Advance the system and policies - Promote a culture of respect for human rights (among external stakeholders) - Obtain certification through the inspection of independent assurance corporation
Performance management	- Establish human rights management system (policies and targets) and the human rights charter - Conduct education on occupational safety and health (quarterly), sexual harassment prevention, disability awareness, and ethical management (yearly) - Operate grievance handling process and counseling centers - Designate dedicated personnel for human rights and grievance handling	- Identify human rights issues/risks and vulnerable groups through human rights impact assessment - Establish and implement objectives for institutional improvement - Conduct workplace bullying prevention program (from 2023)	- Advance the human rights management system (review and improve management indicators by area) - Spread a culture of respect for human rights among external stakeholders including customers and business partners - Collaborate with external organizations to develop human rights surveys and obtain certification through external inspection

Grievance Handling Process

SK Rent-a-Car operates channels for grievance on human rights violations at the workplace such as bullying, sexual harassment, and discrimination. We have a grievance handling and counseling center, external expert counseling services, and a Grievance Handling Committee within the labor-management council. The grievance handling and counseling center ensures anonymity (optional) and provides a channel where employees can seek counseling and ask to take action regarding human rights

violations. We provide feedback on the process and outcomes through internal system and in cases where personnel disciplinary measures are required, we convene a Personnel Committee in accordance with internal procedures, applying the opinions of complainant. We also provide concurrent psychological support through an Employee Assistance Program (EAP) for professional counseling. In the future, we plan to expand channels through which external stakeholders, such as business partners, can access.

Grievance Handling Process



Human Rights Risk Assessment

SK Rent-a-Car operates a human rights due diligence to effectively manage potential human rights risks in its business activities. In 2022, we conducted a survey on awareness of human rights management for all employees and identified the risks related to human rights. Starting in 2023, SK Rent-a-Car plans to conduct human rights impact assessments to establish remedial procedures through external expert organizations, along with materiality analysis identifying key human rights issues. SK Rent-a-Car's human rights risk management is planned to be communicated regularly and gradually expanded, taking all stakeholders into account.

Human Rights Survey

SK Rent-a-Car conducted the survey for three days in December 2022 on all employees to diagnose the level of awareness and gather opinions regarding human rights management. Employees were asked questions on a 5-point scale, such as “Are you aware that our company has declared a human rights charter?” and “Do you think that our company protects the human rights of customers, business partners, and other stakeholders?”, along with open feedback. We will further improve the human rights based on the results of the survey.

Human Rights Education

SK Rent-a-Car conducts disability awareness and sexual harassment prevention education for all employees in accordance with legal requirements. In 2022, we conducted the workshop after distributing educational materials on bullying in the workplace. In the workshop, we held team discussions regarding mutual respect, and selected exemplary departments to share the content of the discussions.

Result of 2022 Human Rights Survey

Schedule: December 14th to 16th [3 days] / Response Rate: 45.4% (294 out of 647 participants)

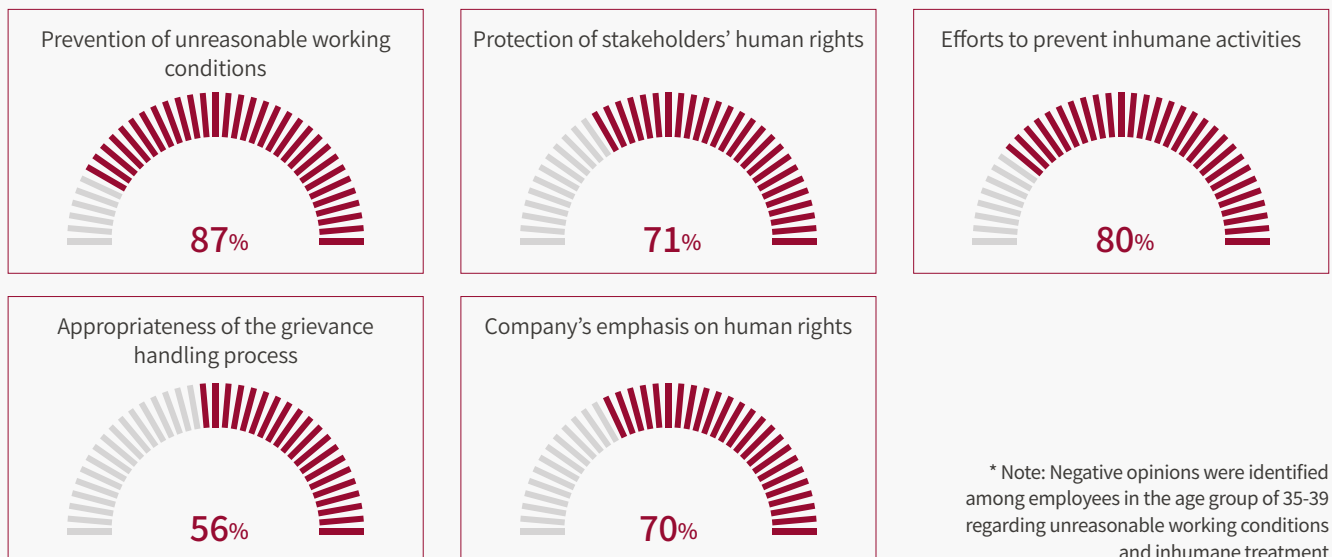
※ Average response rate for the affiliates: approximately 35%

Topic 1 How well are our employees aware of human rights management? (Positive Rate)



* Note: Employees with less than 10 years of tenure and those in their 20s and 30s showed lower interest

Topic 2 How well does our company implement human rights management? (Positive Rate)



* Note: Negative opinions were identified among employees in the age group of 35-39 regarding unreasonable working conditions and inhumane treatment

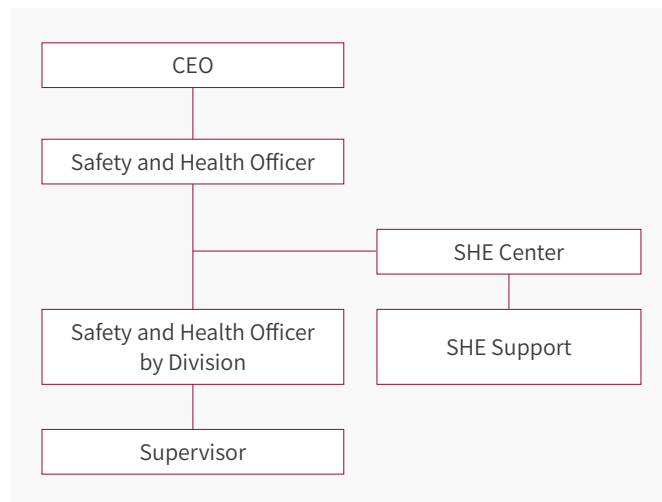
• 2023 Improvement Plan for Human Rights Management: Plan to focus on employees of 6-10 years of tenure with heavy workload and internal risk management

Occupational Safety and Health

SK Rent-a-Car implements SHE (Safety, Health, and Environment) management practices to protect our employees and customers from potential accidents that could occur during business activities. In 2022, we achieved the goal of “Establishing the SHE Management System” through the spread of the system and employee's voluntary participation in generating a safe and healthy working environment.

Furthermore, in accordance with the Occupational Safety and Health Act, SK Rent-a-Car annually prepares plans related to safety and health, including the policy, organization, budget, previous year's performance, and plan for the following year. We report these plans to the board of directors and get approval.

Organizational Chart for Occupational Safety and Health



Occupational Safety and Health Committee

SK Rent-a-Car holds the Occupational Safety and Health Committee every quarter. The committee discusses important matters related to workplace safety and health, actively incorporating suggestions from employee committee members. In 2022, a total of four meetings were held, with an average attendance rate of over 80%. As part of efforts to improve the working environment, SK Rent-a-Car has equipped fire extinguishers in all company vehicles and there have been cases where employees have used them to extinguish fires that occurred outside the workplace.

Occupational Safety and Health Committee

Category	Content
Meeting Held	4 times (once per quarter)
Deliberation and Vote	8 items • Strengthening management for workplaces with safety vulnerability • Ensuring the safety of business vehicles • Posting gist of related laws • Establishing regulations
Collecting Employee's Opinions	3 items • Prevention of seasonal health hazards • Improvement of first aid kits • Improvement of rest areas

Work Environment Improvement Process



Occupational Safety and Health Management System

SK Rent-a-Car obtained ISO 45001 certification in November 2022 for the first in the industry through recognition for its efforts to create a safe working environment. We continue to improve our safety and health management system by expanding the designation of supervisors for each workplace and department. In 2023, we are planning to establish a safe working culture within the company and gain the trust of stakeholders through the continuously expand of the SHE management system.



ISO 45001 Certification

Occupational Safety and Health Policy

SK Rent-a-Car prioritizes safety, health, and environment, taking responsibility for all possible vulnerable stakeholders to occupational safety and health issue, including employees engaged in dispatch, subcontracting, services, and outsourcing work, and makes efforts to minimize the negative impact on our management activities. In 2023, SK Rent-a-Car revised its safety and health policy to announce its commitment internally and externally, and to provide a consistent policy direction.

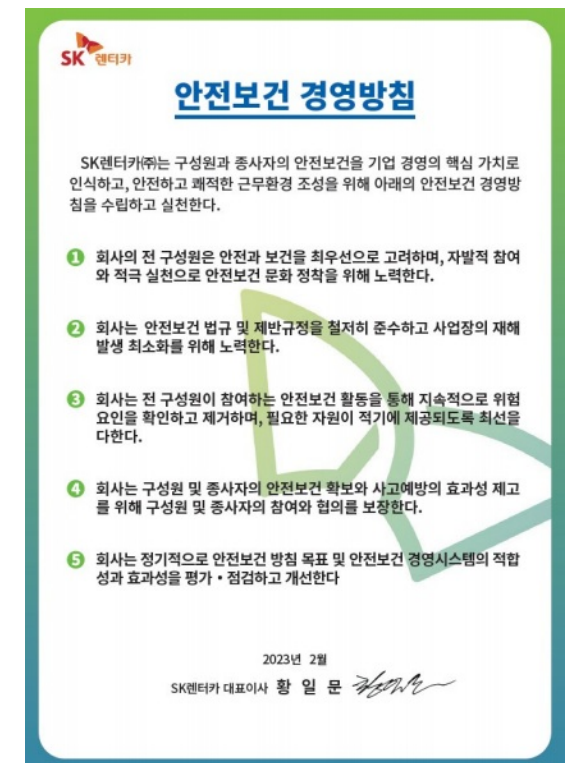
In 2022, SK Rent-a-Car set a goal of Zero serious accident and strived to achieve it by establishing four core tasks and detailed plans, aiming for 100% implementation. The number of occupational accidents in 2022 was one case for SK Rent-a-Car and one case for SK Rent-a-Car Service (all resulting in minor injuries).

Tasks and Performance for Four Major Safety and Health Goals

Key Goals and Task	Major Activities	Detailed Performance
Zero Safety-Related Accident	- Established safety and health management regulations - Established regulations for the Occupational Safety and Health Committee - Established internal regulations for risk assessment	2022.04~05 Completed the establishment of regulations
Establishing Safety Management System	- Obtained ISO 45001 certification - Established 13 internal regulations and 1 manual - Established safety inspection processes - Established the safety and health compliance pledge for business partners - Increased the number of business partners participating in the Safety and Health Council	2022.11 Obtained the certification 2022.04~09 Completed the establishment 2022.09 Introduced inspection process 2022.10 Introduced “Buy One”, a purchasing system 2022.11 Expanded participation of business partners
Securing Facility and Work Safety	- Conducted regular safety inspections - Conducted regular risk assessments at workplaces - Inspected logistics centers - Conducted improvement of rest facilities - Provided items to prevent seasonal diseases - Inspected improvement measures on employee feedback	- Completed inspection in the first and second half of the year 2022.05~07 Completed risk assessment 2022.05~07 Completed logistics center inspections 2022.07~08 Completed rest facility improvement 2022.04~12 Completed implementation of improvement
Raising Awareness of Employees	- Developed management measures for workplaces with safety and health vulnerabilities - Implemented preventive measures for cold-related diseases - Conducted education for employees - Conducted education for supervisors	2023 Expanded and reorganized the safety and health organization 2022.12 Provide manuals and supplies 2022.12 Completed quarterly education for all 643 members 2022.07 Completed education for all 59 supervisors

Safety and Health Management Goals by Year

Objectives	2023	2024	2025
Serious accident occurrence	0	0	0
Lost Time Incident Rate	0	0	0
ISO 45001	Maintenance	Maintenance	Renewal
Safety and Health Education	Broad implementation to include dispatched workers		

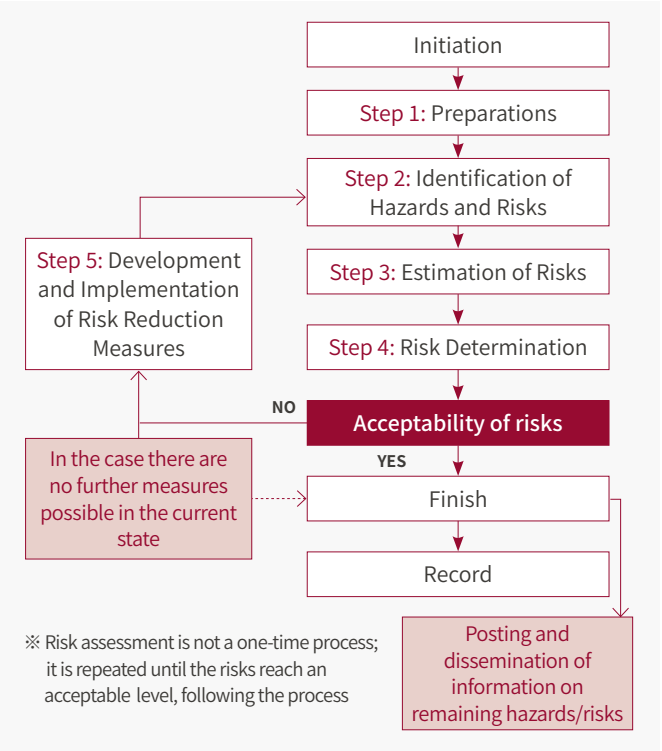


Safety and Health Risk Assessment

SK Rent-a-Car conducted risk assessments through independent experts to minimize potential safety and health risks and to prevent injuries. The average risk level was 6.7 points¹⁾, and we have been reducing risks at each business location by carrying out improvement since the second half of the year. From 2023, SK Rent-a-Car will expand risk assessments to exceed legal standards (at least once a year) by conducting them twice a year to create a safe workplace.

1) Risk Level: 1-3 (Very low), 3.1-6 (Low), 6.1-8 (Moderate), 8.1-12 (Slightly high), 12.1-15 (High), 15.1-20 (Very high).

Risk Assessment Process



Safety and Health Education

SK Rent-a-Car conducts quarterly safety and health education for all employees and annual sessions for supervisors to increase awareness and reduce the risk of accidents. From 2023, we strive to minimize potential risks within the workplace by expanding participants for education to include short-term/dispatched workers who may have a higher risk of accidents due to their unfamiliarity with tasks and workplaces.

Safety and Health Education

Category	Content	Performance	Certification
Regular Safety and Health Education	- Conduct quarterly for all employees - Include short-term and dispatched workers - Mitigate potential risks within the workplace	632 participants * 12 hours ¹⁾ = 7,584 hours	Notification, Completion certificates, etc
Supervisor Education	- Designate person in charge of the workplace and departments as supervisors - Prevent accident and eliminate potential hazards in advance	59 participants * 16 hours = 944 hours	Completion certificates
Risk Assessment Education	- Conduct education targeting employees with a high level of understanding for each workplace - Identify risk factors within the workplace	94 participants * 1 hour = 94 hours	Daily education log

1) 3 hours per quarter

Improvement of Employees' Health

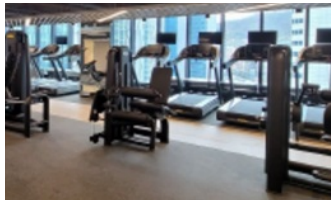
SK Rent-a-Car helps employees improve their mental and physical health to increase job satisfaction and enhance the quality of life. We provide fitness facilities, a medical service room, lounges, massage chairs, and a health keeper(in-house masseur). We also offer counseling services with the help of external professionals to support employees' mental health. In addition, we implement measures to prevent health hazards for outdoor workers, including improvements in rest facilities and provision of protective gear for extreme weather.

Response to COVID-19

SK Rent-a-Car adjusts its infection control guidelines in accordance with the guidelines provided by the authorities, while implementing measures such as immediate self-testing for divisions where confirmed cases have been reported. Furthermore, individuals who have been confirmed as positive are required to wear masks indoors for 7 days after the mandatory self-quarantine period, ensuring safe work environment for all.



Center for Mind and Body Training



Fitness Center



Health Keeper Room

Corporate Culture

SK Rent-a-Car pursues the happiness of its members and stakeholders at the same time under SK's unique management philosophy and operating principle, the SK Management System (SKMS). We support the voluntary and proactive learning of all employees while making efforts to enhance the work-life balance through various welfare policies and communication programs. Each year, through the "Culture Survey," we assess the perception of employees regarding the culture of voluntary innovation (VWBE culture¹⁾), leadership, and employee happiness, and manage improvement tasks derived from the identified risks related to labor practices. SK Rent-a-Car will continuously and systematically improve our corporate culture for the happiness of all stakeholders.

1) VWBE: SK's unique culture that stands for "Voluntarily Willingly Brain Engagement"

Diversity and Inclusion

SK Rent-a-Car respects diversity, not only employees' backgrounds, such as their origin, gender, age, and disabilities, but also their values, experiences, and preferences. We value and recognize the diverse backgrounds and values of each employee and strive to foster a horizontal corporate culture that enables each person to demonstrate their full potential in their respective areas.

Policy and Program

We operate policies and programs to ensure equal opportunity and maximize the for all employees with various backgrounds and values.

① Non-Discrimination Principle

SK Rent-a-Car has specified equal treatment and the prohibition of gender discrimination as principles in its employment regulations, to not only comply with standards but also secure core competencies and competitive advantages through diversity.

② Protecting Woman and Maternity

SK Rent-a-Car provides policies and facilities to ensure that female employees can fully utilize their capabilities, continue to develop, and prevent career breaks due to pregnancy and childbirth. To support this, we provide a system such as maternity/infertility/childcare/family care leave, childcare time allowance, shortened working hours for childcare, etc. We have also established an on-site daycare center and lactation rooms to improve the working environment. These efforts have been recognized, resulting the selection as a "Family-Friendly Corporation" by the Ministry of Gender Equality and Family in 2021. Furthermore, we are encouraging empowerment of female employees by expanding opportunities for leadership and participation in decision-making, and fostering female executives through leadership education.

③ Employees with Disability

SK Rent-a-Car have set separate employment goals for employees with disabilities through our workforce management plan. This includes remote-working based on their situation, and provision of IT equipment to ensure a stable work environment. As a result, the company achieved an employment rate higher than the legal requirement in the first half of 2022 and established a target of 3.1% or higher in 2023. SK Rent-a-Car also strives to secure diversity by identifying disabled employee needs for each team.



Company Daycare Center

Certificate of "Family-Friendly Corporation"

Work-Life Balance

SK Rent-a-Car aims to help its employees achieve a healthy work-life balance through various welfare policies and support schemes. We implement a Flex time system and working time reduction system to allow employees to flexibly adjust their working schedules. In addition, we help our employees adjust their work-life balance to suit their individual needs through support schemes, such as family care leave and childcare leave for spouses.

Furthermore, we seek to enhance the quality of life of our employees by operating facilities such as a fitness center and center for mind and body training, as well as supporting their club activities. In addition, we offer a company daycare center, family care leave, a welfare fund for housing, and support for school tuition fees of employees' children to assist a stable family life.

Childcare Leave¹⁾

Category	Unit	2020	2021	2022
Number of employees on leave	Persons	19	7	14
Number of employees scheduled to return		10	11	5
Rate of Return	%	100	84.6	83.3

1) Correction due to change in calculation criteria based on the year of occurrence of childcare leave

Welfare Policies and Support Scheme

Category	Detail	
Working Hours	Flex Time (flexible working hours)	• Allow employees to flexibly adjust their working hours according to personal reasons such as childcare, family matters, education, etc.
	Reduced Working Hours	• Allow employees to have reduced working hours due to pregnancy, childcare, and family care
Health · Rest	Medical Service Room	• Operate facilities with full-time professional personnel (in-house nurse) for health check-ups and consultations during working hours
	In-house Fitness Center	• Operate in-house fitness center for employee health and support costs
	Health Keeper · Massage Chairs	• Operate facilities for relaxation and stress relief during work hours
	Medical Examination	• Support comprehensive medical check-up (for employees, spouses, etc.) for lifelong health management
	EAP Psychological Counseling	• Coordinate with external experts for counseling related to work and personal issues
	Group Personal Accident Insurance	• Supporting accident insurance including medical, dental, etc. (for employees, spouses, etc.)
	Sabbatical Leave for Long-tenured Employees	• Support for long-term employees from their 10 years tenure at 5-year intervals with sabbatical leave and rewards
Family · Education	Company Daycare Center	• Support working parents by operating a company daycare center
	School Tuitions of Employees' Children	• Support children's school tuition from infancy to university
	Family Care Leave	• Support leave for family care reasons
	Financial Support for Congratulations and Condolences	• Provide support for employees' congratulations and condolences through additional leaves, allowances, funeral supplies, and flower arrangements
	Housing and Financial Stability	• Support housing loans and living expense loans through the company's welfare fund - Housing loans: Up to KRW 30 million / 5 years / 1% interest rate - Living expense loans: Up to KRW 10 million / 4 years / 3% interest rate
Others	Selective Welfare	• Provide cash points
	Communication Expenses	• Support communication expenses according to work-related needs (KRW 30,000 to KRW 50,000 per month)
	Holiday Gifts	
	Support Purchase of Products from Affiliate Companies	

Communicating with Employees

Culture Survey

SK Rent-a-Car conducts an annual “Culture Survey” targeting all employees to assess their perceptions of the organizational culture. We conduct the Culture Survey anonymously to obtain transparent feedback regarding the current perception of employees and it covers agendas such as “Belief and Confidence in the Management Philosophy,” “Vision of a Sustainable Community,” and “Social Values.” In 2022, we expanded the categories of the Culture Survey from 51 multiple-choice questions and 7 open-ended questions in 2021 to 53 multiple-choice questions and 8 open-ended questions to gain employees’ thoughts on a wider range of topics. SK Rent-a-Car will continue to utilize the Culture Survey as a practical tool to create and improve a healthy corporate culture.

2022 MBWA¹⁾

Category	Session	Date	Region	Participants	Topic
First Half of the Year	1	May 12th	Jeju	25	• Review of Q1 2022 performance • Updates on Financial Story • Talent nurturing system • ESG and ethical management
	2	May 16th	Incheon	20	
	3		Yangpyeong, Seoul	42	
	4	May 18th	Headquarters (Samil Building)	260	
	5	May 19th	Gwangju	20	
	6		Daejeon	40	
	7	May 23rd	Daegu	17	
	8		Busan	24	
Second Half of the Year	1	October 19th	Jeju	22	• Updates on Financial Story • Review of first-half performance • Restructuring plans for logistics infrastructure • Introduction and marketing of Smartlink
	2	October 20th	Cheonan	25	
	3		Gwangju	21	
	4	October 27th	Busan	26	
	5		Daegu	22	
	6	October 31st	Incheon	33	
	7		Yangpyeong, Seoul	45	
	8	November 2nd	Headquarters (Samil Building)	260	

1) MBWA: Management By Wandering Around

CEO’s MBWA Sessions

SK Rent-a-Car actively promotes communication between the CEO and employees through various initiatives such as 1:1 teatime meetings, team lunches, and “Management by Walking Around” (MBWA) activities. We hold regular employee gatherings on a weekly basis and visit regional offices every six months to meet with employees in person and share the company's management updates.

In addition, we communicate not only the company’s Financial Story but also timely topics such as logistics infrastructure improvement, digital transformation, and introduction to new business models. In 2022, we conducted a total of 16 MBWA sessions engaging with 902 employees, held 1:1 teatime meetings with 33 employees, and organized team lunches with 13 departments to foster ongoing communication.



2022 MBWA (Samil Building · Cheonan)

Values Camp

SK Rent-a-Car operates a Values Camp for all employees to foster a collaborative mindset and ensure adaptability to changes. Through a 1-night 2-day program, participants gain awareness regarding differences among themselves, share examples of interdepartmental conflicts, and experience communication methods necessary for cooperation. In addition, we provide the program involves sharing the company's direction of change, designing a positive future vision for the company, and developing individual plans based on strengths.

Category	Satisfaction Rate	Number of participants
Values Camp	4.58	542



Values Camp

Anonymous Bulletin Board

SK Rent-a-Car operates an anonymous bulletin board to encourage communication. The bulletin board serves as a channel through which employees can freely share their opinions on various topics and participate in communications regarding the following: Story of Work, Story for Sharing, and Story of Everyday Life. The board allows anyone to make suggestions about company issues, and promotes open communication. In fact, a number of suggestions have realized into actual policies, products, and services.

Labor Relations

SK Rent-a-Car respects labor rights under ILO conventions and domestic labor-related laws. SK Rent-a-Car's employees have the voluntary right to establish labor unions and join based on their free will. The unionization rate based on eligible employees is 36.1% as of the end of 2022, steadily increasing since its establishment in 2020. Striving for a mutual growth of labor-management and improvement of working conditions, we determine wages each year through collective bargaining.

Labor-Management Council

SK Rent-a-Car operates a labor-management council in accordance with the Act on the Promotion of Employees' Participation and Cooperation. Since its establishment in 2020, we have addressed 37 agendas and 7 reporting items regarding employee welfare, support for work, organizational cooperation and communication, management performance and talent management plan.

Labor-Management Relations

Category	Unit	2020	2021	2022
Number of employees joining labor union	Persons	143	175	185
Ratio of employees joining labor union ¹⁾	%	29.1	33.4	36.1
Ratio of employees joining collective bargaining		100	100	100

1) Corrections due to changes in calculation criteria by no. of employees joining labor union/no. of employees subject to joining labor union (previously: no. of employees joining labor union/total employees)

2022 Labor-Management Council

Category	Unit	Voted Agendas	Discussed Agendas	Reported Agendas	Major Agendas and Discussion Items
Q1	Cases	1	4	1	- Reporting on education and competency development plans - Reporting on management plans and performance - Discussion on welfares such as expansion of group personal accident insurance coverage
Q2		-	3	1	- Discussion on improvement of internal regulations - Reporting on direction of digital infrastructure construction, etc.
Q3		-	2	1	- Discussion on work processes - Reporting on investment, etc.
Q4		-	5	1	- Discussion on welfares such as expansion of medical checkups - Reporting on management performance, etc.

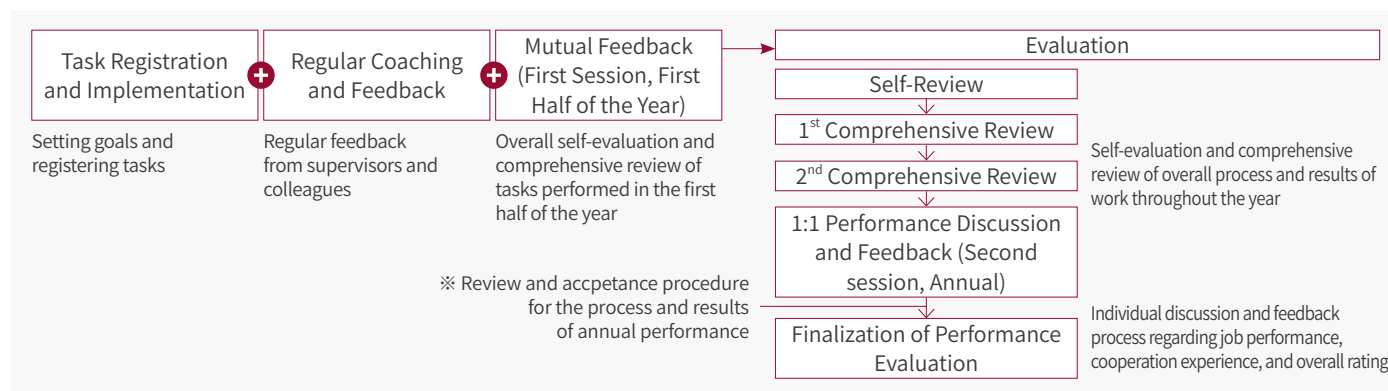
Fair Performance Management and Compensation

SK Rent-a-Car operates performance appraisal and compensation systems by taking employee growth and lifelong competitiveness into account.

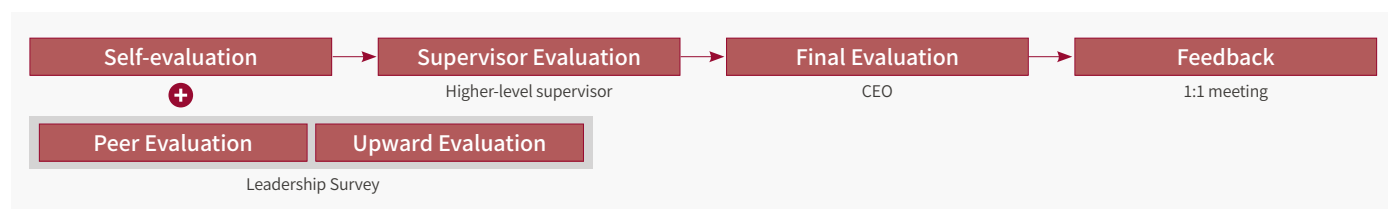
Performance Appraisal System

SK Rent-a-Car conducts regular performance evaluations based on fair procedures to assess performance and capabilities, moving away from uniform result-based evaluations. Employees receive feedback and coaching from their supervisors throughout the year and we introduced a system to register tasks allowing employees to check the process, exchange opinions, and encourage cooperation and improvement with coworkers. In addition, for supervisors, we implement a multi-dimensional evaluation method incorporating upward and peer evaluations to enhance the fairness and objectivity of evaluations. The result is also utilized for feedbacks to improve leadership capabilities. SK Rent-a-Car is creating a virtuous cycle by enhancing performance through coaching and cooperation from goal-setting to implementation, and ensuring fairness and objectivity of evaluation.

Performance Evaluation Process for Employees



Performance Evaluation Process for Supervisors



Compensation System

SK Rent-a-Car offers fair compensation depending on employee competencies and performance. We implement an individual salary system based on performance evaluation grades, determining annual salaries according to the rate of increase corresponding to each grade. In addition, we implemented the IB (Incentive Bonus) system based on overall corporate performance to strengthen medium-long term compensation aligned with company-wide goal achievement.

SK Rent-a-Car operates reward policies such as ad hoc or year-end company-wide compensation when there is an achievement beyond the expectation outside of regular job responsibility or company-wide projects. We are expanding the range of compensation to acknowledge the outstanding job performance and efforts. In addition, we provide compensation such as position-based, job-specific, and regional allowances to support employees to demonstrate their best capabilities.

Compensation System

① Base pay	Annual salary system applied based on an employee's job position, competency, and performance
② Allowances	Various allowances based on role performance and compensation for work
③ IB (Incentive Bonus)	Incentives offered based on company-wide goal achievement and performance
④ Reward policy	Company-wide ad hoc rewards in recognition of significant achievements at the organizational level
⑤ Employee benefits	Various programs to achieve employee welfare and support work
⑥ Others	Qualitative support such as internal/external education opportunities for career development

Talent Development

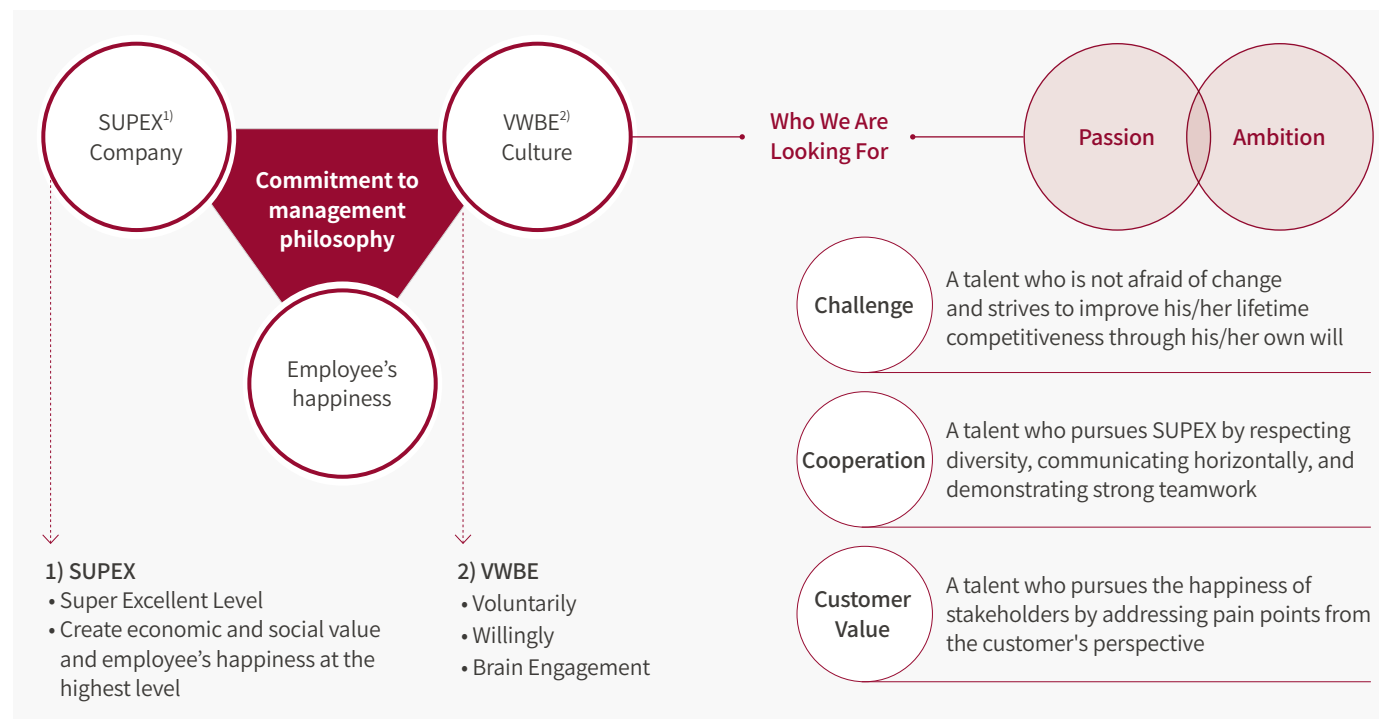
SK Rent-a-Car suggests the necessary competencies based on the direction of business model and supports self-learning of employees. We define the required competencies and to internalize these competencies, we offer various forms of courses and workshops, both online and offline. Furthermore, we actively listen to the opinions through surveys after each session and incorporate the results into subsequent programs.

Recruitment

SK Rent-a-Car recruits talents according to the values of challenge, collaboration, and customer-centricity to establish a corporate culture based on commitment to management philosophy. We make preemptive effort including compliance guidelines for recruitment procedure to prevent discrimination and ensure a fair, transparent recruitment process.

SK Rent-a-Car recruits diverse talents through open recruitment. We prohibit discrimination based on personal backgrounds and characteristics, conduct ongoing recruitment based on job requirements and competencies, and strive for the employment of socially vulnerable groups such as youth, women, and employees with disabilities. For employees with disabilities, we reflect the results of demand surveys by organizations into recruitment schemes to match them with appropriate positions based on their job requirements and competencies. In addition, Flex Time is always available for their convenience.

Corporate Culture and Who We Are Looking For



New Recruitment

Category		Unit	2020	2021	2022
Age	Under 30	Persons	14	22	12
	Over 30 & Under 50		15	46	31
	Over 50		2	4	2
Gender	Female		16	24	16
	Male		15	48	29
Total			31	72	45

Nurturing Talent

Competency System

SK Rent-a-Car has established an education system for common competencies. In 2022, we defined the necessary competencies for business model innovation as 「Data」, 「Editology」, and 「Values」, and offered online and offline training. In addition, to successfully implement SK Rent-a-Car's Financial Story and To-Be, it has become crucial for employees to quickly improve their skills (Upskilling) and acquire new technologies (Reskilling). Therefore, in the first half of 2023, we will reorganize the common competencies of our employees.

Company-Wide Competency System

- Consist of 4 clusters, 10 areas, and 29 competencies
- Complement the competency system established in 2022

Biz. Capability

Ability to acquire knowledge and skills related to current and future business models, and apply them to work

Design Skill

Ability to identify work-related problems and create new value through problem solving

Digital & Data Skill

Ability to improve business performance by utilizing data and technology

Values

Shared values required for employees to observe

Onboarding Program

SK Rent-a-Car conducts a brief orientation on the day of entry to help experienced newcomers adapt quickly to the new organization. In the quarterly onboarding program for new employees for new employees, we introduce SKMS (SK Management System) and enhance their understanding of the company's business model, work of each division, and internal policies to help them perform jobs smoothly. In addition, through the SK Group Newcomer Program that participants engage in on a monthly basis, we are raising positive perceptions of new organizations and improving newcomers' further understanding of SKMS, SK culture, and our working styles.



Onboarding Program

Category	Satisfaction Rate	Number of graduates
1Q 2022 Onboarding Program	4.6	23
3Q 2022 Onboarding Program	4.4	23
SK Group Newcomer Program	-	39

Vocational and Common Training Program

SK Rent-a-Car provides online learning platforms called “mySUNI” and “R-Ji” (with “Ji” translated as “knowledge” in Korean). These platforms are optimized for both PC and mobile, support learning in job-related fields, and provide insights into various areas, such as humanities and liberal arts, without the constraints of time and space.

In addition, based on the company's direction for change and the needs of employees, SK Rent-a-Car regularly conducts special lectures called “R-jja Lecture” by inviting speakers from various fields such as mobility and ESG. We also create a proactive learning environment by supporting certification acquisition and participation in external education programs.

In August 2022 and March 2023, SK Rent-a-Car provided support for the employees of its EV Business Division to obtain the National Certificate of Vehicle Inspector. Through supporting online classes, educational materials, and exam fees, employees could acquire knowledge and skills required for performing vehicle maintenance, inspection, and diagnostics. This job-specific training enabled them to provide professional guidance in actual customer service situations, contributing to the work.

In addition, SK Rent-a-Car selects employees and involves them in SK group training programs to cultivate expertise in business planning, M&A and develop professionals who can lead business model innovation.



R-jja Lecture

Category	Unit	Total number of participants
R-jja Lecture	Persons	393
Application for External Program	Cases	200
Certification Support (All)		60
Certification Support (Vehicle Inspector)	Persons	17

Leadership Program

SK Rent-a-Car provides SK group-level education programs to proactively nurture the next generation of leaders and systematically enhance team leader's competencies. We provide leadership education tailored to the target audience and objectives. We offer education programs for potential team leaders to smoothly perform their role as future leaders, new leader programs, and 1:1 coaching workshops based on voluntary applications to achieve performance.

Category	Unit	Number of graduates
Potential Leader Program	Persons	35
New Leader Program		9
1:1 Coaching Workshop		19

Renaissance Program

SK Rent-a-Car operates a "Sales Force Capability Development Program" to improve sales competencies of our offline and online sales personnel in response to the fast-changing rental car business model. We provide both face-to-face and online education on various topics related to the rental car business model, job knowledge, communication with internal and external customers, and customer management. We conduct division-level workshops to not only develop individual competency but also improve sales performance through communication and cooperation among employees in Sales Division.

Category	Unit	Number of graduates
Number of Participants	Persons	272
Division-Level Workshop	Divisions	19

Cultivating Digital Talent

To drive data-driven business transformation, we opened internal OA (Excel) programs in beginner, intermediate, and advanced levels, encouraging voluntary participation. In addition, to acquire foundational skills for digital transformation, SK Rent-a-Car utilizes content within the SK Group platform, mySUNI, to curate and provide our business oriented specific DT literacy courses. Furthermore, we encourage employees to improve business domain knowledge and analytical skills through the data scientist program operated by the Data Group.



OA Program

Category	Unit	Number of graduates
Internal OA Program	Persons	428
Group Program		18

ACCELERATING STAKEHOLDER SATISFACTION



Stakeholder Satisfaction

44 Customers

50 Business Partners

52 Local Communities

ACCELERATING Stakeholder Satisfaction

From the stakeholders' perspective, SK Rent-a-Car seeks to impress stakeholders through innovation in products and services. We provide customers with a safe and convenient driving experience, creating new value for customers, business partners and local communities, and striving to meet various needs.

**3 GOOD HEALTH
AND WELL-BEING**



UN SDGs 3

BACKGROUND INFORMATION

It gets more and more important for businesses to take responsibility as members of society. It is required to consider both positive and negative impacts on stakeholders and grow together. There is a growing interest to respond to ESG issues such as customer satisfaction, mutual growth with business partners.

SKR VISION

As a corporate citizen, SK Rent-a-Car will take relentless efforts to create sustainable happiness where we can communicate and grow together with our stakeholders, based on our business competencies and characteristics.

AMAZE Reporting Framework

Accelerating Stakeholder Satisfaction			
Governance	Customers	Business partners	Local communities
	Operate Customer Value Innovation Division and appoint CV Officer	Operate Merchandising Operations Team under Rental Business Division, Procurement Management Team and Procurement Review Committee under Sustainability Management Office	Sustainability Management Office, EV Business Division (EV Park Jeju)
Strategy	Customer satisfaction improvement	Establish fair business relations with business partners based on mutual trust	Pursuing sustainability for our planet and people's lives
Risk Management	- Conduct customer satisfaction surveys and reflect improvements - Utilize customer satisfaction survey results as KPIs - Implement customer VOC improvement measures	- Incorporate ESG criteria in the selection and evaluation of business partners - Monthly operation of the Safety and Health Council - Provide support through Mutual Growth Fund and SK The Growth Mobile Academy	Participate in community service activities regularly to identify and address social issues within the local community
Metrics and Targets	Improved customer satisfaction and customer complaint resolution rate (2022 customer satisfaction rate: 94% and customer complaint resolution rate: 100%)	- Conduct evaluation when selecting business partners - Plan to implement ESG evaluation for business partners	- Implement biodiversity conservation activity regularly and measure its effectiveness - Operate a community engagement-based volunteer program regularly - Solve Jeju's power issues by V2G and Plus DR (Demand Response) Initiative

Customers

SKR Strategy

Objective



Customer
satisfaction
improvement



Focus Areas



Analyze customer
behaviors



Improve Smart
Care user
experiences



Analyze voice of customer
(VOC) data and take
necessary measures

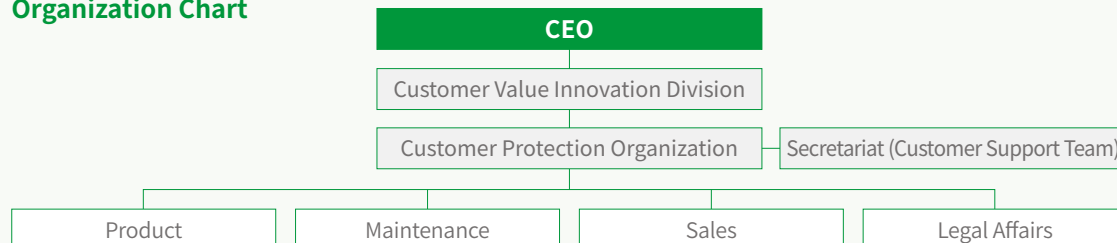


Establish a system to
foster the car managers'
competencies



Reinforce the
personal information
protection system

Organization Chart



Customer Safety

Promotion of Safe Driving Practices

Safety Notifications

SK Rent-a-Car send notification messages to our customers whenever there are natural disasters or changes in traffic regulations. In 2022, a total of 25 notification messages were sent to customers.

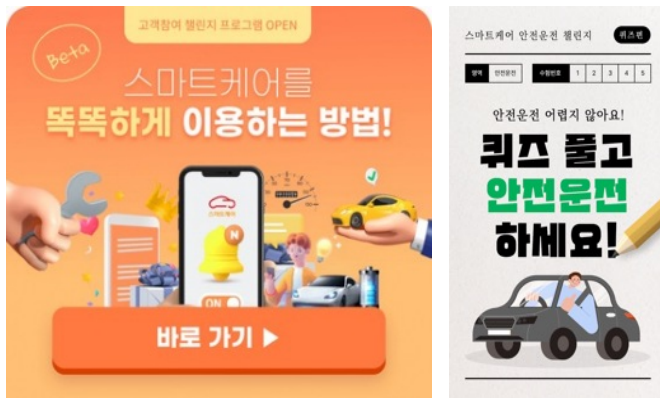
Particularly, until 2022, we sent “weather-related notifications” that can affect customer safety and vehicle operations only to long-term rental customers. However, from 2023, to enhance the safety of all customers using SK Rent-a-Car products, the scope has been expanded to include short-term rental customers as well. We will further utilize notifications to ensure safe driving experiences and prevent accidents for our customers.

Safety Notifications Sent in 2022

Category	Content	Date
Driving safe in snowy weather	Weather forecast and driving tips on heavy snow	2022.1.19 2022.12.21
Driving safe on black ice	Driving tips on icy roads	2022.12.12
Driving safe during the Lunar New Year holidays	Safety tips related to using vehicles during Lunar New Year season	2022.1.28
Vehicle maintenance during rainy season	Safe driving tips in rain and vehicle maintenance tips	2022.6.21 2022.6.22
Driving safe during heavy rain period	Safe driving tips in rain and information on weather report	2022.7.13 2022.10.3
Driving safe during typhoons	Safety guidelines during typhoons	2022.9.3
Driving safe during Chuseok	Safe driving tips during Chuseok, Information on emergency calls	2022.9.8
Vehicle maintenance during winter	Vehicle maintenance list for winter readiness	2022.11.29
Enforcement notice for prevention of EV charging interference	Information on new penalty items for EV-related offenses	2022.6.30 2022.7.1
Information on amendments to Road Traffic Act	Guidelines for mandatory stop of vehicles making right turns at intersections	2022.7.7 2022.7.8

Challenge Activities for Customers

SK Rent-a-Car developed customer challenges to promote safe driving and regular maintenance. In 2022, challenges were conducted through methods such as inputting vehicle maintenance records and safe-driving quiz and over 6,900 individuals participated in 17 challenges. Participants earned an average of 4 badges, which can be exchanged for reward coupons. Furthermore, we are currently developing benefits such as coupon redemption and planning to expand participation programs based on vehicle data, including driving distance and accident records.



Customer Challenge

Weather Management System “Weather Aria”

“Aria” refers to a lyrical and beautiful original song sung by the protagonist in an opera. Just like a protagonist sings an aria in an opera, SK Rent-a-Car has introduced an industry-first weather notification system utilizing the API of Korea Meteorological Administration (KMA). We named the system “Aria” to show our commitment to providing information for customer safety and leading the way in reducing asset losses.

Excellent Weather Management Corporation

In August 2022, heavy rainfall resulted in flooding, causing damage to customers and loss of SK Rent-a-Car assets. As the importance of proactive response to weather disasters has been increasing, we utilized weather information to prevent related disasters. We established the weather management system called “Weather Aria” by utilizing the API of the KMA to automate “weather notification” that was previously sent manually. Using this system, we provide information related to typhoons, heavy rainfall and snowfall to customers. We are planning to expand it to internal employees such as emergency channel managers.

SK Rent-a-Car continues its efforts to ensure customer safety and reduce asset losses, which aims to be selected as the industry-first Excellent Weather Management Corporation. Furthermore, we will create added value through risk management associated with climate change and the utilization of weather information in our business.

Automated Weather Notification Service

Safety Notification Message

Check how to drive safe in Snowfall
 Move. Better. SK Rent-a-Car provides a snowfall alert based on the KMA's alert.
 For your safety, it is recommended to use public transportation if possible.
 If driving is necessary, please practice safe driving!
 [Safe driving tips]
 ▶ Check the special reports from the KMA to understand the road conditions.
 ▶ Prepare safety equipment. Make sure to install snow chains for rear-wheel-drive vehicles.
 ▶ Use larger roads where snow removal operations are smoother.
 ▶ Avoid sudden braking and sharp turns as the vehicle may slide. When braking, step on the brakes multiple times, not at once.
 ▶ Clear the accumulated snow on your vehicle for better visibility.
 ▶ Drive slower and keep a safe distance with the car next ahead at least twice than usual of at least twice than usual.
 ▶ Drive at a slower speed on curved roads, uphill roads, and highways.
 ■ Accident report: 1599-9111>1>1
 ■ Emergency assistance and towing: If you require emergency assistance such as a dead battery, a flat tire, or tow service press the button.
 Button 1) Emergency Assistance 2) Guidelines in Snowfall 3) Special Reports from the KMA

Preventing and Responding to Accidents

SK Rent-a-Car considers customer safety as its top priority and supports prompt reception and response in case of an accident. Through the 24-hour service center, we provide emergency rescue services and courtesy car services to minimize customer inconvenience.

SK Rent-a-Car actively pursues a preventive approach via measures such as the periodic notification of recall information. In addition, in order to induce safe driving for long-term rental car customers, the "Smart Care" app is used to monitor the vehicle conditions and driving information in real time with the IoT terminal installed in the vehicle. Through the system, SK Rent-a-Car analyzes the level of safe driving and provides guidance on driving habits to prevent accidents.

SK Rent-a-Car Official Blog

SK Rent-a-Car operates an official blog to actively communicate with customers. In 2022, SK Rent-a-Car introduced customer-friendly services with increased convenience through content such as “SK Rent-a-Car Direct opened the first-ever new car acquisition center in the industry,” and provided information on a power add-on wheelchair service for people with mobility difficulties through the content “Creating an Equal Mobility World with SK Rent-a-Car.” In addition, we provide FAQ regarding the reservation process for short-term rentals and Billycar, as well as useful tips for our services. We also encourage customer participation by holding events that are easy to participate in.

Customer Satisfaction

Customer Protection System

The Customer Value Innovation Division developed various systems and policies for customer protection. We stipulated protocols related to fair trade for customers and customer compensation procedures/organization/standards and disclosed them on our website for easy customer access. Moreover, the website has a banner for customers to upload queries—a system that ensures customers have easy access to consultation services. When customer complaints or disputes arise, the Customer Value Innovation Division promptly investigates the cause with the related departments to solve the situation.

Customer Protection Charter

① Transparent information	We will provide customers with transparent information regarding products and services.
② Fair business practices	We will comply with the promises to our customers and conduct business fairly without discrimination.
③ Updated system improvements	We will handle customer complaints and damages fairly and quickly, and reflect them in our system improvements.
④ Compliance with laws and procedures	We will comply with relevant laws and procedures to protect the personal information of our customers.
⑤ Respect for opinions	We will respect and reflect the opinions of our customers and strive for customer happiness through SK Rent-a-Car.

Establishment of CV Officer Policy

In 2021, the Customer Value Innovation Division focused on identifying the causes and resolving issues based on Voice of Customer (VOC) in cooperation with relevant departments. In 2022, we took an upstream perspective to address VOC by cooperating with a wider range of organizations. From April 2022, we operated the “CV (Customer Value) Officer” to facilitate cooperation among relevant divisions (task managers, field execution, and headquarters support) to achieve substantial improvements in VOC-related projects. Over the last year, we selected 13 VOC improvement projects, and 33 “CV Officers” from various divisions participated in active discussions. We also enhanced the CS capabilities of the CV Officers by organizing educational programs and conducting on-site visits to raise their understanding of business processes. Additionally, we contributed to fostering a cooperative working culture through workshops. In 2023, we will continue the “CV Officer” policy, incorporating lessons learned in 2022, and enhance customer-oriented perspective.

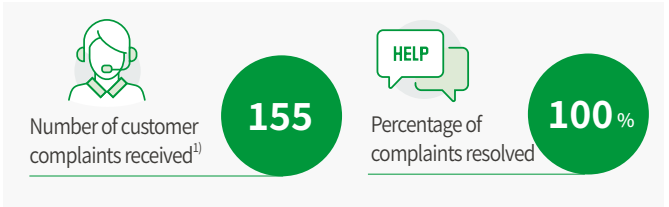
Examples of CV Officer Improvement Task

Improvement of accident process and removal of customer inconvenience
Execution of solutions for frequent VOC issues in Jeju
Implementation of checklists for vehicle delivery and return
Enhancement of CSS processing rate of Sales Divisions

Listening to Customers

SK Rent-a-Car analyzes customer satisfaction data to improve products and services both quantitatively and qualitatively. Customers who have used our products and services participate in satisfaction surveys, which include categories related to major points of contact such as contract associates, general repairs. The quantitative results are used for the measurement of KPIs of related organizations, and qualitative results are used for developing short-term and long-term targets for service improvement. In 2022, we developed and completed a total of 13 core tasks. As a result, the number of the monthly VOC cases dropped by 11%.

Response to Customer Complaints in 2022



1) Number of customer complaints through internal/external organizations and internal channels

Customer Satisfaction Goals

Category	2022 Status	2023 Target	2025 Target
Percentage of satisfied customers according to the survey	93.6%	94%	95.5%
Percentage of complaints resolved	100%	100%	100%

Enhancing Customer Satisfaction

SK Rent-a-Car's efforts to realize customer value have been recognized externally. In 2022, our customer satisfaction survey showed that 94% of customers were satisfied with our services. Furthermore, SK Rent-a-Car ranked first in the "Korean Standard-Quality Excellence Index" (KS-QEI) for seven times from 2011 to 2022. Developed by the Korean Standards Association (KSA) and the Korean Society for Quality Management, the KS-QEI is a leading comprehensive index for satisfaction in Korea. In this index, SK Rent-a-Car has achieved high scores in both the "Usability Index", which evaluates performance, reliability, and usability, and the "Emotional Index", which evaluates image, awareness, and perception. Including the Korean Standard Well-being Consumer Index (KS-WEI) and the National Service Awards, SK Rent-a-Car is continuously receiving recognition for outstanding quality and customer satisfaction.

- 2022 Customer satisfaction survey (Proportion of satisfied customers): 94%
- 2022 KS-QEI (Rental car category): 1st (7 times)
- 2023 Korea Brand Hall of Fame (For the 2nd consecutive years)
- 2023 National Brand Awards (For the 6th consecutive years)
- 2023 National Service Awards (Rental car category): Grand Prize (For the 4th consecutive years)
- 2023 KS-WEI (Rental car category): 1st (For the 12th consecutive years)

Customer Satisfaction Survey Results and Goals

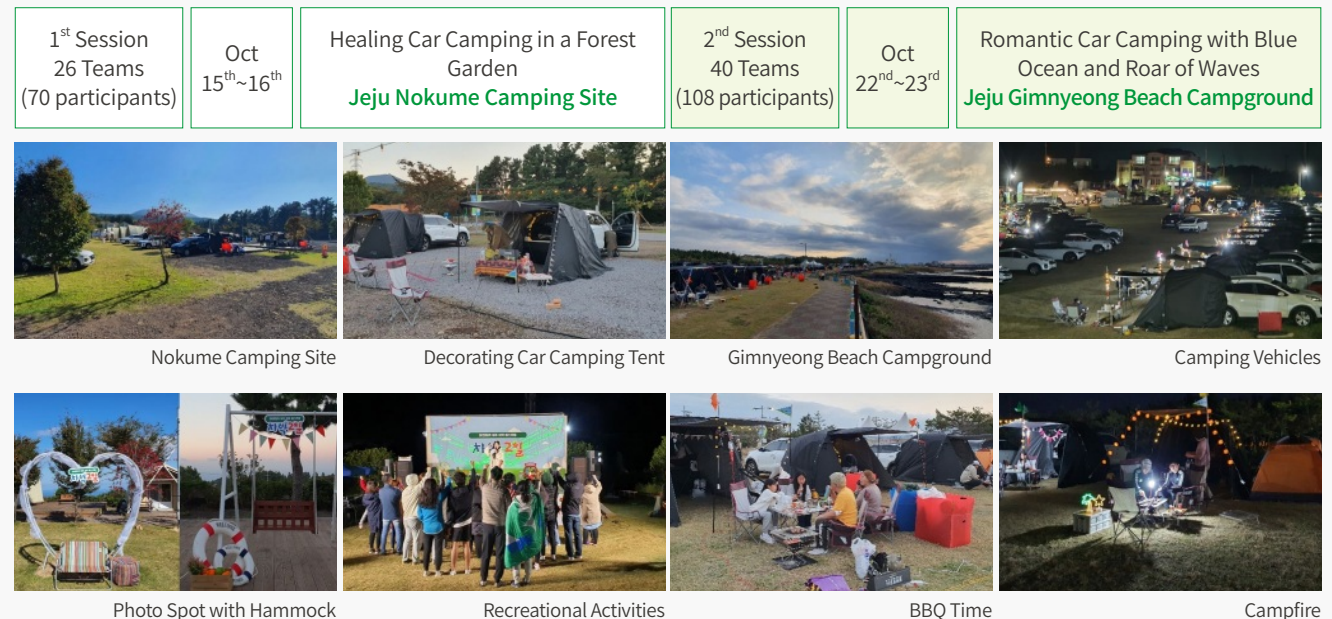
Category	Unit	2020	2021	2022	2023 Target
Percentage of satisfied customers	%	92.7	93.0	93.6	94.0

Customer Event to enhance customer value - "Two-Day Jeju Car Camping Festival"

SK Rent-a-Car conducted the "Two-Day Car Camping" event to enhance customer value by providing a special experience during Jeju travel. We provided all gears and ingredients including camping locations, tents, and barbecue equipment, excluding the vehicle itself, and organized various programs including tent decorations, barbecues, and recreational activities. The event took place twice in October 2022 with 66 teams and 178 participants, all expressing their willingness to participate again. Reflecting the success of the event and the ongoing trend of camping, SK Rent-a-Car launched a car camping service for short-term EV rentals in Jeju in 2023. The company offers various camping equipment for rent at reasonable prices, allowing customers to enjoy the service without financial burdens, and enhances customer convenience by providing vehicle shelters and bedding. In the future, SK Rent-a-Car will strive to provide a new brand experience while considering the expansion of inland travel sites for car camping.



Jeju EV Car Camping Promotion Webpage

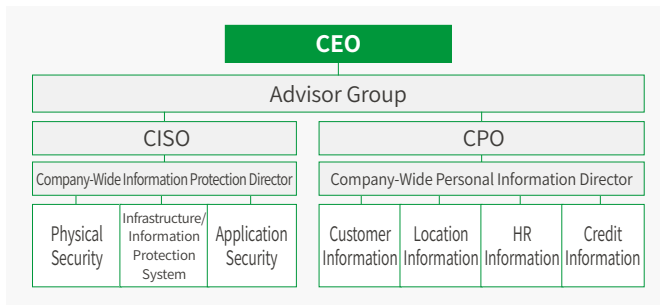


Privacy and Cyber Security

Personal Information Protection and Cyber Security Governance

SK Rent-a-Car has adopted an information protection system in all business areas. We will lay a stable foundation against security threats on information of the company and customers. We established a dedicated Information Protection Center for the systematic management of data assets. In addition, we have established a council for the Chief Information Security Officer (CISO) and Chief Privacy Officer (CPO) to build a company-wide protection system. For CISO, we have appointed an expert in information technology and security with over 20 years of experience, including system operation and development at SK C&C, as well as IT and security planning responsibilities at SK Networks. Major issues related to privacy protection and cybersecurity are being reviewed by the council and executives. The council meetings are held quarterly on a regular basis to discuss legal and regulatory changes, share security incident cases and trends, and develop strategies.

Cybersecurity Organization Chart



Management System for Information and Cyber Security

Category	Role
CISO	Chief Information Security Officer
CPO	Chief Privacy Officer
Company-wide Security Organization	Establishment and operation of policies and procedures (Education, inspections, and responses to external auditing)
Advisor Group	Management's decision-making on major issues (Policy development, legal review of security accidents, laws, HR system, and PR support)
CISO/CPO Council	Proposal of opinions for safe information protection

Personal Information Protection

System for Personal Information Protection and Management

SK Rent-a-Car has established regulations for personal information protection and security, and 25 specific rules. We also developed an internal plan for personal information and criteria for handling violations. The rules specify principles for internal data management and cybersecurity, measures and reporting systems regarding violations. In addition, we added cloud security guidelines, as such, we continuously revise the rules. As the principles apply to all employees, we deliver the importance through mandatory training and regular campaigns. Following 2021, in 2022, we also achieved zero cases of personal information leaks, information violations, cybersecurity accidents, and the use of customer information for secondary purposes. We will continue to enhance our system by streamlining the operation, measurement, and improvement models.

Disclosure of information security-related activities in 2022¹⁾

Category	2022
Investment on personal information protection	KRW 2,724 million As a percentage of IT investment: 8.42%
Dedicated personnel for personal information protection	Number of persons: 15 As a percentage of IT personnel: 10.14%

1) Source: KISA Information Security Disclosure Integrated Portal

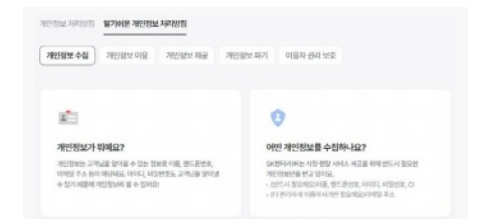
2022 Performance

Category	Unit	2022
Personal information leaks	Cases	0
Information violations or cyber security accidents		0
Secondary use of customer information		0

Privacy Policy

In May 2023, SK Rent-a-Car established “Simple Guidelines for Privacy Policy” and uploaded it on the website for customers to raise their understanding of the major aspects. These guidelines enhance customers’ accessibility, focusing on the collection, use, and protection of personal information.

Simple Guidelines for Privacy Policy

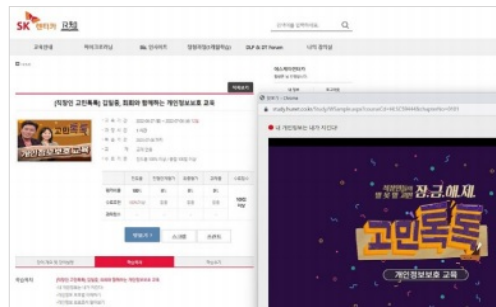


Cyber Security

Due to the growing dependence on digital information, SK Rent-a-Car reinforced cybersecurity capabilities. Our 24/7 security control (WAF/IPS) system observes external security risks on a real-time basis, allowing a swift response. In 2021, SK Rent-a-Car strengthened the security of the cloud server by obtaining Cloud Service Assurance Program (CSAP) certification while conducting hacking tests to identify weaknesses more than once a year to improve the system. In 2022, we introduced source code security vulnerability assessment and automated hacking testing tools. These tools are used to perform vulnerability diagnostics on newly opened cloud web/app services and major changes, and a transfer control mechanism was implemented to ensure that only source code with resolved vulnerabilities can be utilized. We will expand its application to the On-Premise services in 2023.

Enhancing Cybersecurity Awareness

SK Rent-a-Car conducts annual security education and regularly shares security-related issues on a weekly basis to all employees including those of business partners, to enhance the awareness of security matters.



Personal Information Protection Education

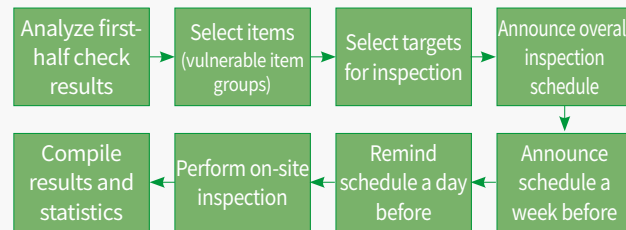
Cybersecurity Management

SK Rent-a-Car actively manages potential risks at all locations nationwide, including branches and sales offices. We conduct biannual assessments to inspect the subcontractors handling SK Rent-a-Car's customer information. In 2022, we conducted inspection on 177 locations in the first half and 169 locations in the second half (excluding 8 locations due to contract termination or closure). During the first half, we conducted inspections on 53 items across 10 categories, and 33 vulnerabilities were identified. In the second half, we inspected the implementation and appropriateness of measures based on the identified vulnerabilities. The implementation rate was approximately 92.4%, indicating an improvement in personal information management. In addition, we diagnosed detailed information for each inspection target through the analysis of major strengths and weaknesses at the branches.

Inspection Areas

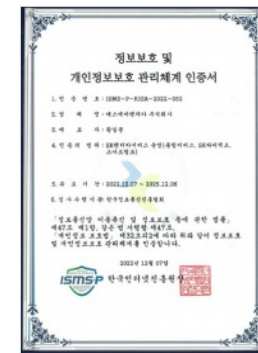
Administrative protection measures	Management of work PCs
Technical protection measures	Personal information life cycle
Physical protection measures	Application of PC security

Second-Half Cybersecurity Inspection Procedure



Certification for Cybersecurity

In December 2020, we became the first in the industry to obtain the Personal Information & Information Security Management System (ISMS-P)¹⁾ certification, and we acquired the SaaS Cloud Security Assurance Program(CSAP)²⁾ to upgrade the information protection standard of G-Smartlink in 2021. In 2022, we made efforts to maintain the ISMS-P system and expanded the scope of certification from the existing on-premises services to cloud services. To prevent leaks of customer information fundamentally, we have been offering Virtual Desktop Infrastructure (VDI)³⁾ to both our employees and those of business partners since 2021. We report leakage risks to the management by conducting local PC inspections, and from 2023, we will strengthen leakage management through biannual document security inspections.



ISMS-P Certificate



CSAP Certificate

- 1) Personal Information & Information Security Management System (ISMS-P): A system to guarantee a company's safe and reliable management of corporate/personal information and infrastructure assets via assessments from a national certification authority
- 2) Cloud Security Assurance Program (CSAP): A system designed to ensure the safe use of cloud services offered by related service providers
- 3) Virtual Desktop Infrastructure (VDI): A system in which the user works through a PC or laptop, but the actual work environment is virtual desktop infrastructure technology operated on servers built in a data center (Article 4 (Access Control Compliance) of the Standards for Technical/Administrative Protection Measures to Protect Personal Information)



Business Partners

SKR Strategy

Objective



Establish fair business relations with business partners based on mutual trust

Focus Areas



Provide fair opportunities and maintain procedural transparency

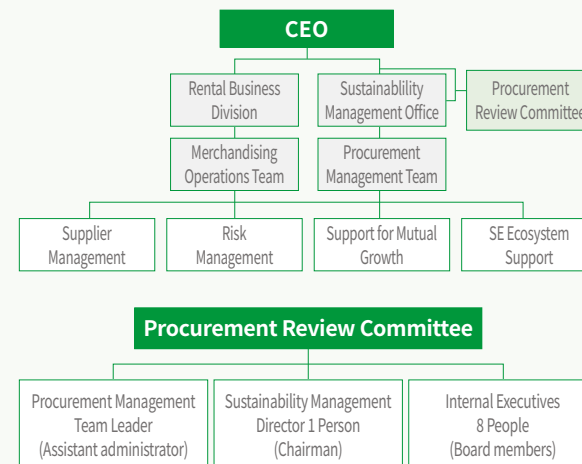


Strengthen a mutually beneficial cooperation system



Enhance the competitiveness of business partners

Organization Chart



Mutual Growth with Business Partners

System for Mutual Growth

SK Rent-a-Car creates a fair culture with our business partners based on three key strategies below. To ensure the transparency of supplier selection and procurement, we operate a Procurement Review Committee composed of the Procurement Management Team Leader, Sustainability Management Director, and executives. The committee is convened for private contracts exceeding KRW 500 million and competitive purchases exceeding KRW 1 billion, proposed by the purchasing department. Furthermore, we operate a channel for receiving complaints from business partners through the SK Ethical Management website. Reporting channels and procedures are introduced in the Supplier Ethics Pledge. In 2022, actions were taken according to internal procedures for two cases received.

Three Key Strategies for Mutual Growth

Fair opportunities and procedural transparency	• Declare to purchase in ethical procedure • Continuously discover business partners, provide fair opportunities • Maintain transparency in 'selection - contract - settlement'
Mutually beneficial cooperation system	• Establish communication channels, listen to VOC • Identify tasks to achieve mutually beneficial relations • Evaluate ESG and SRM (Supplier Relationship Management), select excellent business partners, and strengthen cooperation
Competitiveness of business partners	• Establish mutual growth fund • Establish support program for business partners

Medium to Long-Term Goals Related to Business Partners

2022 Status	2023 Goals	2025 Goals
• Signed of Ethics Pledge and Occupational Safety and Health Compliance Pledge • Developed support measures to improve business partners' ESG practices	• Add anti-corruption policy within the Ethics Pledge • Conduct ESG evaluations of business partners	• Conduct ESG evaluations of business partners and implement improvement measures based on identified areas for enhancement

ESG Management of Business Partners

Selection and Evaluation of Business Partners

SK Rent-a-Car considers ethical integrity, reliability, and occupational safety and health standards as key factors when selecting business partners. We conduct an assessment of ethical management for all potential partners, and request the Ethics Pledge, Code of Conduct, and a checklist for occupational safety and health standards when signing a contract. As of 2022, 317 companies have signed the Code of Conduct, committing to four areas below. The checklist is used to assess the establishment of policies, the existence of accident response manuals, and occupational accident rates over the past two years. We do not sign a contract if deemed unsuitable. Since 2022, SK Rent-a-Car has collected Occupational Safety and Health Compliance Pledge, and in April 2023, an anti-corruption policy will be added to the Ethics Pledge. In addition, we conduct qualitative evaluations upon contract termination to reconfirm compliance. From 2023, we will conduct ESG evaluations and inspections for affiliated companies and major business partners to establish improvement directions.

Four Areas of Code of Conduct for Business Partner



Safety Management of Business Partners

SK Rent-a-Car has launched a Safety and Health Council to create a safe working environment reflective of the opinions of business partners. The council conducts meetings on a monthly basis, with a total of 9 meetings from April 2022. We are planning to increase the participants and enhance the system.

Support Program for Business Partners

Mutual Growth Fund: Enhancing the Competitiveness of Business Partners

SK Rent-a-Car participates in the Mutual Growth Fund of the SK Group. Established through an agreement between the parent company SK Networks and IBK Bank, it provides funding and reduces loan interest, aiming for mutual growth with business partners. We plan to encourage the participation through notices and emails within the purchasing system.

SK the Growth Mobile Academy

SK the Growth Mobile Academy is a mobile learning platform for employees of the SK Group's business partners. From job-related courses, business skill, languages, and leadership courses, we pursue the growth of both employees and the organization as a whole. From 2023, we will provide the service through the mySUNI platform, planning to offer more comprehensive programs such as ESG.

2022 Performance

Category	Content
Social Enterprises Support	"Todo Works" electric wheelchair subscription: ensure mobility rights in EV Park Jeju Make contracts worth KRW 400 million with "Happynarae" for equipment and vehicle supplies
Improvement of ESG Performance	Establish improvement measures for business partners' ESG performance Set management areas and relevant policies
Revision of Supplier-related Regulations	Reinforcing aspects of fair trade, mutual growth, and safety and health management in purchase regulations, Procurement Review Committee rules, and supplier registration rules (April 2023)

Promoting a Healthy Ecosystem for Social Enterprises

SK Rent-a-Car is actively building a social enterprise ecosystem through Pro Bono¹⁾ activities. We have provided regular consultations to social enterprise companies that are related to SK Rent-a-Car's business model, including "Todo Works," which provides wheelchair mobility aids, and "Deepvisions," a company with AI technology for measuring fine dust levels. In particular, as Todo Works required a solution for diversifying their services using location-based mobility information, we shared our expertise from the Smartlink business to foster mutual growth.

In 2022, we introduced a free rental service for the world's smallest and lightest power-assisted wheelchairs for customers with mobility impairments visiting Jeju Island in collaboration with Todo Works. We aimed to enhance the social value for wheelchair users among our rental car customers by leveraging the advantages of Todo Works' lightweight wheelchairs. Additionally, we provided airport pickup services for families using this service. We will continue the "Wheel-share Business (Traveling Together)" to improve accessibility of mobility vulnerabilities in the Jeju area.

1) Volunteer activities that provide expertise and services free of charge for public benefit

2022 Creation of Social Values

Category	Unit	Social Values	Note
Non-Financial Value of Pro Bono Volunteer Activities	KRW	1,861,892	Conduct 9 times annually
Financial Value of Todo Works Wheel-share Project		11,376,000	Cost of wheelchair procurement
Non-Financial Value of Todo Works Wheel-share Project		3,948,780	Savings due to pick-up services and free wheelchair rental



Local Communities

SKR Strategy

Objective



Pursuing sustainability
for our planet and
people's better lives

Focus Areas



Clean Nature

- Using resources in a sustainable way by preserving our ecosystem
- Short term goal: Restoring land/marine resources and limiting further environmental degradation



Happy Society

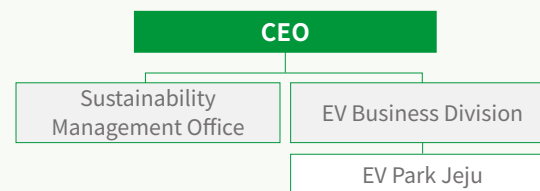
- Addressing social concerns to make social contributions
- Short term goal: Joining efforts to solve social problems in local communities where our business sites are located



Shared Growth

- Expanding the value of sharing via providing mobility service solutions
- Short term goal: Achieving synergy-based growth using our business competencies and infrastructure

Organization Chart



Social Contribution Program

Social Contribution Promotion System

SK Rent-a-Car implements company-wide social contribution programs under the dedicated organization of the Sustainability Management Office and encourages the participation of our employees. The social contribution strategy undergoes deliberation and approval by the ESG Committee within the BOD. SK Rent-a-Car's social contribution projects are based on three core areas: environment, people, and society. We practiced the transition to eco-friendly vehicles and engaged in nature conservation activities, while participating in various support programs to deal with social issues through cooperation with local communities.

Medium to Long-Term Goals Related to Local Community

2022 Status	2023 Goals	2025 Goals
• Supported undernourishment relief (2nd year), participated in annual volunteer work	• Support undernourishment relief (3rd year), participate in annual volunteer work	• Regular implementation of volunteer work engaging in local communities
• Conducted Banryeo-Beach cleanup activities (3 times)	• Continue to participate in Banryeo-Beach program¹⁾, conduct cleanup activities (at least 3 times), and marine cleanup activity for biodiversity (at least once)	• Implement regular activities for biodiversity conservation and measure its effectiveness
• Conducted energy support for vulnerable groups in Jeju (individuals, 8 times)	• Conduct energy support for vulnerable groups in Jeju (facilities, 2 times)	-
• Implemented a V2G test bed project to solve power issue in Jeju (10 V2G chargers in operation)	• Implement Plus DR Initiative to solve power limitation issues caused by surplus electricity in Jeju	• Promote V2G project and Plus DR Initiative to solve power issue in Jeju

1) The Korea Marine Environment Management Corporation grants participation qualifications every two years

Programs to Pursue Mutual Growth with Local Communities

Undernourishment Relief Project

In 2022, SK Rent-a-Car conducted a project to reduce the population of malnourished elderly and children in the Jeju area to solve issues in the local community.

① **On-Tact Meal-Sharing Project** - On-Tact (with “On” translated into English as “warm” and “Tact” abbreviated from the word “Contact”) meal sharing project was launched in 2021 to address an increase in elderly population suffering from malnutrition especially during COVID-19 pandemic. In 2021, SK Rent-a-Car supported the expenses of free meal facilities, resulting in an increase in the meal cost and food quality. In 2022, we supported a larger number of elderly individuals by providing meal kits to 2,665 seniors eligible for the national elderly care service.

② **Happy Two Meal Project** - In collaboration with the Happy Alliance¹⁾, SK Rent-a-Car has established a safety net to address the issue of underprivileged children in a sustainable manner and we are carrying out a project to establish a system to address child malnutrition in Seogwipo City, Jeju. In 2020, we provided support for lunchbox delivery vehicles, and in 2021, we supported 50 individuals in the Seogwipo City area by providing them with side dish lunchboxes for 5 days a week for 12 months. This became an opportunity for additional budget allocation in Seogwipo City and the signing of agreements to provide continuous meals to children. In addition, in the first half of 2023, volunteer activities were carried out with employees to pack basic daily necessities package “Happiness Box”, and it was delivered to children who benefited from the Happy Two Meals Project.

1) A network of businesses, local governments, and citizens who empathize with the issue of children at risk of malnutrition and work together to solve social problems

Banryeo-Beach Program

Starting with the “Clean Ocean Jeju Project” that collected marine debris in Handong-ri, in 2020, we have participated in the Ministry of Oceans and Fisheries’ Banryeo-Beach Program (with “Banryeo” translated into English as “companion”) in July 2021, officially adopting Hyeopjae Beach on the western side of Jeju Island. We regularly visit Hyeopjae Beach 3-4 times a year to carry out beach cleanup and protection activities, and deliver records on the type and amount of waste using the “Clean Swell” app. We continue to participate so that the records can be used as information for establishing beach waste management policies. In 2022, through four cleanup activities, we collected 48 kg of marine debris, generating a social value of KRW 52,507, and cooperated with partner organizations such as Jeju Haenyeo (female divers). In 2023, starting with the volunteering event on April founding anniversary, we plan to perform cleanup activities at least three times a year. As pioneering participant in the Banryeo-Beach program, we will further collaborate and organize various campaigns.

Support for the Warm Journey Program with SR

SR’s Warm Journey is a program designed to support the travel of children from vulnerable groups and children with disabilities by utilizing a network of short-term rental offices across the country. Children arrive at the travel area by SRT train, and take a comfortable tour in a car supported by SK Rent-a-Car near the station. Starting in January 2022, we provided support for a trip to Seoul for children residing in group homes (shared living homes) in Mokpo, Jeollanam-do. We also supported approximately 20 children and their guardians from socially vulnerable groups including North Korean defectors and single-parent families living in group homes, enabling them to create special trips and warm memories.

Employee Participation Program

Life Sharing On-Tact Project

The “Life Sharing On-Tact Project” was initiated in January 2022 with the purpose to address the national blood supply shortage caused by the prolonged COVID-19 pandemic. It became a regular campaign, leading to the participation of employees three times a year. In 2022, rewards were provided for participants, resulting in more than a four-fold increase in participation compared to the previous year. SK Rent-a-Car will continue to carry out blood donation campaigns at least three times a year and encourage participation.

Nationwide Volunteer Activities in Founding Anniversary

In April 2023, following the ease of COVID-19 prevention guidelines, SK Rent-a-Car conducted volunteer activities in commemoration of the founding anniversary. Employees across the country carried out various activities under the theme of environmental protection and support for the vulnerable.

Local Community Policies

Clean Nature	- Banryeo-Beach Program: At least three times a year - Company campaign – Daily ESG Practice: At least once a year at the company-wide level
Happy Society	- Support vulnerable groups: On-Tact Meal-Sharing Project, Happy Two Meals Project - Collaboration for shared growth with the local community: At least once a year
Shared Growth	- Pro Bono activity connected to social enterprises- Advisory activities with “Deepvisions” - Support people with mobility impairment in collaboration with “Todo Works” - Support socially vulnerable groups with vehicles within travel destinations



ZERO-EMISSION



Climate Action

- 56 Environmental Management System
- 58 Climate Action
- 60 Eco-friendly Activities

ZERO-Emission

Climate Action

SK Rent-a-Car strives to mitigate climate change by reducing GHG emissions in everyday life. We make every effort to achieve emission reduction and improve resource efficiency in all services that interact with our customers. Our employees also participate in eco-friendly practices in their daily lives to contribute to addressing the climate crisis.

13 CLIMATE ACTION



UN SDGs 13

BACKGROUND INFORMATION

The acceleration of climate change has increased social interest in the environmental impact of businesses. In particular, since the Paris Agreement, there has been an increasing number of companies declaring Net Zero to achieve to keep global temperature rise below 1.5°C. In the automotive industry, the trend is moving towards transitioning to electric and other zero-emission vehicles by joining initiatives like EV100 and the K-EV100, Korean transition project towards zero-emission cars. The car rental industry is also being required to actively manage its environmental impact to avoid harming the environment.

SKR VISION

SK Rent-a-Car will strive to achieve a 100% transition to zero-emission vehicles (EV100) by 2030 and Net Zero by 2040.

AMAZE Reporting Framework

Zero-Emission (Climate Action)		
Governance	Operate various departments under the direct supervision of the CEO's Sustainability Management Office: Smartlink BU, which oversees environmental investments and new business ventures; the Data Science Lab, which provides directions for developing eco-friendly products through data analysis; the EV Infra Development Division and the EV Business Division, responsible for promoting and managing the EVs; the Rental Business Division, which supports GHG emission management; and the Planning & Finance Division, which raises funds through green finance and investments.	
Strategy	Expand and advance EV charging service	Mitigate and address climate change through achieving Net Zero by 2040
Risk Management	- Explore opportunities to enhance the customer experience of EVs - Invest in charging services and charging station startups	- Expand the coverage of GHG emission reporting - Strive to reduce air pollutants and GHG emissions from the company's business activities
Metrics and Targets	- Open "EV Park Jeju," a dedicated rental and charging space for EVs in 2022 - Expand EV purchases and infrastructure within Jeju through the Ministry of Environment's Branding Project - Launch the EV-specific service package "EV Link" in 2022 - Open "ECO LOUNGE," a multi-purpose cultural space for EV charging and relaxation in Seogwipo, Jeju in 2024	- Convert to 100% zero-emission vehicles by 2030 (Cumulative transition rate of 6.5% in 2022, exceeding the target of 5%) - Convert to EVs for all operational vehicles in Jeju by 2025: Purchased 1,000 vehicles in 2022 - Expand solar power generation at logistics centers and garages - Install one solar power facility in 2021 and another in 2022 - Allocate and evaluate carbon emission reduction goals for each executive (integrate to KPI)

Environment

SKR Strategy

Objective



- Net Zero 2040
- 2030 EV100
- Expand the use of renewable energy

Focus Areas



Respond to the climate crisis

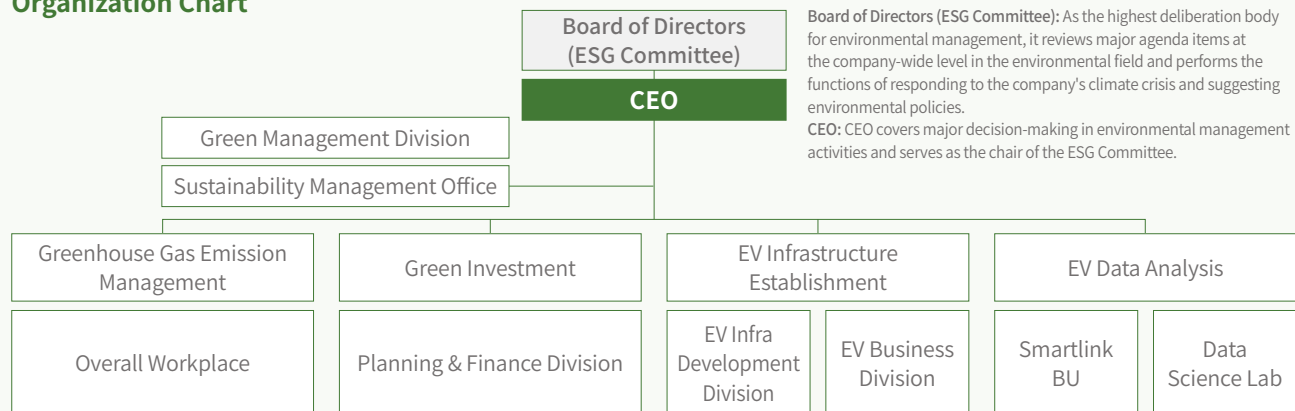


Establish green mobility ecosystem



Strengthen the environmental management system

Organization Chart



Environmental Management System

Environmental Management Policy

To minimize the climate change due to GHG from business expansion, SK Rent-a-Car creates a sustainable environment by incorporating business and ESG strategies. We have submitted a "Net-zero" plan to the ESG Committee under the BODs, reflecting GHG reduction and activities in line with the Zero-Emission mission. Furthermore, SK Rent-a-Car considers "environmental friendliness" in all decision-making processes to implement Net Zero throughout the entire value chain.

Environmental Management Guideline

SK Rent-a-Car considers environmental friendliness as a significant criterion in all decision-making processes. SK Rent-a-Car practices environmental management to actively participate in addressing environmental issues and fulfill our calling as a corporate citizens.

SK Rent-a-Car Environmental Management Policy

- 1 Establish a suitable environmental management system and continuously improve it through effective implementation to minimize the negative environmental impact resulting from corporate activities.
- 2 Integrate the business strategy and ESG activities to create a sustainable environment by developing and providing eco-friendly products and services, as well as expanding green investments.
- 3 Comply with international environmental conventions and domestic regulations, actively participate in eco-friendly systems and policies, meet the level of environmental responsibility required by stakeholders.
- 4 Conduct regular activities for internalizing the policy among all employees to ensure the smooth execution of environmental management, and each employee contribute their best efforts in practicing a sustainable environment.
- 5 Transparently disclose the environmental activities to all stakeholders to continuously improve the environmental management activities and reflect their opinions.

Environmental Management Strategy

Major Mid/Long-Term Goals (~2025)

Goal	2023	2024	2025	Note
Net Zero 2040 Roadmap	3,409 tCO ₂ eq	3,275 tCO ₂ eq	3,141 tCO ₂ eq	Aiming for 4.2% annual reduction compared to baseline by 2025
2030 EV100 Roadmap	10%	17%	25%	Aiming for 100% conversion of all rental vehicles in Jeju by 2025

Carbon Neutrality 2040

SK Rent-a-Car is actively engaging in GHG reduction and expansion of eco-friendly vehicles to effectively respond to the climate crisis. In the mid-long term perspective, we set annual GHG reduction targets to achieve “Net Zero 2040”. In addition, to gain stakeholder trust in Net Zero scenario, we joined the Science Based Targets initiative (SBTi).

SK Rent-a-Car manages an expanded scope of GHG emissions from Scope 1¹⁾, Scope 2²⁾ to Scope 3³⁾, in accordance with the “GHG Protocol”. The scope of the business includes offices, distribution centers, and sales centers operating across the country, including the headquarters, and channels operated on consignment are aggregated through Scope 3. The calculated emissions are reported to management and are managed as KPIs for each business unit.

- 1) Scope 1: Emissions from sources that an organization owns or controls directly
- 2) Scope 2: Emissions from the electricity and steam that the company purchase and use
- 3) Scope 3: Indirect emissions across the value chain from facilities not owned or controlled by the company

2030 EV100

SK Rent-a-Car is transitioning its fleet to eco-friendly vehicles. Since 2021, we have joined the Ministry of Environment’s “K-EV100” initiative and the Climate Group’s “EV100” initiative, presenting a EV transition roadmap and publicly disclosing its progress. On March 2023, SK Rent-a-Car won the Minister of Environment Award for “2022 Corporate Excellence Performance of Conversion to Zero-emission Vehicles” at the “EV Trend Korea 2023.” SK Rent-a-Car aims for 100% transition of its 200,000 vehicles to EVs by 2030 to manage increasing GHG emissions and lead the future mobility market. To facilitate a faster transition, we set higher-level of KPIs for each year in addition to the mid-long term roadmap. SK Rent-a-Car achieved our goal in 2022 by purchasing 1,000 EVs in Jeju as well as purchasing 7,000 EVs nationwide, followed by 5,000 units in 2021. In Jeju, we aim for the transition of 3,000 operating vehicles to EVs by 2025, leading the culture of eco-friendly vehicle usage. SK Rent-a-Car is currently constructing a charging facility with a capacity of 7,200kW that can charge 3,000 vehicles in partnership with KEPCO. As of the end of March 2023, the progress is approximately 70% complete, with a capacity of 5,070kW. SK Rent-a-Car operates the largest number of rental cars in Jeju and provides electric vehicle experience to 1 million customers every year.

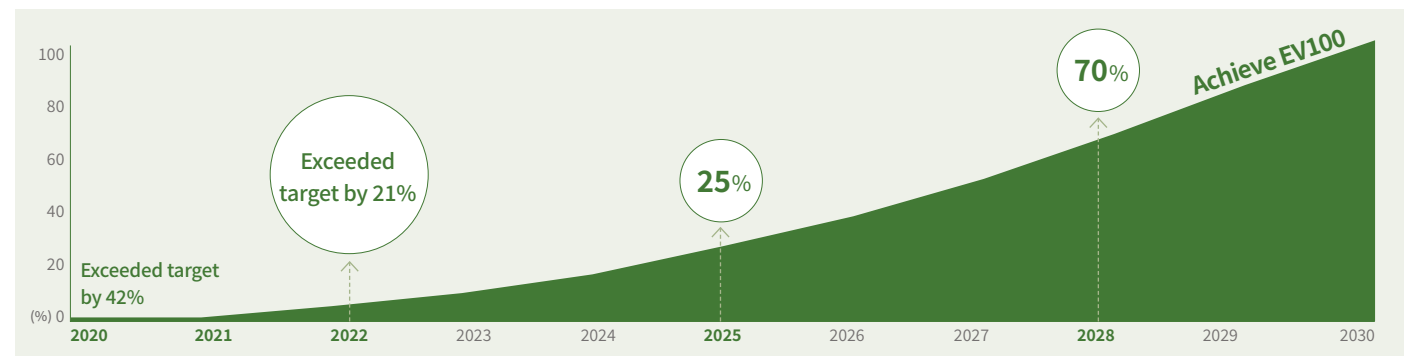
In December 2022, we opened the “Eco Lounge,” an EV complex cultural space, on a 3,000m² site near the Seogwipo Jungmun Tourist Complex. Along with KEPCO, SK Rent-a-Car installed three 100kW DC Fast Charger and two 7kW AC Charger enabling two-way charging with V2G technology. Eco Lounge is not only open to SK Rent-a-Car customers but also to general visitors.



K-EV100 「Corporate Excellence Performance of Conversion to Zero-emission Vehicles」



EV Transition Roadmap



Expansion of GHG Measurement

In addition to the greenhouse gas emissions generated internally within the company, SK Rent-a-Car measures and manages Scope 3 emissions. Scope 3 refers to other indirect emissions that occur outside the company's boundaries during the provision of goods and services for the company, and the use of products and services produced by the company.

There are two main categories that account for 98% of SK Rent-a-Car's Scope 3 emissions: emissions generated during customers' car rental usage and emissions generated during the manufacturing process of purchased vehicles. Recognizing the identified significant emission categories, we expect that a significant reduction in Scope 3 emissions can be achieved compared to conventional internal combustion engine vehicles by transitioning 100% to EVs.



Climate Action

Management of Climate Risks and Opportunities

SK Rent-a-Car manages climate risks that could impact the company in the short, medium, and long term to proactively address risks that could pose a threat to our company due to climate change and expand opportunities.

Category	Item	Green management risk factor	Duration	Risk	Opportunity
Transition Risk	Market Change	Change in the mobility ecosystem	Long term	Limit in ICEV production	Response to future green mobility
		Increase in EV demands	Long term	Decrease in the number of ICEV rental car customers	Enhancement in corporate value by activated EV sales
		Increase in convenience needs for EV usage	Long term	Increase in costs for developing infrastructure and service	Potential to use as BM innovation tool
		Lack of information in EV lifecycle	Long term	Losses from disposal due to asset value instability	Provision of optimized services through battery management information collection and analysis
	Law and Policy	Mandatory purchase system for eco-friendly vehicles	Mid term	Decline in social evaluation for non-compliance	Enhancement of implementation capability for achieving EV100
		Emissions trading scheme	Long term	Potential for increased emission in transportation sector due to improved the level of measurement of traffic emissions	Expansion of business using reduction measurement technology through EVs
		Expansion of renewable energy transition	Mid term	Increase in cost for facility investment and purchasing green energy	Achievement of Net Zero by using renewable energy
		Expansion of environment related disclosure	Short term	Increase in environmental information management cost, penalties, and decline in valuation for non-compliance	Strengthening environmental management capability and stakeholder communication
Physical Risk	Natural Disaster	Extreme weather events such as typhoons, floods, and heavy snow	Short term	Human and material damages resulting from traffic accidents	Minimization of damages by providing preventive activity information, and customer value enhancements
				Asset loss such as facilities and vehicles	Improvement of operating environment by proactive response according to the prevention manual

※ Insufficient response to various risks can negatively impact a company's reputation and affect the company's depreciation. Assuming that a stock price decline ranges from 5% to 20% and applying these declines to the closing price on December 29, 2022 (KRW 6,660 per share), the estimated loss in corporate value due to the decrease in stock price ranges from a minimum of KRW 15,746,184,720 to a maximum of KRW 62,984,738,880.

Renewable Energy

Expansion of Solar Power Facilities

In 2016, the SK Rent-a-Car Jeju branch initiated a solar power generation project by installing 185kWp solar panels to facilitate the transition to renewable energy, producing 170MWh of renewable energy in 2022. The panel also serves as a rain shelter for the customer, allowing the customer to take over the vehicle in a more comfortable environment in case of rain. In October 2021, we installed an additional 62kWp solar panel for self-generation at Busan logistics center. Subsequently, in January 2022, a 60kWp self-generation facility was installed at the Jeju Billycar branch, further expanding the proportion of renewable energy usage. In short, SK Rent-a-Car is pursuing both social and environmental values through installation of solar panels and utilization as shelter facilities for both employees and customers.

Diversification of Renewable Energy Usage

SK Rent-a-Car explores various options to overcome the limitations of domestic renewable energy infrastructure and increase the proportion of renewable energy usage. In collaboration with KEPCO, SK Rent-a-Car made contracts to purchase 302MWh of Green Premium Power in 2022 and 100MWh in the first half of 2023. In addition, SK Rent-a-Car is expanding the proportion of renewable energy by converting Renewable Energy Certificates (RECs) obtained through renewable energy production at the Jeju branch into Renewable Energy Usage Certificates, certified by the Korea Energy Agency. In the first half of 2023, we converted 52 RECs and are planning to convert further RECs in the second half of the year, according to the SBTi goals.

Expansion of Eco-Friendly Businesses

Greenhouse Gas Emission Offset External Project

One of the major mitigation activities in the transportation sector among GHG emissions is the transition to EVs. Despite the global expansion of EV adoption, it has been challenging to accurately identify the exact amount of GHG reduction achieved through EV operation. In order to calculate the amount, it is essential to collect data including real-time driving information, and battery usage. However, due to technical limitations of this data collection, it was difficult to demonstrate objective reduction, so it could not be used as a means of securing greenhouse gas emissions.

As a mobility service company aiming for EV100, SK Rent-a-Car participated in a GHG emission offset external project that demonstrates GHG reduction through EVs. SK Rent-a-Car developed a vehicle control device called “Smartlink” into an EV-exclusive device called “EV Smartlink” and conducted a validation project with 61 EVs at the Jeju branch, based on the operational information of 75 vehicles, including battery, motor, and charging control. As a result, it is expected to reduce 150 tons of GHG compared to when using ICEVs. With this, our emission reduction project passed the Emissions Certification Committee review and obtained the MOLIT¹⁾’s final approval in January 2022. With the approval of the project, SK Rent-a-Car is carrying out a project that recognizes greenhouse gas reduction for electric vehicles that will be introduced by achieving EV100 by 2030. Upon approval of the project, we would like to return the profits generated from the sale of carbon credits to our customers through discount benefits, providing additional benefits for choosing EVs.

1) MOLIT : Ministry of Land, Infrastructure and Transportation



Presentation on GHG Reduction Policy and Vitalization of External Business in Transportation Sector

Establishment of Eco-Friendly EV Charging Ecosystem

SK Rent-a-Car is collaborating with EV battery companies, charging service providers, battery diagnostic companies, and other EV-related businesses to establish an environmentally friendly virtuous cycle model of EV batteries. In May 2022, SK Rent-a-Car signed a “Business agreement for sustainable and eco-friendly EV charging service” with SK On, EVAR, and MinTech. SK Rent-a-Car uses a used electric vehicle battery to provide mobile charging services to electric vehicle rental customers and collect related data, which is used to verify the stability and efficiency of the battery after use. SK Rent-a-Car will continually expand its services, including environmentally friendly EV charging solutions in mobile maintenance vehicles to establish a customer-centered, eco-friendly mobility service.

Eco-friendly Activities

Eco-friendly Certification



Since 2007, SK Rent-a-Car has obtained ISO 14001 certification, established an environmental management system, and is growing around “Green Mobility,” one of its core values. SK Rent-a-Car manages both short- and long-term risks, such as transition risks of market, laws and policy, as well as physical climate risks including natural disasters.

ISO 14001 Certification (Environmental Management System)

- Certification Scope: Rental car services, automotive accessories, general travel guidance

- Validity Period: August 5, 2022 ~ August 4, 2025

Green Finance

To facilitate the conversion into pollution-free vehicles, we issued our first green bonds worth KRW 98 billion in February 2021. In November 2022, we submitted a “Fossil Fuel and GHG Emission Reduction Plan” and raised KRW 24 billion¹⁾ through certification from the Ministry of Environment. The funds were fully used to purchase 2,251 eco-friendly electric vehicles in 2021 and 647 in 2022. As a result, the GHG emission reduction effect from the purchases made in 2022 was certified at 1,279 tons annually.

1) KDB Carbon Spread

Circular Economy

Promoting Electronic Contracts

In 2013, SK Rent-a-Car adopted an industry-first electronic contract system for short-term contracts to reduce paper consumption, resulting in a reduction of 800 sheets in Jeju branch per day. The e-contract system has been further developed to create a service that allows customers to pick up their vehicles upon arrival at our branch. We also rolled out the SK Rent-a-Car Direct, a service that enables the entire process from quotation to contract online. The service improved customer convenience and contributed to resource-saving by issuing documents online through the “Smart Care” app.

Reducing Disposable Cups

In 2021, we participated in the ‘Happy ha:bit’ eco alliance (Eco Jeju Project), and the “Disposable Cup Deposit System” in collaboration with the Ministry of Environment and the Container Deposit System Management Organization in 2022. We installed return machines for reusable cups at our Jeju branch, making it easy for customers to return their reusable cups before departing for the airport.



Internal Environmental Campaign

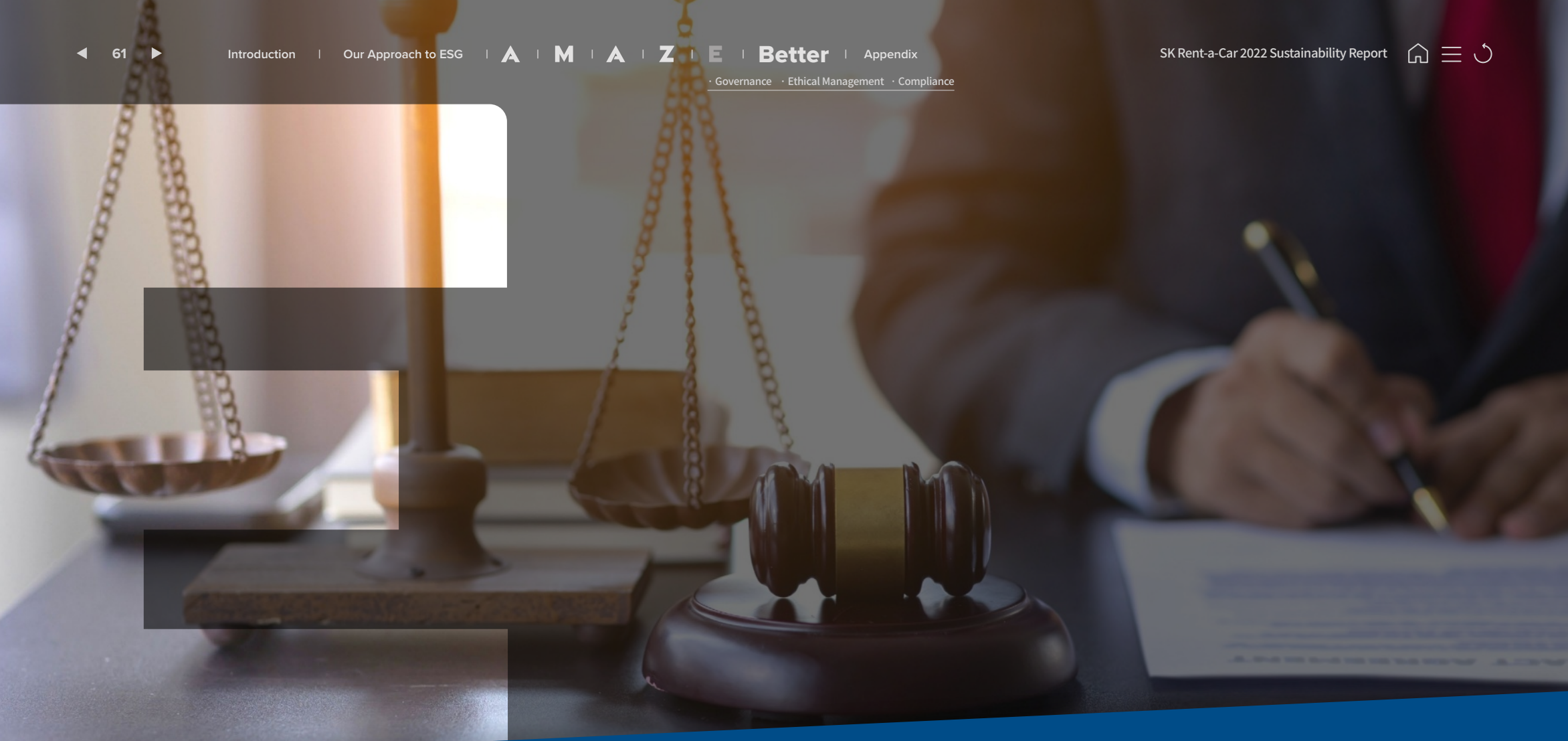
Enhancing Employees' Eco-friendly Awareness

Environmental Education

In November 2022, SK Rent-a-Car conducted an environmental education as a part of R-jea Lecture, which aims to deliver insights on various topics. We invited Professor Nam Seong Hyeon from Seoul National University to give a lecture on the theme of “Environment and Climate Crisis, Coexistence of Earth and Humanity.” In order to encourage all employees to participate, it was live-streamed online with real-time chat. We organized a Q&A session, providing an opportunity for discussions on the role of businesses in addressing the climate crisis and SK Rent-a-Car’s business direction for sustainability.

Internal Environmental Campaigns

SK Rent-a-Car conducts various environmental campaigns for employees across the country. The 「New Entrepreneurship Spirit Challenge」 campaign encourages employees to participate in easy daily activities, under the theme of 「Let's make our planet more beautiful and tomorrow happier」. Activities carried out in the first half of 2022 were to save electricity consumption in offices and homes, and in the second half of the year, a campaign promoted activities for summer vacation: △Using public transportation or EVs; △Using reusable containers; and △Bringing back trash when visiting natural sites. Furthermore, SK Rent-a-Car operates a program called “Haenggarae” that promotes employee's creation of social value. As rewards are provided when users participate in activities such as turning off lights, and walking, employees have reduced 16,629kg of carbon emissions in 2022.



ETHICAL GOVERNANCE



Transparent Governance Structure

- 63 Governance
- 71 Ethical Management
- 74 Compliance

ETHICAL Governance

Transparent Governance Structure

SK Rent-a-Car believes that building trust with stakeholders based on a governance structure that secures diversity and transparency is a key factor for sustainable growth. Accordingly, we have established transparent disclosure system, and emphasized ethical management and compliance throughout all business areas.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



UN SDGs 16

BACKGROUND INFORMATION

Companies with sound and transparent governance refer to companies with decision-making system, enabling them to swiftly address internal and external issues. Transparent governance serves as the foundation for successful business operations and growth, and its importance is emphasized as disclosure requirements and stakeholders' demands expand. It is required to establish an ethical governance structure to enhance corporate value and achieve sustainable growth with stakeholders.

SKR VISION

SK Rent-a-Car practices transparent management policies under the BOD. We consider ethical management our driving force to maximize profits for investors and create value for our customers.

AMAZE Reporting Framework

Ethical Governance (Transparent Governance Structure)		
Governance	Operate the Secretariat, the supporting organization for the Board of Directors, and three committees within the Board of Directors	
Strategy	Establish an ethical management system	Operate effective governance and establish a transparent disclosure system
Risk Management	- Conduct an ethics practice survey to all employees to identify areas for improvement and enhancement - Appoint a Chief Compliance Officer - Participate in the company's decision-making process by modifying and approving agenda in board meetings - Provide transparent and timeliness disclosure related to BOD governance with sustainability reports and corporate governance reports	
Metrics and Targets	- Secured certification of ISO 37001 for the HQ, "EV Park Jeju," and Anseong sales center in 2022, expand certification to all business locations in 2023 - Conduct ethical management education and promotions with regular inspections - Provide ethical education for business partners - Appointed a Chief Compliance Officer in June 2022 and conducted compliance education for all employees - Publish a sustainability report in 2023, expanding responses to ESG evaluations - Establish and disclose BOD evaluation system in 2023 - Disclose BOD and committee activities through the company website and DART	

Governance

SKR Strategy

Objective



Continuous improvements
for a sound and transparent
governance structure

Focus Areas



Create the highest decision-making
body of diversity, expertise, and
independence



Operate a BOD that promotes collective
intelligence via open communication
and discussion

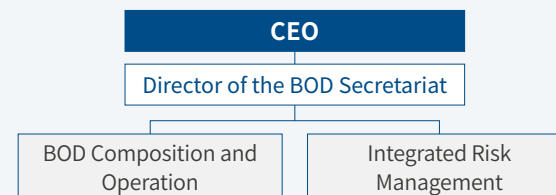


Strengthen information sharing with
shareholders, investors, business
partners, and society



Establish a scheme for systematic
ethical management and risk
management

Organization Chart



Board Composition

Appointment of Directors

Experts with various business backgrounds are recommended to the BOD as the candidates of executive directors and non-executive directors. For independent directors, we held Independent Director Candidate Recommendation Committee in March 2022 to ensure a thorough, objective screening process. Park Hae Sik (lawyer) and Kim Byung Ok (lawyer, accountant) were recommended as candidates based on their expertise and experience. Information about the candidates is reviewed by the committee and the BOD. It is then transparently sent to our shareholders before the general shareholders' meeting as part of the general shareholders' meeting announcement. The appointment of directors is subject to the shareholders' approval at the meeting.

Key Features of the BOD

Independence

To ensure independence, SK Rent-a-Car constitutes its BOD with a majority of independent directors. As of 2022, independent directors comprised 60%, which exceeds the requirement of the Commercial Act. In March 2021, Park Hae Sik was appointed as the Chair of the Board, separating the roles of the Chair and the CEO to improve the board's function and transparency. SK Rent-a-Car has also institutionalized the right to seek assistance from experts at the company's expense when the board deems it necessary, as stipulated in the Corporate Governance Charter. The Audit Committee, which consists entirely of independent directors also stipulates the same right.

Diversity and Expertise

SK Rent-a-Car states that "The BOD shall be composed of those who possess expertise that can make substantial contributions to management" and "come from diverse backgrounds" in the Corporate Governance Charter. Thereby we appoint directors with diverse backgrounds and expertise regardless of gender, region, age, etc. In 2023, the company increased diversity by appointing a female non-executive director, having women make up 40%.

SPECIAL PAGE

Board Overview

As of April 2023, the SK Rent-a-Car's Board of Directors consists of one executive director, three independent directors, and one non-executive director appointed at the general shareholders' meeting. Under the BOD, we operate the Independent Director Candidate Recommendation Committee and ESG Committee, as well as the Audit Committee which consists entirely of independent directors. SK Rent-a-Car operates the BOD with transparency in accordance with relevant regulations to ensure diversity, expertise, and independence.

**Hwang Il Moon**

Executive director (Male)

- Term - 2021.03.24~2024.03.24
- Area of expertise - Business
- Professional background -
 - C** CEO of SK Rent-a-Car
 - F** Head of Walker Hill at SK Networks
 - F** Head of the Planning Department at SK Networks
- Committee -
 - ESG Committee chair,
 - Independent Director Candidate Recommendation Committee member

**Song Won Ja**

Independent director (Female)

- Term - 2021.03.24~2024.03.24
- Area of expertise - Accounting
- Professional background
 - C** Assistant professor and Head of Major, Director of Asset Management at the University of Suwon
 - C** Non-standing auditor at Women Corporate Directors
 - F** Member of the Board of Trustees and Women's Committee at the Korean Institute of Certified Public Accountants
 - F** Ethics Investigation Committee Member at the Korean Institute of Certified Public Accountants
 - F** Partner at Deloitte Anjin
- Committee -
 - Audit Committee member,
 - ESG Committee member

**Park Hae Sik**

Independent director (Male)

- Term - 2022.03.28~2025.03.28
- Area of expertise - Law
- Professional background
 - C** Lawyer at Yulchon LLC
 - C** Securities and finance institute head at the Seoul Bar Association
 - C** Member of the Ministry of Land, Infrastructure and Transport's Central Land Expropriation Committee
 - C** Member of Dispute Resolution Committee at the Korea Communications Commission
 - F** Presiding Judge at the Bucheon branch of the Incheon District Court
- Committee -
 - BOD chair, Independent Director Recommendation Committee chair,
 - Audit Committee member,
 - ESG Committee member

**Kim Byung Ok**

Independent director (Male)

- Term - 2022.03.28~2025.03.28
- Area of expertise - Law and accounting
- Professional background -
 - C** Lawyer at Sojong Partners
 - F** Member of the Administrative Trial Committee at the Seoul Metropolitan Office of Education
 - F** Member of the Accounting System Review Committee at the Financial Services Commission
- Committee -
 - Audit Committee chair,
 - Independent Director Recommendation Committee member

**Ryu Seung Hui**

Non-executive director (Female)

- Term - 2023.03.28~2026.03.28
- Area of expertise - ESG
- Professional background
 - C** Head of Sustainability Management Office, SK Networks Co., Ltd.
 - F** Director of Sustainability Management Office, SK Networks Co., Ltd.
 - F** Team Leader of SKMS Practice Team, SK Networks Co., Ltd.
 - F** Team Leader of Business Legal Affairs Team, SK Networks Co., Ltd.
- Committee -
 - ESG Committee member

Kim Byung Ok (Director)

“I will strive to fulfill the role of the BOD to execute ESG-based sustainable management and enhance corporate value. To this end, I will ensure that the decision-making process is transparent and that the BOD serves as an active, independent corporate management monitoring function.”



Rye Seung Hui (Director)

“As a member of the BOD, I will do my best so that SK Rent-a-Car clearly establishes an ESG management strategy, implements it transparently, and continuously communicates with stakeholders.”

Song Won Ja (Director)

“As ESG has recently emerged as the center of corporate management, the role of BOD is becoming more important than ever. SK Rent-a-car's BOD will not only review major issues related to the environment, society, and governance, but also collect various opinions from shareholders, creditors, government, and potential stakeholders. I will do my best to achieve both goals: maximization of corporate value and sustainable development.”

Hwang Il Moon (CEO)

“Now, ESG management has become an essential requirement for the sustainable development of companies. SK Rent-a-Car will pursue the happiness of all stakeholders and the next generation by securing transparency and fairness through board-centered management while leading ESG-centered innovation in mobility industry.”

Park Hae Sik (Chair)

“I will continue to create a practical and efficient ESG ecosystem through SWOT analysis of ESG management practice and performance last year. Through support, encouragement and advice of stakeholders, SK Rent-a-Car will become a long-lasting sustainable company with innovation and growth based on ESG management.”

Board Management

Board Responsibilities

The BOD serves as the highest decision-making body of the company. SK Rent-a-Car's BOD also fulfills its role as a decision-making and supervisory body regarding management issues, including developing corporate goals and strategies and establishing policies for governance structure improvement. In particular, details for management plans and performances must be reported to the BOD. In addition, we have established a Secretariat of the BOD to offer systematic support and facilitate the work of the BOD.

Board Operations and Activities

Regular BOD meetings are held once a month according to the BOD protocols, with additional meetings conducted whenever necessary. In 2022, the BOD had a total of 12 meetings and discussed 46 agenda items, with its average rate of meeting attendance recording 99%. Details on the meeting including agendas are disclosed on our website.

Board Skills Matrix

	Leadership	Industry Experience	Finance Affairs/Accounting	Finance/Risk	Policy/Administration	R&D	M&A	Legal	ESG
Park Hae Sik	●				●		●	●	●
Kim Byung Ok			●	●	●		●	●	
Rye Seung Hui	●	●					●	●	●
Song Won Ja			●	●	●	●			●
Hwang Il Moon	●	●	●	●			●		

Education for Independent Directors in 2022

Date	Organization	Agenda	Participants
2022.5.24	Samil PwC, EY Hanyoung	- Education on internal accounting management system based of design and operation evaluation - Analysis of the impact of a consolidated internal accounting management system	Park Hae Sik, Kim Byung Ok, Song Won Ja
2022.8.23	SK Rent-a-Car	Online education on ethical management	Park Hae Sik, Song Won Ja
2022.9.13 ~ 9.16	The Institute of Internal Auditors Korea	Education on Internal Audit (Design compliance and recent trend)	Park Hae Sik
2022.9.22	Samjong KPMG	Response strategy of the Audit Committee according to ESG disclosure standard (ISSB public draft)	Park Hae Sik, Song Won Ja
2022.10.26	SK Rent-a-Car	Education on Consolidated internal accounting management system	Park Hae Sik, Kim Byung Ok, Song Won Ja

Board Meetings Overview

Category	Unit	2020	2021	2022
No. of BOD meetings held	Times	11	10	12
Regular BOD meetings		11	10	12
Interim BOD meetings		0	0	0
No. of agendas discussed	Cases	53	48	46
Assent		53	47	44
Dissent · Revision		0	1	2
The average dissenting ratio in discussed agendas	%	0	0	0

Board Evaluation and Remuneration

We provide remuneration to the BOD within the scope approved at the general shareholders' meeting. Remuneration for independent directors includes base salaries and minimum employee benefits without bonuses. Base salaries are determined considering performance, expertise, and management environment. Remuneration for executive directors is set based on our HR regulations for executives. Base salaries are determined within a specific limit, considering performance, expertise, and contribution to the company, with bonuses offered based on quantitative/qualitative criteria. The total, average remuneration are transparently disclosed in our annual reports.

Board Remuneration in 2022

Category	Unit	Total	Average per person
Executive directors (2 persons)	KRW million	735	368
Independent directors (3 persons)		207	69

CASE STUDY

SK Rent-a-Car aims to have a board of directors as a place of healthy communication and open discussion so that the board of directors can actually participate in key decision-making in corporate management and contribute to the qualitative aspect, rather than remaining in a formal system. In 2022, the attendance rate at board meetings reached 99%, as such, with this high engagement from all board members, each agenda is actively discussed and deliberated upon to make informed decisions. Prior to the board meetings, separate briefings are provided to ensure that board members have sufficient information for thorough review and consideration.

In particular, during the 6th board meeting held in August 2022, before discussing 「Agenda Item No. 1: Long-term bank borrowing」, a proposal for necessary changes to the financing conditions was presented. It took into account the market situation and SK Rent-a-Car's financial plans and the BOD granted the revised approval. In addition, following in changes in the approved borrowing conditions during the 6th board meeting, the 7th board meeting included the 「Agenda Item No. 1: Amendment to the conditions of long-term bank borrowing」, ensuring that the board's decision was adequately reflected in the detailed terms of the business-related contract.

Board Meeting Attendance Rates

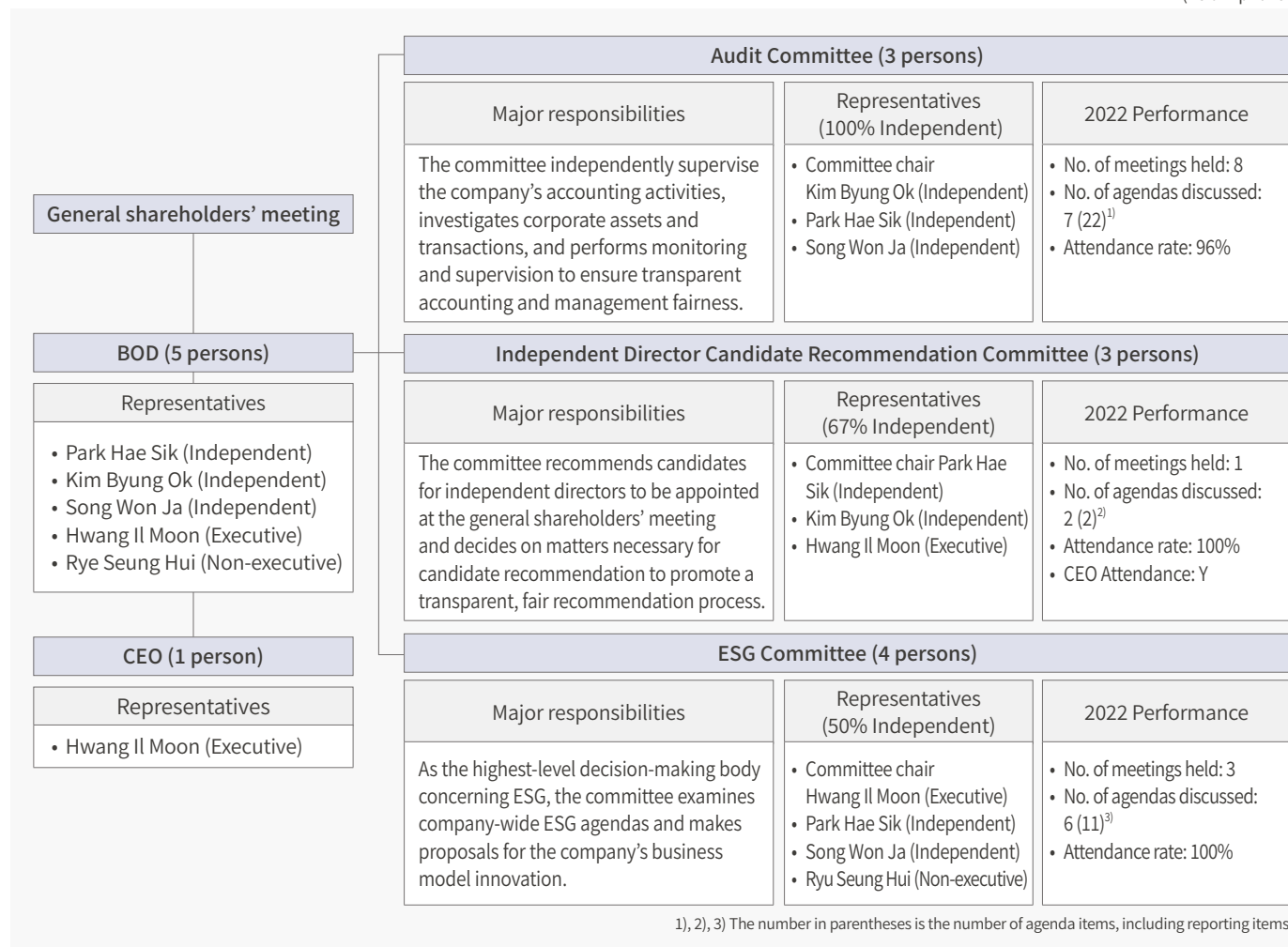
Category	Unit	2020	2021	2022
Average attendance rate	%	91	100	99
Executive director attendance rate		82	100	100
Independent director attendance rate		100	100	97
Minimum attendance rate goal				97

Committees within the Board

SK Rent-a-Car operates the Audit Committee, Independent Director Candidate Recommendation Committee, and ESG Committee to ensure efficient operations under the BOD. In 2022, a total of eight meetings were conducted for the Audit Committee and three for the ESG Committee. Meanwhile, one meeting was conducted for Independent Director Candidate Recommendation Committee.

Organization Chart of the Board

(As of April 2023)



Shareholder-Friendly Management

Protection of Shareholders' Rights

SK Rent-a-Car provides all the information shareholders need in a timely manner and ensures that shareholders can exercise their rights with due process. We conduct general shareholders' meetings outside of concentrated dates to facilitate participation and enhance the accessibility. Furthermore, we adopted an e-voting system in 2019 and a system for recommending proxy voting in 2021. SK Rent-a-Car determines dividends within the range of profit available for dividends, taking into account the enhancement of shareholder value and investment for the company's sustainable growth. As part of its shareholder-friendly policy, for the first time since our listing on Korean Exchange, SK Rent-a-Car decided to pay dividends in 2022 (35th fiscal year) based on the dividend payout ratio of other listed companies, resulting in a dividend of KRW 150 per share (total dividend amount of KRW 6.8 billion, dividend payout ratio of 33%) and the dividend was paid in April 2023.

Communication with Shareholders

We have been disclosing our quarterly business performances not only on our website but also on the Financial Supervisory Service's Data Analysis, Retrieval, and Transfer System (DART) and the Korea Exchange's disclosure system to gain the shareholders' and investors' trust and present our competitiveness. In addition, we communicate with investors through regular IR activities including company presentations and conferences. We will continue to strengthen our efforts in communicating with our investors, reflecting their collected through IR activities.

IR Activities in 2022

Category	Unit	2022
No. of general shareholders' meetings held	Times	1
No. of company presentations held		5
Early announcements of business performances		4
IR activities conducted, including conferences		20
DART disclosures	Cases	44

Risk Management

Risk Management System

SK Rent-a-Car recognizes that it is essential for sustainability management to predict and systematically manage risks and has an internal organization and control policy for this purpose. We are also seeking to improve regulations for effective internal control. SK Rent-a-Car manages risks by establishing the supporting department to ensure accurate identification of risks and effective response activities. Depending on the type of risk, a council composed of relevant divisions within the company, subsidiaries, and business partners manage and plan for the respective risks and gather opinion. Finally, it is reported to the Board of Directors (Specialized committees) and reviewed.

Relevant Division	• Operate risk management policies, provide management support, establish and operate response measures, monitoring
Council (Meeting Body)	• Check the current status of risk management and review issues • Assess the impact of risks and identify new issues
Specialized Committees	• Final review and supervision of matters delegated by the Board of Directors to the specialized committees based on the importance and issues related to each type of risk
Board of Directors	• Final review and supervise all risks

Risk Definition and Response

SK Rent-a-Car's main business model is rental and management services related to automobiles. In the case of financial risks closely related to the revenue structure, such as capital procurement when acquiring assets and the asset status when selling vehicles, SK Rent-a-Car monitors domestic and international market conditions, establishes and implements response plans for crisis scenarios. In addition, as the regulations and societal interest in the environmental impact of businesses increase, SK Rent-a-Car addresses environmental risks through initiatives such as fostering the EV ecosystem and monitoring GHG emissions. Furthermore, SK Rent-a-Car comprehensively manages risks related to stakeholders such as employees, customers, business partners, and the local community, which may have an impact on the company's business activities.

Risk Definition and Response

Likelihood and Impact: ● Low ● Medium ● High

Category	Risk Type	Definition	Likelihood	Impact	Response	Relevant Division	Consultative Body (Meeting Body)
Financial Risks	Economic · Financial Risks	Losses that may occur in terms of funding processes and liquidity management for operation fund due to fluctuations in the financial market	●	●	- Operate the Audit Committee and internal accounting management systems - Operate funding plans considering financial structure and business environment - Regular monitoring of financial markets and business models (BM)	Internal Accounting Manager Planning & Finance Division Sustainability Management Office	Management Performance Review Meeting
	Credit Risks	Potential losses by changes in counterparty credit	●	●	Secure collateral and manage bonds based on the counterparty's credit rating	Planning & Finance Division	
	Market Risks	Losses that may occur during the sales process due to market demand and supply conditions	●	●	- Regular monitoring of internal and external factors influencing the demand for new and used cars - Develop and implement marketing strategies that closely align with the market situation	Planning & Finance Division Each Sales Division	Procurement Review Committee Management Performance Review Meeting
	Inventory Risks	Loss risks associated with the devaluation of inventory assets	●	●	- Operate dedicated organizations for inventory asset management - Establish and operate vehicle asset management systems for each site (distribution centers, sales centers)	Asset & Infra Management Office	Management Performance Review Meeting
Non-Financial Risks	Environmental Risks	Various risks caused by abnormal climate conditions Environmental risks that can occur as a result of business activities Regulations and policies for sustainable environment	●	●	- Obtain ISO 14001 certification - Establish a Net Zero roadmap, monthly monitoring of emissions, assess measures - Incorporate in KPI, conduct executive and organizational evaluations - Conduct environmental education and provide incentives through "Haenggarae"	Sustainability Management Office	Environmental CoE (Center of Excellence) SV (Social Value) Board
	Human Rights Risks	Risk of violation of the human rights of members and stakeholders recognized by domestic laws and international agreements	●	●	- Operate an internal grievance handling system - Operate reporting channels for internal and external human rights violations - Implement education and workshops on human rights violations, evaluate their effectiveness	Human Resource Team	
	Customer Rights Risks	Quality deterioration during the process of using products and services and inconveniences and Damages resulting from information asymmetry Continuous damages due to the lack of customer protection systems and failure in handling customer feedback	●	●	- Obtain ISO 9001 certification. - Operate customer service channels - Operate a Customer Value Protection Council on a monthly basis - Identify improvement tasks for VOC and evaluate the mitigation measures	Customer Value Innovation Division	Customer Value Innovation Meeting CV Officer
	Ethics Risks	Risks of business activities caused by unethical behavior of employees and stakeholders	●	●	- Obtain ISO 37001 certification - Check and evaluate the likelihood of corruption within the organization - Operate anti-corruption education programs	Corporate Audit Team	
	Safety and Health Risks	Occupational accidents and illnesses among employees and stakeholders within the workplaces	●	●	- Obtain ISO 45001 certification - Conduct risk assessments and implement mitigation measures within the workplace - Operate a safety and health consultative body that includes key business partners	Sustainability Management Office	Occupational Safety and Health Committee Safety and Health Council
	Compliance Risks	Infringement of customer and business partner rights resulting from unfair trade practices and punitive reputation damage resulting caused by violations of regulations	●	●	- Conduct compliance education for all employees - Send out compliance letters about relevant regulations, institutional trends, Q&A	Compliance Officer Legal Team	Compliance Council
	Cyber Security Risks	Leakage of personal and corporate information damaging the providers and corporate management Punitive measures and reputation damage resulting from violations of relevant regulations	●	●	- Obtain ISMS-P · CSAP - Conduct regular monitoring of workplaces and simulation training for cyber security	CISO CPR Information Protection Center	CISO Working-level Council CPO Working-level Council
	Community Risks	Negative impact on the local community caused by business activities and conflicts with the local community as a consequence	●	●	- Operate business practices that promote shared growth with the local community - Implement activities to contribute to the local community in the areas where the main business operations are located	Sustainability Management Office EV Business Division	
	Business Partner Risks	Supply chain instability caused by financial and non-financial irregularities by business partners and financial losses due to contract termination	●	●	- Establish business partner Ethics Pledge and prepare ethical practices in Codes of Conduct for business partners - Implement a self-assessment system related to safety and health	Procurement Management Team	Procurement Council Procurement Review Committee

ESG Committee's Nonfinancial Risks Review

In 2021, SK Rent-a-Car established the ESG Committee under the BOD to reinforce the response system to non-financial risks. The committee has conducted meetings regularly and discussed ESG agendas to strengthen corporate risk management.

Nonfinancial Risks Reviewed

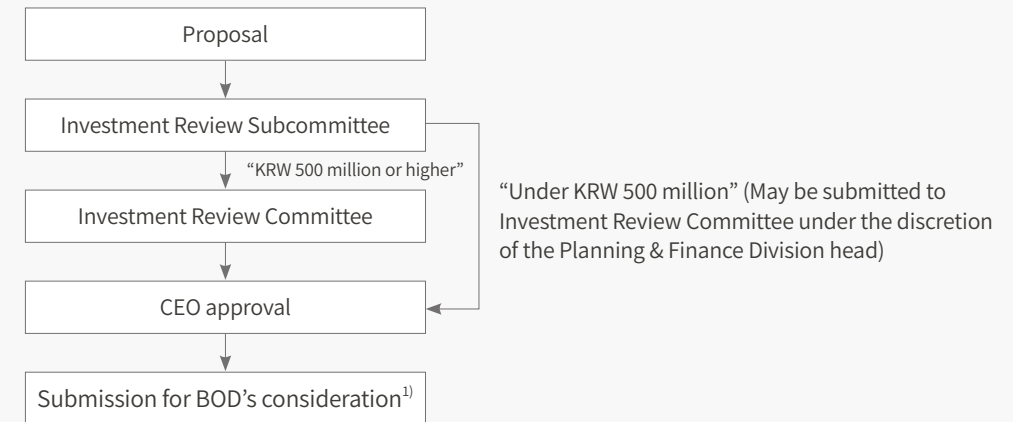
Date	Agenda Items
February 9, 2022 (First ESG Committee meeting)	① Agenda Item No. 1: 2022 SK Rent-a-Car management Plan ② Agenda Item No. 2: EV Park design plan
May 30, 2022 (Second ESG Committee meeting)	① Agenda Item No. 1: Publishing a sustainability report ② Agenda Item No. 2: 2022 Net Zero management plan ③ Agenda Item No. 3: Logistics infrastructure re-structuring strategies
September 5, 2022 (Third ESG Committee meeting)	① Agenda Item No. 1: Anti-corruption management system (ISO 37001) ② Agenda Item No. 2: Partially revision of 2022 Net zero management plan ③ Agenda Item No. 3: Implementation plan for Greenhouse Gas Emission Offset External Project ④ Agenda Item No. 4: SK Rent-a-Car's social contribution activities in 2021 ⑤ Agenda Item No. 5: Promotion of Jeju wheelchair rental service ⑥ Agenda Item No. 6: Participation in MOE's transition project towards zero-emission cars

Investment Risk Management

SK Rent-a-Car reviews and addresses risks that may arise during the new business investment phase through the investment review process of the Investment Review Committee. Depending on the scale of the investment, we convene either the Investment Review Committee or its subcommittee. SK Rent-a-Car establishes an ESG-oriented risk management and prevention system by thoroughly deliberating on the financial and non-financial risks of the investment target while adhering to the prescribed process and investment review evaluation criteria.

Investment Review Process

1. Operating Process



1) Matters subject to submission for the BOD's consideration:

- Investment of an amount equivalent to or higher than 1.5% shareholders' equity based on the end-level the previous year
- Transactions with SK Networks or SK Magic (following the BOD's regulations)

2. Operating Method

- 1) Final evaluation conducted based on committee members' opinions - Pass or fail, decided by a majority vote of the committee members
- 2) Final decision made by the CEO reflecting the final evaluation results
- 3) Expense request drafted for the investment plan that obtained the final approval (subject to the CEO's approval and consent for support of the Planning & Finance Division head)

Ethical Management

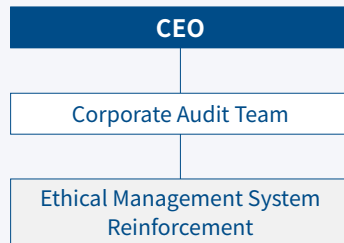
SKR Strategy

Objective



Internalization of ethical management practices through a systematic approach based on the 3Cs (Code, Compliance, Consensus)

Organization Chart



Focus Areas



Code

- Code of Ethics
- Code of Ethics Practice Guidelines
- Ethical Management Practice FAQ



Consensus

- Education and workshop on ethical management
- Ethics practice survey
- Compliance pledge



Compliance

- Operation of an organization dedicated to ethical management
- Operation of a reporting channel and the protection of informers
- Operation of a risk prevention system

Ethical Management System

SK Rent-a-Car seeks to create a transparent corporate culture and obtain trust from stakeholders by operating an ethical management system. Corporate Audit Team promotes an ethical management system based on the 3Cs (Code, Consensus, and Compliance), focusing on the SK Group's business philosophy of the SK Management System (SKMS), and reports the relevant matters to the Audit Committee on a regular basis. The Audit Committee, composed entirely of independent directors, serves as an independent auditing body performing oversight functions on ethical management and anti-corruption activities.

Ethical Management Goals

Category	2022	2023	2024
Ethical Management Education	• Achieve 100% completion rate for online training • Conduct case-based offline training for 30% of employees	• Achieve 100% completion rate for online training • Conduct case-based offline training for 40% of employees	• Achieve 100% completion rate for online training • Conduct case-based offline training for 50% of employees
Ethical Management System	• Achieve an 80% participation rate in workshops • Review a company-wide risk prevention system and implement measures	• Achieve an 90% participation rate in workshops • Strengthen the reporting system - Adherence to processing deadlines and F/B - Enhance whistleblower protection systems	• Achieve an 100% participation rate in workshops • Strengthen the reporting system - Develop action item and practice improvement
Anti-corruption Management System	• Obtain ISO 37001 certification	• Maintain ISO 37001 (Post-evaluation) • Update ISO 37001 Risk evaluation item • Establish self-risk evaluation system for ISO 37001	• Maintain ISO 37001 (Post-evaluation) • Enhance self-risk evaluation system for ISO 37001

Reinforcement of Ethical Management System

Enactment and Application of the Code of Ethics

We established the Code of Ethics in 2020 to pursue ethical responsibilities as well as economic and legal responsibilities. The Code of Ethics includes the five themes below and is disclosed on our website. Employees recognize the standard of ethical behaviors through it. In addition, we have established the Code of Ethics Practice Guidelines to help employees better understand and appropriately implement our Code of Ethics. All employees confirm their obligation to comply with ethical norms and guidelines through an annual Ethics Commitment Pledge and we also recommend that our business partners be fully aware of and adhere to the guidelines.

SK Rent-a-Car Code of Ethics

Attitude toward customers	We shall continue to satisfy our customers to gain their trust and ultimately share happiness with our customers.
Basic ethics of employees	All employees shall build a corporate culture of happiness to achieve VWBE ¹⁾ without any unnecessary conflict, achieving the vision of both the company and themselves. 1) VWBE: SK's corporate culture of Voluntary and Willingly Brain Engagement
Responsibility to shareholders	We shall remain fully committed to increasing corporate value to create the value of shareholders. To this end, we pursue efficient and transparent management.
Relationship with our business partners	We shall pursue mutual benefits and shared development with our business partners, and compete fairly with our competitors.
Responsibilities to society	We shall meet social and ethical standards to contribute towards the development of the nation and society and make the utmost efforts to gain trust.

Operation of a Reporting Channel and Whistleblower Protection Program

SK Rent-a-Car operates a reporting channel for those who have witnessed a violation of the ethical management principles, and the reporting can be done by name or anonymously. Any action that involves ethical problems, such as malpractice against business partners, a lack of respect among employees, or violations of social values, is subject to reporting. In addition, we operate a whistleblower protection program to ensure that whistleblowers do not face any punitive measures or discrimination. The whistleblower's identity, report content, and information of those who cooperate in the investigation are kept strictly confidential.

 Report Channel

Processing Steps

- 1 Registration** The report is registered.
- 2 Review of report** The report is reviewed and verified by the related departments. Reports that do not fall within the scope of the investigation can be excluded from the investigation or transferred to the relevant department. Then, the results are provided in a response.
- 3 Preliminary investigation** A preliminary investigation is conducted based on the report's contents. We may need additional information owing to a lack of details in the report. Please stay posted on the "Report Processing Result" menu.
- 4 Main investigation** If a thorough investigation is deemed necessary, we establish a plan and conduct the investigation. The expected timeline is provided, and as schedules may change depending on the scope and difficulty, a separate response will be given upon inquiry.
- 5 Completion of investigation** The report's contents are verified, and the investigation is completed. Follow-up measures (such as personnel measures or updates in related systems) will be addressed along with the results.

Whistleblower Protection Program

- 1** We ensure that whistleblowers do not face any punitive measures or discrimination for filing a just report.
- 2** Those who have been subject to punitive measures may request rectification and protection from the dedicated department for ethical management. The department will make all the necessary means to minimize the effects of such measures.
- 3** The identity of the whistleblower and report contents are kept strictly confidential and never disclosed against the whistleblower's will.
- 4** Equal protection will be granted to those who have cooperated in the investigation by giving testimonies or related information.
- 5** Those who have participated in unethical and unlawful behaviors but have voluntarily reported their participation in such behaviors could see mitigated punishment.

Operation of the Risk Prevention System

SK Rent-a-Car reviews the operation status of its risk prevention system. We ensure preemptive risk management by drafting checklists for major business areas and having each business unit voluntarily review its status and solve issues. The checklists consist of categories for assessing risks appropriate to the characteristic of each job, including HR management, cost management, procurement/business partner management, sales/bond management, investment management system, inventory management, and unusual factors. In addition, the Corporate Audit Team conducts regular business unit-level audits, ongoing monitoring, and assessments of work practices to identify and improve risk factors.

Ethical Management Activities

Ethics in Practice

Compliance Pledge

SK Rent-a-Car receives compliance pledges that specifies the main contents of the Code of Ethics, spreading the culture of ethics to employees and business partners. Employees commit to the compliance pledges at the beginning of each year and the time of entering the company, and business partners commit to it upon entering contracts with SK Rent-a-car. We encourage both employees and business partners to understand the Code of Ethics and related Guidelines, enabling them to make decisions in line with ethical standards.

Compliance Pledges

OOO, referred to as “I”, will conduct business activities with a mindset of representing the company and pledge to fully understand and comply with SK Rent-a-Car’s Code of Ethics and related Guidelines. For any violation, I will accept any measures in accordance with the regulations.

- ① I shall continue to satisfy our customers to gain their trust and ultimately develop together.
- ② I shall build a corporate culture of VWBE to achieve my vision and create profit of the company both.
- ③ I shall provide fair opportunities to business partner and establish relationship with mutual trust and cooperation.
- ④ As a healthy member of society, I shall engage in management activities that meet the ethical standards to contribute towards the development of the nation and society, and we shall make the utmost effort to gain the trust from society.

Education Programs for Ethical Management

Since 2016, SK Rent-a-Car has been conducting annual ethical management education. The education is organized by the SK Group Autonomous Management Support Office and involves participation from all affiliated companies. It guides judgment criteria when faced with ethical dilemmas in work-related situations, thereby improving the understanding and practicality of ethical management. In 2022, 622 SK Rent-a-Car employees participated in the education and we provided special rewards to outstanding participants.

Category	Unit	2020	2021	2022
No. of participants	Persons	593	597	622
No. of subject (except persons with leave of absence, retiree)		593	597	622
Completion rate	%	100	100	100

Ethics Practice Workshop

We also conduct a field-based workshop to implement ethical management practices for all employees, aimed at improving their decision-making skills, by discussing ethical risks and dilemmas. In 2022, we enhanced the integration of ethical practice by focusing on “Respect for Individuals” and “Prevention of organizational Corruption.” Team discussions were conducted by leaders, reviewing cases on ethical risks of each unit. In 2022, there was active participation with 67 divisions and 88.7% of employees across the entire organization.

2022 SK Rent-a-Car Ethical Management Timeline



Ethics Practice Survey

At the end of 2022, we conducted an ethics practice survey of all employees to review the status and further enhance our ethical management system. The survey helped us verify performances and the efficacy of systems, telling us how much we integrated ethical management into our corporate culture. In the survey conducted in 2022, 79% of respondents said that the company’s ethical management performance improved from the previous year. Moreover, we plan to hold the survey in a regular basis and update our Ethical Management System.

Ethics Practice Survey Questions (No. of questions)

Multiple-choice questions

- ① Level of the company’s ethical management practices (3)
- ② Level of leaders’ ethical management practices (2)
- ③ Level of employees’ ethical management practices (1)
- ④ Organizational culture (1)
- ⑤ Operational level of risk management (2)
- ⑥ Ethical practice system: Reporting channels (2), response to unethical behavior - investigation, disciplinary actions (2), education (2)
- ⑦ Improvement areas (1)
- ⑧ Compliance with the Code of Ethics (6):
Types of unethical behavior, malpractice against business partners, a lack of respect among employees, inappropriate work processing, violations of social values

Open-ended question

- ① Ethical judgment criteria and grievance counseling (1)



Compliance

SKR Strategy

Objective



Strengthen the company's compliance system
Operate the Compliance Program

Focus Areas



Operate an organizational body dedicated to compliance support



Reinforce the compliance system



Improve employees' awareness of compliance management practices

Organization Chart



Compliance Management System and Activities

Strengthening the Compliance System

Establishment of Compliance Support Organization

SK Rent-a-Car has appointed a Compliance Officer and established a Compliance Support organization to systematically manages various legal risks that may arise from business activities and operations. As a US-licensed attorney with legal expertise, our Compliance Officer was appointed for a three-year term through the BOD's approval on February 9, 2021. In addition, in June 2022, the BOD appointed the Compliance Officer as a Chief Compliance Officer (CCO) to take responsibility for the Compliance Program (CP). Compliance Support Organization is an auxiliary organization for Compliance Officer and CCO, its roles include regulation analysis of our business operations, prevention of illegal acts, and response to legal risks.

Adoption of the Compliance Program (CP)

The Compliance Program (CP) is a compliance system internally operated to adhere to fair trade-related laws. In June 2022, SK Rent-a-Car appointed a CCO and implemented the CP. Furthermore, in accordance with the recommendations of the Fair Trade Commission, we established CP regulations and designated the CCO, Compliance Support Organization, and CP Managers of each team to make CP more effective.

2022 Compliance Program

June	- Designated Chief Compliance Officer - Disclosed the CP introduction	November	Conducted compliance education
July	Announced CEO Message	December	- Established CP regulations - Established restrictions and rewards criteria within CP operating regulations
August	Published a compliance letter		Implemented risk analysis and internal monitoring system (scheduled for risk assessment in the second half of 2023)
September	Participation in the SK Compliance Workshop		
October	Obtained CCP (Certified Compliance Professional) Level 1 to ensure the expertise of CP dedicated team		

Category	Compliance Practical Course
Content	• Introduce the CP system and rating evaluation system • Establishment, dissemination, operation, and effectiveness evaluation of CP • Conceptual learning of the components • Management approaches for major fair trade-related issues
Result	602 participants * 8 hours = 4,816 hours
Certification	Notice, Education results report

77	Social Value Creation (DBL)
78	Customer Value Story
79	Social Value Story

Better

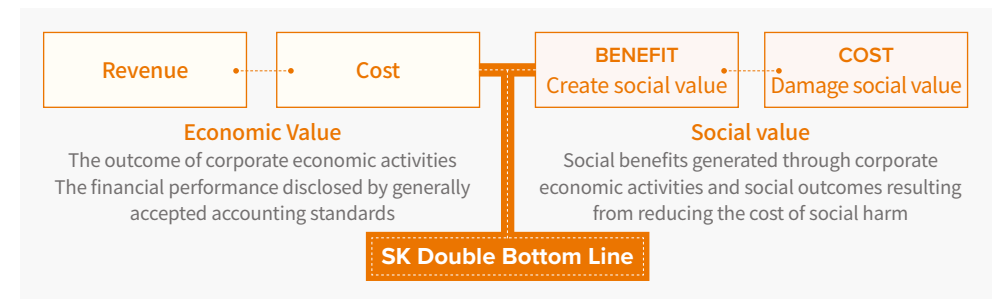
SPECIAL PAGE

Social Value Creation (DBL)

Social Value Measurement System

SK Rent-a-Car applies SK's management principle of Double Bottom Line (DBL) to realize sustainable happiness in our society and grow into a company that fulfills social responsibility. The core of DBL is to the concurrent pursuit of economic values and social values throughout our management activities. SK Rent-a-Car measures the social value generated while providing products and services, converts them into currency values, and accomplishes business innovation used this management as a reference.

SK's Management Principle DBL (Double Bottom Line)



Social Value Measurement Indicators and Results in 2022

Performance	Social Value Indicators				2022 Social Value Performance Results
	Index		Detail	Measuring Principle	
Indirect Contribution to Economy	Employment		The results generated by employing individuals and paying wages through job creation	A total sum of employee wages for the relevant year (income withholding amount reported to the National Tax Service)	KRW 140.7 billion
	Taxation		The results generated from maintaining the state and contributing to the development of people's lives through the payment of taxes	A total sum of tax payments for the relevant year (corporate tax, national tax, local tax)	
Social Performance in Business Activity	Product/Service Process		The results generated internally within the organization through internal operation process such as the production process or the provision of services	• Water Consumption: Measurement of water consumption and improvement of water consumption efficiency during business operations • Greenhouse Gas Emissions: Monetization of greenhouse gas emissions by applying the proxy environmental unit cost to the GHG emissions released by the company during business operations. • Waste: Monetization of total waste generated by the company during business operations by applying the Eco-cost of incineration and landfill	- KRW 0.31 billion
Social Performance in Social Contribution	Justice	Labor	The result of the labor by improving the working environment, such as maintaining employment and qualitative growth of members	Measuring the increase in earned income before and after employment, which is the benefit of employment for the vulnerable	KRW 3.03 billion
		Shared Growth	Achievements in supporting and collaborating with SMEs, startups, and small businesses within the industrial ecosystem	• Financial Support: Contributed benefits of financial support to business partners • Management Support: Contributed benefits of management-related support	
	Social Contribution	Social Contribution	The results of social contribution that the company implemented, operated or financially supported directly or in collaboration with partners	Measuring the results of corporate social contribution activities by estimating the market value of the social benefits received by beneficiaries	
		Donation	The results generated from donations to socially recognized beneficiaries such as vulnerable groups, nonprofit organizations, and public institutions	Measuring the results of statutory donations and designated donations, encompassing the total amount of legally recognized donation contributions	
		Voluntary Service	The results generated from various voluntary support activities provided by employees without compensation	Measuring the results of employee voluntary performance based on the actual market value received by beneficiaries, in accordance with various volunteer activities	
Total					KRW 143.4 billion

SPECIAL PAGE - CUSTOMER VALUE STORY

Pursuing Sustainable Customer Value

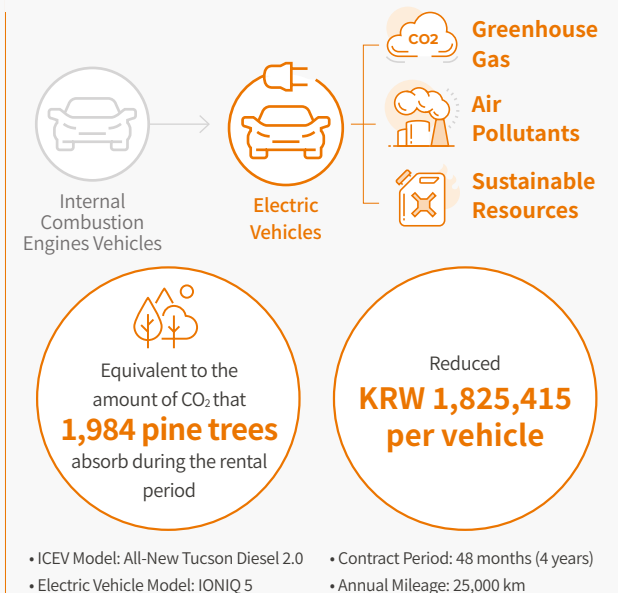
SK Rent-a-Car analyzed values that customers create during products · service experiences by looking over our rental products and mobility services to understand customers, SK Rent-a-Car's core stakeholders, and provide them with the core value they truly want. Based on this analysis, SK Rent-a-Car seeks to understand customers systematically and expand the range of products or develop new products to provide more value to customers. We would like to understand our products and services from a customer's experience and value perspective, and at the same time identify customer's needs and pain points that they did not even recognize, and provide the products and services that customers really need as a solution.

We have evaluated our range of products and services, including the online contract system, rental vehicle models, contract management system, and maintenance. As a result, we have identified customers' economic, social, and environmental benefits when renting electric vehicles. Through this evaluation, we have identified significant value creation that customers have been experiencing but may not have been aware of. We will communicate with the customer about the meaningful value of creation and continue to innovate customer experience and pursue customer-oriented values by providing products and services that customers need and using them as improvements to our company.



Measuring the economic value and environmental/social value that customers generate while using our products and services, utilizing this information to pursue continuous improvement in customer value

Examples of Value-Measured Performance



SPECIAL PAGE - SOCIAL VALUE STORY

Shared Growth between Jeju – MOE¹⁾ – SK Rent-a-Car

Business Background

SK Rent-a-Car has participated in the Ministry of Environment's "Branding Project for Transition to Pollution-Free Vehicles" with provincial government of Jeju Island. Reflecting the characteristics of Jeju, where about 78% of visiting tourists use rental cars, the project was carried out to provide 1.3 million customers with eco-friendly travel experiences annually and contribute to the spread of zero-emission vehicles transition in Jeju Island. Jeju Island has implemented policies to promote the conversion of rental cars to zero-emission vehicles, and with the support of the Ministry of Environment, SK Rent-a-Car was able to deploy a total of 2,350kW charging infrastructure and convert 1,000 vehicles to zero-emission vehicles.

Contribution to Carbon Free Island 2030

SK Rent-a-Car is leading the environmentally friendly conversion of rental cars in Jeju Island through the branding project led by MOE, contributing to achieve a "Carbon-Free Island (CFI)" by 2030. Jeju Island announced the "CFI 2030" plan in 2012, and the transition to eco-friendly electric vehicles has been included in the four policy goals of the 2019 amendment. In March 2021, SK Rent-a-Car participated in the MOE's "K-EV100" campaign, publicly declaring that we will fully convert all our vehicles to eco-friendly vehicles by 2030. In particular, we aim to convert all 3,000 vehicles currently operating in Jeju to EVs by 2025. By the end of 2022, we have already completed the conversion of over 1,000 EVs, operating approximately 1,200 EVs, largest in Jeju Island.

Resolve Local Community Issue by Establishing Charging Infrastructure in Jeju

As of the first half of 2022, the number of EVs in Jeju ranks third nationwide, but the charging infrastructure remains at the lowest level. To address these challenges, SK Rent-a-Car has installed 10 units of 200kW DC fast chargers and 50 units of 7kW AC chargers at Billy Car, which can convert approximately 1,000 EVs. Also, EV Park Jeju and ECO LOUNGE are expected to have 7,200kW and 1,000kW of charging infrastructure, each. Through these efforts, we will provide customers with an electric vehicle experience without concern of charging.



Donation to Vulnerable Groups in Jeju Island During Winter

To solve the energy instability in local communities, SK Rent-a-Car fully returned local government subsidy provided for the purpose of purchasing electric vehicles under the branding project to support the vulnerable in Jeju. This support was directed towards 6,050 households and 141 social welfare facilities that are not eligible for energy vouchers. Starting in December 2022, a total donation of KRW 870 million was provided to resolve the blind spot of the welfare system and local community issues by providing energy support during the winter season.

1) MOE : Ministry of Environment

APPENDIX

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1. Stakeholder Engagement

SK Rent-a-Car is making multifaceted efforts to strengthen its communication with stakeholders. SK Rent-a-Car has established various communication channels to build a consensus about sustainability issues. We consider our stakeholders' views to reflect them in our operations.

Stakeholders	Major areas of interest	Communication channels
 Customers	Product quality and service safety, customer privacy protection, and customer satisfaction	Company website, official blog, social media channels, customer center, and customer satisfaction survey
 Shareholders and investors	Transparent disclosure, sound governance, ethical management and compliance, and introduction of eco-friendly products and services	Shareholders' meetings, annual investor relations (IR) activities, and disclosure materials (Business, audit, corporate governance, sustainability, and annual reports)
 Employees	Employees' work-life balance, diversity and inclusion, talent development, fair recruitment, human rights management, and sound governance	Internal portal, employee survey, grievance handling channel, labor-management council, internal education/workshop, and anonymous bulletin board
 Business partners	Mutual growth with business partners, human rights management, and support for social enterprises	Purchase information system and Procurement Council meetings
 Local communities	Eco-friendly products and services, climate action, contribution to local communities, waste management and recycling expansion	Social contribution activities, partnership with local communities, and disclosure materials (Sustainability report)
 Press/media	Transparent disclosure, climate action, ethical management and compliance	Company website and media reports
 Government	Ethical management and compliance, human rights management, job creation and job security, and expansion of renewable energy	Company website and disclosure materials (Business, audit, corporate governance, sustainability, and annual reports)

2-1. Financial performance

Category	Item	Unit	2020	2021	2022
Consolidated financial statement	Current assets	KRW million	196,350	309,194	250,005
	Noncurrent assets		2,030,797	2,551,010	3,091,964
	Total assets		2,227,147	2,860,204	3,341,970
	Current liabilities		692,928	926,518	906,632
	Noncurrent liabilities		1,071,166	1,450,033	1,919,002
	Total liabilities		1,764,095	2,376,552	2,825,634
	Total equity		463,052	483,652	516,336
	Sales		863,467	1,036,879	1,246,513
	Operating expense		792,672	957,827	1,151,422
	Operating profit		70,795	79,052	95,091
	Profit before income taxes		22,194	27,003	30,400
	Income taxes		4,003	6,413	9,660
	Net profit		18,190	20,589	20,740
	EBITDA	KRW 100 million	3,785	4,967	6,077
	Sales growth rate	%	34.7	20.1	20.2
	Operating profit growth rate		70.4	11.7	20.3
	EBITDA growth rate		15.6	31.2	22.3
	Operating profit rate		8.2	7.6	7.6
	EBITDA Margin		44	48	49
	Net profit rate		2.1	2.0	1.7
	Debt rate		381	491	547
Political funds and membership fees	Lobbying and other political funds ¹⁾	KRW million	-	-	-
	Total amount of membership fees		504	529	520
	Breakdown of membership fees				
	Car Rental Association				393.8
	Korea Chamber of Commerce and Industry				65.5
	Korea Used Car Dealers Association				40.4
	Korea Listed Companies Association				10.2
	Korea Council of Chief Information Security Officers				5.0
	Seoul Bar Association				2.4
	Korea Personnel Improvement Association				1.8
	Jeju Tourism Association				0.5

Category	Item	Unit	2020	2021	2022
Tax report	Corporate tax rate	%	22	22	22
	Effective tax rate		38.7	29.5	19.4
	Pre-tax profit	KRW million	22,194	27,003	30,400
	Tax payable		8,593	7,969	5,883
	Overseas tax payable		-	-	-
	Government funding ²⁾				
Economic value distribution	EV subsidy	KRW million	15,998	51,897	52,711
	Investors ³⁾		37,835 ⁸⁾	41,647 ⁸⁾	57,138
	Employees ⁴⁾		63,697 ⁸⁾	76,682 ⁸⁾	82,248
	Local communities ⁵⁾		276	239	1,067
	Community Chest of Korea Jeju Branch				871.8
	Chey Institute for Advanced Studies				150.0
	Babsang Community Foundation				20.0
	Jeju Senior Welfare Center				17.3
	Jeju Seogwipo Senior Welfare Center				7.7
	Angels' haven				0.4
	Government ⁶⁾		8,162 ⁸⁾	11,448 ⁸⁾	16,066
	Company ⁷⁾		678,378	767,666	1,068,270
Welfare expenses to sales	Welfare expense	KRW million	11,055	12,611	13,290
	Welfare expenses to sales	%	1.28	1.22	1.07
R&D and patents	Cumulative trademark registrations	Cases	16	16	40
	Cumulative trademark applications		-	56	152
Business sites	Domestic	EA	180	156	161
Stocks	Issued shares	Shares	47,285,840	47,285,840	47,285,840
	Outstanding shares		45,407,995	45,407,995	45,407,995
	5% or more shareholders ⁹⁾	Shareholders	Numbers	1	1
	Shares owned	Shares	4,159,665	4,197,058	4,092,867
	Shares Ratio	%	8.8	8.9	8.7

1) SK Rent-a-Car complies with the Political Funds Act and does not provide political and lobbying funds to prevent political fund-related corruption

2) Funding provided by the government (Ministry of Environment) and local governments to promote the purchase of EVs

3) Interest expenses

4) Salaries, benefits, and retirement allowances

5) Total donation amount

2020, 2021: Total amount of donation receipt issued and Mobility Bank vehicle support

2022: Amount of donation receipt issued (Mobility Bank was not operated)

6) Taxes, utility bills, and income taxes

7) Tangible asset acquisition

8) Correction due to change in calculation criteria, to a consolidated basis

9) Excluding related parties

Category	Item	Unit	2020		2021		2022		
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	
Environmental Management	Environmental investment	KRW million	-	-	4,370 ¹⁾	-	6,436 ¹⁾	-	
	Environmental spending	KRW million	-	-	-	-	-	-	
	No. of environmental regulation violation cases	Cases	-	-	-	-	-	-	
	Fines for violating environmental regulations	KRW million	-	-	-	-	-	-	
	No. of lawsuits filed for violating environmental regulations	Cases	-	-	-	-	-	-	
	No. of non-monetary sanctions for violating environmental regulations	Cases	-	-	-	-	-	-	
	Environmental debt	KRW million	-	-	-	-	-	-	
Eco-friendly investments	No. of ESG bond issued	Cases	-	-	1	-	-	-	
Eco-friendly purchases and sales	Eco-friendly products and services sales	KRW million	-	-	-	-	127,346	-	
	Ratio of eco-friendly products and services sales	%	-	-	-	-	10	-	
	Eco-friendly products and services purchase	KRW million	104,036	-	302,858	-	503,620	-	
	Ratio of eco-friendly products and services purchase	%	9	-	22	-	33	-	
Eco-friendly vehicles owned	Ratio of eco-friendly vehicles owned	%	1	-	3	-	7	26	
	Eco-friendly vehicles owned	Total vehicles	Vehicles	207,831	32	208,811	32	209,670	34
		Eco-friendly vehicles		1,800	-	6,663	-	13,660	9
		EV		1,591	-	6,420	-	13,432	9
		FCV		90	-	106	-	111	-
		PHEV		119	-	137	-	117	-

1) Annual execution costs for solar installation and electric vehicle-only complexes

2) Correction of SK Rent-a-Car Service data due to errors in calculating no. of employees in 2020 and 2021

3) Correction of SK Rent-a-Car data for 2020 and 2021 due to international age calculation error

4) Departments related to Science (research, nurses, etc.), Technology (IT, information protection, developers, etc.), Engineering (electricity, civil engineering, machinery, etc.), Math (accounting, finance, etc.)

5) Correction due to errors in calculating employees with disabilities (excluding retirees)

6) Based on employment report for people with disabilities (Severe case is applied with double)

7) As both SK Rent-a-Car and SK Rent-a-Car Service employees are composed only of Asians, it is not distinguished between races

Category	Item		Unit	2020		2021		2022	
				SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Social ²⁾									
Employee information	No. of employees		Persons	598	360	647	392	652	343
	By employment type	Permanent		578	270	562	308	572	285
		Permanent employees ratio	%	97	75	87	79	88	83
		Temporary	Persons	20	90	85	84	80	58
		Part-time workers		-	3	-	4	-	4
		Contract workers		20	87	85	80	80	54
		Temporary employees ratio	%	3	25	13	21	12	17
	By age ³⁾	Under 30	Persons	78	64	71	89	44	103
		Over 30 & under 50		497	285	541	291	567	235
		Over 50		23	11	35	12	41	5
		Employees under 30 ratio	%	13	18	11	23	7	30
		Employees over 30 & under 50 ratio		83	79	84	74	87	68
		Employees over 50 ratio		4	3	5	3	6	2
	By rank	Executives	Persons	8	4	12	5	14	5
		Position holders		62	9	70	13	70	11
		Managers		528	347	565	374	568	327
	Employees in sales-generating departments	Total	Persons	442	348	482	375	425	329
		Male	Persons	366	251	393	277	347	262
		Male employee ratio	%	83	72	82	74	82	80
		Female	Persons	76	97	89	98	78	67
	Employees in STEM department ⁴⁾	Female employee ratio	%	17	28	18	26	18	20
		Total	Persons	37	5	42	6	44	6
		Male	Persons	26	2	28	3	27	3
		Male employee ratio	%	70	40	67	50	61	50
		Female	Persons	11	3	14	3	17	3
		Female employee ratio	%	30	60	33	50	39	50
Employee diversity	By gender	Male	Persons	476	257	500	285	499	269
		Male employee ratio	%	80	71	77	73	77	78
		Female	Persons	122	103	147	107	153	74
		Female employee ratio	%	20	29	23	27	23	22
	No. of minority employees		Persons	19	6	20	7	17	8
	People with disabilities	Total	Persons	11 ⁵⁾	4	12 ⁵⁾	5	10	5
		Mild disability		3	1	4	1	4	1
		Severe disability		8	3	8	4	6	4
		Ratio of people with disabilities ⁶⁾	%	3.2	1.9	3.1	2.3	2.5	2.6
	Patriots and veterans	Total	Persons	7	2	7	2	7	2
		Ratio of patriots and veterans	%	1.2	0.6	1.1	0.5	1.1	0.6
	Foreigner ⁷⁾	No. of foreign employees		Persons	1	-	1	-	-

Category	Item	Unit	2020		2021		2022	
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Administrative positions	Total	Persons	70	11	82	14	84	14
	By gender							
	Male	Persons	67	9	78	11	80	14
	Male employee ratio	%	96	82	95	79	95	100
	Female	Persons	3	2	4	3	4	-
	Female employee ratio	%	4	18	5	21	5	-
	Type of administrative positions							
	Total no. of executives	Persons	8	2	12	3	14	3
	Ratio of male executives	%	100	100	100	100	100	100
	Total no. of position holders	Persons	62	9	70	11	70	11
	No. of male position holders	Persons	59	7	66	8	66	11
	No. of female position holders	Persons	3	2	4	3	4	-
	Ratio of female position holders	%	4.8	22.2	5.7	27.3	5.7	-
	Total no. of non-administrative positions							
	Total	Persons	528	347	565	376	568	327
	Male	Persons	409	246	422	272	419	253
	Male employee ratio	%	77	71	75	72	74	77
	Female	Persons	119	101	143	104	149	74
	Female employee ratio	%	23	29	25	28	26	23
	Total no. of administrative positions in sales-generating departments							
	Total	Persons	39	11	47	14	43	15
	Male	Persons	39	10	47	12	43	15
	Male employee ratio	%	100	91	100	86	100	100
	Female	Persons	-	1	-	2	-	-
	Female employee ratio	%	-	9	-	14	-	-
	No. of administrative positions in STEM Department							
	Total	Persons	7	2	9	2	7	2
	Male	Persons	7	1	8	1	6	2
	Male employee ratio	%	100	50	89	50	86	100
	Female	Persons	-	1	1	1	1	-
	Female employee ratio	%	-	50	11	50	14	-

1) Correction due to calculation error

2) Correction due to errors in calculating the no. of voluntary and involuntary turnover

3) Including contract termination (based on official order)

Category	Item	Unit	2020		2021		2022	
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Employee recruitment	No. of newly recruited employees	Persons	31	157	72	105	45	64
	By gender							
	Male		15	113	48	80	29	46
	Female		16	44	24	25	16	18
	Female employee ratio	%	51.6	28.0	33.3	23.8	35.6	28.1
	By employment type							
	Permanent	Persons	15	57	-	13	-	4
	Temporary		16	100	72	92	45	60
	By age							
	Under 30		14	54	22	47	12	33
	Over 30 & under 50		15	102	46	55	31	30
	Over 50		2	1	4	3	2	1
	By type							
	Entry-level		17	17	26	85	2	7
	Experienced		14	140	46	20	43	57
Employee turnover and retirement	Internal transfer							
	Total no. of vacancies	Persons	262	172	257	112	106	75
	No. of internal transfers		231	15	185	7	61	11
	Ratio of internal transfers	%	88.2	8.7	72.0	6.3	57.5	14.7
	Total no. of turnover and retirees	Persons	32	49	35	59	35	65
	Total turnover	%	5.4	13.6	5.4 ¹⁾	15.1	5.4	19.0
	By gender							
	Male	Persons	14	32	28	46	22	45
	Female		18	17	7	13	13	20
	By age							
	Under 30		15	11	9	18	17	21
	Over 30 & under 50		16	35	24	39	16	43
	Over 50		1	3	2	2	2	1
	By rank							
	Administrative positions		2	2	-	2	1	2
	Non-administrative positions		30	47	35	57	34	63
	No. of voluntary turnover and retirees	Persons	22	40	30 ²⁾	54	26	61
	Ratio of voluntary turnover and retirees	%	3.7	11.1	4.6	13.8	4.0	17.8
	By gender							
	Male	Persons	6	27	24	42	17	42
	Female		16	13	6	12	9	19
	By age							
	Under 30		12	7	6	18	14	20
	Over 30 & under 50		10	31	22	35	11	41
	Over 50		-	2	2	1	1	-
	No. of involuntary turnover and retirees ³⁾	Persons	10	9	5 ²⁾	5	9	4
	Ratio of involuntary turnover and retirees	%	1.7	2.5	0.8	1.3	1.4	1.2
	Average tenure	Years	7.4	2.5	8.4	2.8	9.1	3.4
	By gender							
	Male		7.8	2.4	8.9	2.7	9.7	3.4
	Female		5.7	2.8	6.8	3.1	7.3	3.4

Category	Item		Unit	2020		2021		2022	
				SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Childcare leave ¹⁾	Employees who used childcare leave	Total	Persons	19	9	7	7	14	5
		Male		10	4	5	2	4	4
		Female		9	5	2	5	10	1
	Ratio of employees who returned to work after childcare leave	Total	%	100	80.0	84.6	66.7	83.3	100
		Male		100	80.0	87.5	50.0	75.0	100
		Female		100	80.0	80.0	80.0	100	100
	Employees working for a minimum of 12 months after childcare leave ²⁾	Total	Persons	N/A	N/A ³⁾	10	8	10	2
		Ratio of employees working for a minimum of 12 months after childcare leave	%			100	100	90.9	33.3
		Male	Persons			4	4	6	1
		Male employee ratio	%			100	100	85.7	50.0
		Female	Persons			6	4	4	1
		Female employee ratio	%			100	100	100	25.0

1) Correction due to change in calculation criteria based on the year of occurrence of childcare leave

2) No. of employees working for a minimum of 12 months after childcare leave/No. of employees who returned after childcare leave

3) Due to the integration in 2020, employees of one-year service cannot be calculated

4) Correction due to calculation error

Category	Item		Unit	2020		2021		2022	
				SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Employee remuneration	Remuneration ratio of women to men in equal positions	Total average remuneration	%	70.4	90.6	72.4	91.4	75.5	89.1
		Management (Base salary)							N/A
		Management (Base salary+Incentive)							
		Administrative positions (Base salary)		106.6	110.9	105.6	111.6	107.9	-
		Administrative positions (Base salary+Incentive)		91.1	108.9	95.2	103.8	101.5	-
		Non-administrative positions (Base salary)		78.6	91.4	83.5	93.8	86.8	95.5
		Non-administrative positions (Base salary+Incentive)		77.6	91.9	83.6	93.7	87.1	93.9
	Average monthly wage	Average monthly wage (Base salary)	KRW thousand	3,908	2,564	4,168	2,596	4,451	2,732
		Average monthly wage (Base salary+Incentive)		4,543	2,829	5,176	3,023	5,530	3,246
		Male (Base salary)		4,152	2,635	4,446	2,646	4,722	2,798
		Male (Base salary+Incentive)		4,877	2,906	5,573	3,086	5,917	3,342
		Female (Base salary)		2,923	2,387	3,220	2,466	3,566	2,494
		Female (Base salary+ Incentive)		3,200	2,639	3,823	2,859	4,266	2,904
	Ratio of the maximum remuneration to an employee's average wage ⁴⁾	Maximum remuneration amount		664,000	210,000	691,020	150,000	665,020	152,000
		Employee's average wage		54,000	31,642	64,300	31,618	74,000	32,782
		Ratio of the maximum remuneration to an employee's average wage	%	1,230	733	1,075	474	899	464
	Average hourly wage	KRW	16,180	11,016	17,254	11,057	18,429	11,481	
	No. of employees earning minimum wage	Persons	-	33	-	35	-	59	
	Ratio of employees earning minimum wage	%	-	9.2	-	8.9	-	17.2	
	Total employee remuneration	KRW million	32,191	12,488	41,572	14,507	48,434	13,355	
Board remuneration	CEO remuneration	KRW million	664	N/A	691	N/A	735	N/A	
	Ratio of CEO remuneration to average employee salary	%	1,230		1,080		993		
	Ratio of stock ownership to CEO remuneration		24		-		-		
	Ratio of stock ownership to remuneration of BOD excluding the CEO		22		-		-		
	National pension share ratio		8.8		8.9		8.7		

Category	Item	Unit	2020		2021		2022	
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Employee education	No. of education participant	Persons	598	360	647	392	652	343
	Ratio of education participant	%	100	100	100	100	100	100
	Total education expenses	KRW million	565	57	631	108	1,015	152
	Administrative positions		68	3	81	12	132	11
	Executives		7	-	13	-	23	-
	Male		7	-	13	-	23	-
	Position holders		61	3	68	12	109	11
	Male		58	2	64	9	103	11
	Female		3	1	4	3	6	-
	Non-administrative positions		498	54	550	96	883	141
	Male		386	39	411	70	651	111
	Female		112	15	139	26	232	30
	Education expenses per employee		0.94	0.16	0.98	0.28	1.56	0.44
	Total education hours	Hours	95,255	12,860	63,360	26,928	38,184	20,076
	Administrative positions		11,310	1,042	8,128	1,482	4,977	1,123
	Executives		1,115	367	1,273	561	878	418
	Male		1,115	367	1,273	561	878	418
	Position holders		10,195	675	6,855	921	4,099	705
	Male		9,717	606	6,463	797	3,865	705
	Female		478	69	392	124	234	-
	Non-administrative positions		83,945	11,818	55,232	25,446	33,207	18,953
	Male		64,990	8,053	41,228	18,400	24,481	15,281
	Female		18,955	3,765	14,004	7,046	8,726	3,672
	Education hours per employee		159.3	35.7	97.9	68.7	58.6	58.5

Category	Item		Unit	2020		2021		2022	
				SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Education status by type	Environmental education	No. of participants	Persons	-	Not implemented	117	Not implemented	99	Not implemented
		Ratio of participants	%	-		18.1		15.2	
		Education hours	Hours	-		117		198	
		Education hours per employee		-		1		2	
		Education expenses per employee	KRW	-		-		20,202	
		Education expenses	KRW million	-		-		2	
	Human rights education	No. of participants	Persons	598	335	647	394	652	343
		Ratio of participants	%	100	100	100	100	100	100
		Education hours	Hours	2,093	1,005	2,265	1,182	2,282	1,035
		Education hours per employee		3.5	3.0	3.5	3.0	3.5	3.0
		Education expenses per employee	KRW	1,873	7,066	2,071	5,482	2,485	6,330
		Education expenses	KRW million	1	2	1	2	2	2
		No. of business partners implementing	EA	-	1	-	1	-	1
		Sexual harassment prevention education completion rate	%	100	100	100	100	100	100
		Disability awareness education completion rate		100	100	100	100	100	100
		Workplace bullying prevention education completion rate		-	100	-	100	100	100
	Safety and health education	No. of participants	Persons	577	983	631	1,454	632	1,327
		Ratio of participants	%	100	100	100	100	100	100
		Education hours	Hours	3,462	4,405	7,572	5,994	7,584	5,766
		Education hours per employee		6.0	4.5	12.0	4.1	12.0	4.3
		Education expenses per employee	KRW	-	803	-	495	3,956	549
		Education expenses	KRW million	-	1	-	1	3	1
		No. of business partners implementing	EA	-	1	-	1	-	1
	Information protection education	No. of participants	Persons	572	335	631	394	623	345
		Ratio of participants	%	100	100	100	100	100	100
		Education hours	Hours	1,144	335	1,262	394	1,342	345
		Education hours per employee		2.0	1.0	2.0	1.0	2.2	1.0
		Education expenses per employee	KRW	2,000	2,355	2,000	1,827	6,815	2,110
		Education expenses	KRW million	1	1	1	1	4	1
		No. of business partners implementing	EA	446	1	372	1	283	1
		Personal information protection education completion rate	%	100	100	100	100	100	100

Category	Item	Unit	2020		2021		2022		
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	
Performance evaluation	No. of employees subject to performance evaluation	Persons	598	201	647	253	652	303	
	Ratio of employees received performance evaluation	%	100	56	100	65	100	88	
Employee participation	Employee engagement ¹⁾	%	75.3 ²⁾	70.0	77.7 ²⁾	66.0	86.8	66.0	
	Employee satisfaction and engagement	Total average score	Scores	60.0	N/A ³⁾	59.6	N/A ³⁾	67.4	68.0
		Male		61.0		60.4		67.9	70.0
		Female		55.9		56.5		64.8	59.0
		Under 30		56.3		55.3		68.6	65.0
		Over 30 & under 50		59.3		58.6		66.2	69.0
		Over 50		76.7		75.8		78.8	74.0
	Labor-management relations	Employees joining labor union	No. of employees subject to joining	Persons	492	N/A ⁴⁾	524	N/A ⁴⁾	513
No. of employees joining				143		175		185	
Ratio of employees joining ⁵⁾			%	29.1		33.4		36.1	
Employees covered by collective agreement		No. of employees covered	Persons	143		175		185	
		Ratio of employees covered	%	100		100		100	
Performance of labor-management council		No. of meetings held	Times	2		4		4	
		No. of agendas resolved	Cases	-		-		1	
Employees eligible for significant non-salary benefits		Persons	598	360	647	392	652	343	
Ratio of employees eligible for significant non-salary benefits		%	100	100	100	100	100	100	
Grievance handling		Cases of grievance submitted	Cases	2	N/A ⁶⁾	3	N/A ⁶⁾	1	10
	Ratio of cases of grievance handled	%	100		100		100	100	
	Target ratio of cases of grievance handled						100	100	
Ensuring work-life balance	No. of employees participating in flex time	Persons	519	-	635	-	104 ⁷⁾	35	
	Ratio of employees participating in flex time	%	86.8	-	98.1	-	16.0	10.2	
Retirement pension	Retirement benefits	KRW million	4,210	1,233	5,810	2,102	4,978	941	
	DB (Defined Benefit) management amount		11,189	2,994	15,711	3,685	20,611	4,904	
	DC (Defined Contribution) management amount		5,921	213	6,698	242	7,545	193	

1) Ratio of employees who scored 50 points or more on average in these items of SK Rent-a-Car's Culture Survey

- Our employees listen to and consider their colleagues' opinions and actively express their views.
- Our company has established a scheme that helps employees to participate in improving corporate policies and systems.
- Our employees actively participate to create a *VWBE-driven working environment.

* VWBE: SK's corporate culture of Voluntary, Willingly, and Brain Engagement attitudes

2) Corrections due to calculation errors in 2020 and 2021

3) Unable to aggregate respondent-specific data in 2020 and 2021 due to system errors

4) SK Rent-a-Car Service Union was established in 2023

5) Corrections due to changes in calculation criteria by no. of employees joining labor union/no. of employees subject to joining labor union (previously: no. of employees joining labor union/total employees)

6) SK Rent-a-Car Service's previous versions of groupware in 2020 and 2021 could not count the number of processed grievance counseling

7) No. of participants in flex time decreased due to the ease of COVID-19 quarantine guidelines

Category	Item	Unit	2020		2021		2022		
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	
Occupational safety and health	Total no. of employees	Total	Persons	598	360	647	392	1,158	343
		Employees		598	360	647	392	652	343
		Business partners		-	-	-	-	506	-
	Total working hours ¹⁾	Total	Hours	1,234,840	748,800	1,345,760	815,360	2,408,640	713,440
		Employees		1,234,840	748,800	1,345,760	815,360	1,356,160	713,440
		Business partners		-	-	-	-	1,052,480	-
	Total no. of occupational accidents	Occupational deaths ²⁾	Persons	-	-	-	-	-	-
		Serious injuries	Cases	-	-	-	-	-	-
		Light injuries		-	3	-	3	1	1
	No. of victims from occupational illness		Persons	-	-	-	-	-	-
	Occupational accident rate	Employees	%	-	0.83	-	0.77	0.15	0.29
		Business partners		-	-	-	-	-	-
	Lost time incidents (LTI)	Employees	Cases	-	-	-	1	1	1
		Business partners		-	-	-	-	-	-
	Lost time incident rate (LTIR) ³⁾	Employees	Cases/200 thousand hr	-	-	-	0.25	0.15	0.28
		Business partners		-	-	-	-	-	-
	Lost time injury frequency rate (LTIFR) ³⁾	Employees	Cases/million hr	-	-	-	1.23	0.74	1.40
		Business partners		-	-	-	-	-	-
	Target of lost time incidents		Cases					-	1
	Total recordable incident rate (TRIR) ³⁾	Employees	Cases/200 thousand hr	-	-	-	0.25	0.15	0.28
		Business partners		-	-	-	-	-	-
	Occupational illness frequency rate (OIFR)	Employees	Cases/200 thousand hr	-	-	-	-	-	-
		Business partners		-	-	-	-	-	-
	No. of risk assessments conducted		Times	-	-	-	1	1	3
	Target no. of risk assessments							1	3
	Preventive safety management of business partners		Y/N	N	N	N	N	Y	N

1) Correction due to change in calculation criteria

2) Scope of mortalities: SK Rent-a-Car employees and those of business partners all included

3) Recalculation in accordance with footnote 1)

Category	Item	Unit	2020		2021		2022		
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	
Social contribution	Social contribution donation	Total	KRW million	-	-	9	-	1,067	-
		Cash donation		-	-	9	-	1,067	-
	Social contribution investment			-	-	9	-	1,067	-
	Social contribution investment ratio	Total ratio	%	-	-	100	-	100	-
		Charitable donation		-	-	100	-	100	-
	Social value created from products and services ¹⁾		KRW million				N/A	143,400	N/A
	Employees' volunteer hours	Total volunteer hours	Hours	60	-	842	-	474	-
		Volunteer hour per employee		3.0	-	4.6	-	4.0	-
		Ratio of employees participating in volunteer activities	%	3.3	-	28.3	-	18.3	-
		No. of employees participating in volunteer activities	Persons	20	-	183	-	119	-
		Monetary value conversion of employees' volunteer hours	KRW million	0.97 ²⁾	-	14.52 ²⁾	-	8.73	-
Customers	Customer satisfaction survey results	Satisfied customer ratio	%	92.7	88.3	93.0	90.5	93.6	92.0
	Online service	Total no. of customers	Persons				N/A	503,911	N/A
		No. of customers using online services						286,975	
		Online service usage rate	%					56.9	
		Total service sales	KRW million					893,594	
		Online service sales						110,453	
		Ratio of online service sales	%					12.4	
		No. of product and service safety violations	Cases	-	-	-	-	-	-
	Customer complaint management ³⁾	No. of customer complaints submitted	Cases	-	-	62	50,918	155	68,631
		Ratio of customer complaints handled	%	-	-	100	100	100	99.8

1) SK Rent-a-Car started using social value measurement system in 2022, and in case of SK Rent-a-Car Service, the data cannot be calculated as the system is not used

2) Correction due to errors in calculating the average hourly wage of employees in 2020, 2021

3) The Customer Value Innovation Division formed a Customer Support Team in 2021 to manage customer complaints

Category	Item	Unit	2020		2021		2022	
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Cyber security	Cyber security violations	No. of corporate data and customer information leaks ¹⁾	Cases	-	-	-	-	-
		No. of information leaks ²⁾		-	-	-	-	-
		No. of personal data leaks ³⁾		-	-	-	-	-
		No. of personally identifiable information leaks		-	-	-	-	-
		Cyber security violations and cyber security accidents occurred		-	-	-	-	-
		No. of customers harmed by data leak accidents	Persons	-	-	-	-	-
	Customer and user data	Total monetary loss stemming from fines imposed for cyber security violations or cyber security accidents	KRW million	-	-	-	-	-
		No. of complaints related to information protection ⁴⁾	Cases	-	-	-	3 ⁵⁾	-
		No. of cases of customer data privacy breaches and losses		-	-	-	-	-
		No. of cases using customer information for secondary purposes		-	-	-	-	-
		No. of user data and information requests by the government and law enforcement agencies	Times	-	-	-	-	-
		No. of complaints filed concerning customer privacy breaches and customer data losses	Cases	-	-	-	-	-
Supply chain management (Business partner management)	No. of supply chain	Total	EA	1,097	82	1,169	71	1,230
		No. of tier 1 business partners		255	49	324	40	311
		No. of major business partners in tier 1		67	33	81	31	79
		Ratio of major business partners in tier 1	%	26.3	67.3	25.0	77.5	25.4
	Business partners purchasing volume	Total purchase costs	KRW million	1,203,355	1,510	1,368,457	1,917	1,543,637
		Costs paid to major tier 1 business partners		1,139,558	1,356	1,286,770	1,790	1,466,606
		Proportion of cost paid to major tier 1 business partners out of total purchase cost	%	94.7	89.8	94.0	93.4	95.0
Complaint receiving channel for business partners	Operation of complaint receiving channel for business partners ⁶⁾		Y/N	Y	Y	Y	Y	Y
	No. of complaints received		Cases	-	-	-	2 ⁷⁾	1
	No. of complaints processed			-	-	-	2	1
	Ratio of complaints processed		%	-	-	-	100	100

1) No. of leaks of intellectual property, personal information of customers and insiders, financial information, medical data, etc.

2) No. of unauthorized intrusions into computer data, applications, networks, etc.

3) No. of data breaches related to customers, such as customer personal information, financial information, and medical data

4) No. of complaints from external stakeholders and regulators related to personal information processing

5) Although there were no external complaints/reports, there were cases where text messages were mistakenly sent to customers with the AJ representative number for whom the contract had already ended, which were reported through the customer center.

Requests for confirmation were made to the sending company and telecommunication provider, and appropriate customer notification measures were implemented

6) Based on the ethical management system

7) Including 1 false report and 1 overlapping report

Category	Item	Unit	2020		2021		2022		
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	
Governance									
Board composition	Average tenure	Months	10	N/A	21	N/A	28	N/A	
	Total no. of directors	Persons	5		5		5		
	Female director	No. of female directors	Persons	-		1		1	
		Female director ratio	%	-		20		20	
	Independent director	No. of independent directors	Persons	2		3		3	
		Independent director ratio	%	40		60		60	
	Non-executive director	No. of non-executive directors	Persons	1		1		1	
		Non-executive director ratio	%	20		20		20	
	Target ratio of independent directors	%					60		
Ethical management and compliance	Supervision on compliance and ethical management		Cases	1	-	1	-	3	1
	Violation of laws and regulations	No. of violations		-	-	-	-	-	-
		No. of violations of laws and regulations related to subcontracting		-	-	-	-	-	-
		Amount of fines imposed	KRW million	-	-	-	-	-	-
		Antitrust and anticompetition fines and settlements		-	-	-	-	-	-
		No. of nonfinancial penalties imposed	Cases	-	-	-	-	-	-
	Compliance-related measures	No. of disciplinary cases for ethical management violations	Cases	9	8	10 ¹⁾	3	2	3
		Finance-related		2	-	3	1	-	-
		Employee-related		-	7	2	1	-	2
		Rule violations-related		7	1	5	1	2	1
		Others		-	-	-	-	-	-
		No. of cases processed ²⁾		20	6	22	5	19	3
		Investigation and audit		9	6	12	4	13	3
		Transferred to relevant department		1	-	3	-	4	-
		Others		10	-	7	1	2	-
		No. of violations of the Code of Conduct ³⁾		9	8	10	3	2	3
		Dismissal		2	1	3	2	1	-
		Suspension		2	-	1	-	-	1
		Pay cut		2	1	5	-	1	-
		Reprimand		-	2	1	1	-	2
		Others		3	4	-	-	-	-
		No. of reports filed for corruption and bribery cases ⁴⁾		1	-	3	-	-	-
		Ratio of cases for which measures were taken	%	100	-	33.3	-	-	-
	Ethical management related reporting (by type)	Sexual harassment cases	Cases	-	-	-	-	-	1
		Noncompliance with the Code of Ethics cases		23	1	14	2	9	2
		Other cases		8	-	27	-	17	-
		Violations of anti-corruption regulations cases		-	-	-	-	-	-
		Antitrust and anticompetition cases		-	-	-	-	-	-
	Reporting and consulting by stakeholder ²⁾	Total no. of cases	Cases	20	17	22	22	19	7
		Customers		7	4	12	8	11	-
		Business partners		-	-	5	2	5	1
		Employees		8	8	2	11	1	2
		Others		5	5	3	1	2	4

1) Correction due to change in calculation criteria in 2021

2) Based on the ethical management system

3) Same as the no. of disciplinary cases

4) Excluding false or overlapping reports

Category	Item	Unit	2020		2021		2022	
			SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service	SK Rent-a-Car	SK Rent-a-Car Service
Ethical management education ¹⁾	Ethical education	No. of participants	593	398	597	421	622	346
		Ratio of participants	100	100	100	100	100	100
		Education hours	593	398	597	421	622	346
		Education hours per employee	1.0	1.0	1.0	1.0	1.0	1.0
		Education expenses per employee	KRW 2,874	9,912	-	8,551	-	11,561
		Education expenses	KRW million 2	4	-	4	-	4
		No. of business partners implementing	EA -	1	-	1	518	1
	Anti-corruption education	No. of participants	Not implemented				622	Not implemented
		Ratio of participants					100	
		Education hours					311	
		Education hours per employee					0.5	
		Education expenses per employee					-	
		Education expenses					-	
		No. of business partners implementing					-	
	Compliance education	No. of participants					602	
		Ratio of participants					92.3	
		Education hours					4,816	
		Education hours per employee					8.0	
		Education expenses per employee					7,692	
		Education expenses					4.6	
	Education of anti-corruption policies and procedures	No. of board members educated					5	
		Ratio of board members educated					100	
		No. of employees educated					652	
		Ratio of employees educated					100	
		No. of business partners educated					293	
		Ratio of business partners educated					24.1	

1) Participants of ethical education, anti-corruption education, and compliance education are calculated based on the completion date, excluding employees on leave or those who have left the company

3-1. GRI Standards

Disclosure	Indicators	Page	Remarks
GRI 2 General Disclosures 2021			
2-1	Organizational details	7	
2-2	Entities included in the organization's sustainability reporting	2	
2-3	Reporting period, frequency and contact point	2	
2-4	Restatements of information	82-93	
2-5	External assurance	98	
2-6	Activities, value chain and other business relationships	20-25	
2-7	Employees	84	
2-8	Workers who are not employees	84	
2-9	Governance structure and composition	66,67	
2-10	Nomination and selection of the highest governance body	63	
2-11	Chair of the highest governance body	63	
2-12	Role of the highest governance body in overseeing the management of impacts	66,67	
2-13	Delegation of responsibility for managing impacts	68,69	
2-14	Role of the highest governance body in sustainability reporting	70	
2-15	Conflicts of interest	63	
2-16	Communication of critical concerns	70	
2-17	Collective knowledge of the highest governance body	66	
2-18	Evaluation of the performance of the highest governance body	66, Annual report	
2-19	Remuneration policies	66, Annual report	
2-20	Process to determine remuneration	66, Annual report	
2-21	Annual total compensation ratio	86	
2-22	Statement on sustainable development strategy	5,6	
2-23	Policy commitments	28	
2-24	Embedding policy commitments	28,29	
2-25	Processes to remediate negative impacts	68	
2-26	Mechanisms for seeking advice and raising concerns	28,29	
2-27	Compliance with laws and regulations	92	
2-28	Membership associations	82	
2-29	Approach to stakeholder engagement	81	
2-30	Collective bargaining agreements	88	
GRI 3 Material Topics 2021			
3-1	Process to determine material topics	14	
3-2	List of material topics	14	
3-3	Management of material topics	15,16	

Disclosure	Indicators	Page	Remarks
Climate change mitigation and adaptation			
GRI 201: Economic Performance			
201-1	Direct economic value generated and distributed	82	
201-2	Financial implications and other risks and opportunities due to climate change	96,97	
201-3	Defined benefit plan obligations and other retirement plans	88	
201-4	Financial assistance received from government	82	
GRI 302: Energy			
302-1	Energy consumption within the organization	83	
302-2	Energy consumption outside of the organization	83	
302-3	Energy intensity	83	
302-4	Reduction of energy consumption	83	
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	83	
305-2	Energy indirect (Scope 2) GHG emissions	83	
305-3	Other indirect (Scope 3) GHG emissions	83	
305-4	GHG emissions intensity	83	
305-5	Reduction of GHG emissions	83	
305-6	Emissions of ozone-depleting substances (ODS)		Unmeasured data
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Unmeasured data
Product quality and service safety			
GRI 416: Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	46,47	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	90	
Business innovation and securing new growth drivers			
GRI 201: Economic Performance		(reported above)	
GRI 203: Indirect Economic Impacts			
203-1	Infrastructure investments and services supported	53,79	
203-2	Significant indirect economic impacts	51	
Sound governance			
GRI 2-9~18		(reported left)	
GRI 405: Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employees	63,64,84,92	
405-2	Ratio of basic salary and remuneration of women to men	86	

3-2. SASB Disclosures (Sectors - Car Rental & Leasing)

Topic	Metric	Code	References	Remarks
Accounting Metrics				
Customer Safety	Percentage of rental fleet vehicles rated by KNCAP program with an overall 5-star safety rating, in Korea	TR-CR-250a.1	15.7%	The ratio has been calculated based on the ratio of cars with the highest rating disclosed on the Korean New Car Assessment Program (KNCAP) website among our rental cars as of end of December 2022.
	Number of vehicles recalled	TR-CR-250a.2	26,497 cases	In the event of a manufacturer's recall due to vehicle operation systems, we block the delivery of vehicles in stock before the recall is completed. As for a vehicle being used by a customer, the relevant information is sent to the contract associate and the customer. After the recall is completed, the contract associate registers it on our system.
Fleet Fuel Economy & Utilization	Rental day-weighted average rental fleet fuel economy	TR-CR-410a.1	- Gasoline: 11.9 km/L - Diesel: 13.6 km/L - LPG: 10.1km/L - Electric power: 4.25 km/kWh	It is calculated based on the mileage and fuel usage collected by Smartlink, a SK Rent-a-Car vehicle control system, and the mileage and charge information in the case of EVs.
	Fleet utilization rate	TR-CR-410a.2	Long-term rental cars: 94.6% Short-term rental cars: 79.0%	Our rental products consist of long-term products with period of two years or longer, medium-term products with monthly contracts, and short-term products with daily contracts. Utilization rates are managed in two categories, long- and medium-/short-term products. The calculation is based on the annual average ratio of vehicles in operation to total vehicles in each category.
Activity Metrics				
Car Rental & Leasing	Average vehicle age	TR-CR-000.A	26.17 months	It is calculated as the average of the number of days from the registration date of the rental assets as of December 31, 2022 divided by 30 days.
	Total available rental days	TR-CR-000.B	365 days	We offer products that can be used from 1 to 365 days or more.
	Average rental fleet size	TR-CR-000.C	209,643 vehicles	It is calculated based on the monthly average of the sum of approved (registered) rental units in SK Networks and SK Rent-a-Car.

3-3. TCFD

SK Rent-a-Car actively participated in responding to climate change in accordance with the international community's demands. We identified the actual and potential financial impact of climate change, and established strategic direction and management system. In order to strengthen communication with stakeholders, we will transparently disclose the current status of climate change response based on TCFD recommendations.

Category	Recommended Disclosures	Response
Governance	a. Describe the board's oversight of climate-related risks and opportunities	The ESG Committee within the BOD reviews and discusses the impact of climate change on business operations. The ESG Committee is entitled to deliberate on the management plan, strategies, and major investment decisions in advance, based on long-term sustainability including risks and opportunities related to climate change.
	b. Describe management's role in assessing and managing climate-related risks and opportunities	Each organization reflects the "BM innovation plan" and "GHG reduction targets" in its KPIs. Those plans and targets are determined after the deliberation of the ESG Committee and related results are also reported to the committee. SK Rent-a-Car has established the Sustainability Management Office that works under the CEO's direct supervision to implement matters concerning climate change-related risks and opportunities designated by the ESG Committee. The office manages the database for climate change and eco-friendly management, establishes company-wide ESG management strategies and goals, and oversees the implementation of such goals for each organization. Matters regarding eco-friendly business conversion (conversion project to EVs), Net Zero plan, renewable energy expansion, and business partner support for eco-friendly business are reported to the top management, and the performances and results are reported to the ESG Committee. We are conducting multi-layered verification for continuous and systematic management.
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	SK Rent-a-Car identifies climate-related risks in the short, medium, and long term. In the medium to long term, the transition from internal combustion engine (ICE) vehicles to nonpolluting vehicles is identified as a primary risk. Recognizing intensified regulations and decreased customer demand for ICE vehicles as opportunities, we have joined the Ministry of Environment's "2030 Nonpolluting Vehicle Conversion 100" and the EV100 initiative, striving to achieve 100% conversion to zero-emission vehicles by 2030. We opened the ECO LOUNGE, a multi-purpose EV cultural space, in December 2022 and are constructing EV Park Jeju, the largest EV-exclusive complex in Korea, in completion by 2024. In the medium to long term, the introduction of emissions trading and the expansion of renewable energy are expected to affect the company. Therefore, we have obtained certification for the measurement technology of emission reduction through EVs and covered 12% of the total electricity consumption in 2022 through installation of additional solar panels. In the short term, human/physical damages and asset losses due to abnormal weather were identified as physical risks, being constantly monitored and incorporated into business operations. Climate-related physical damages, such as typhoons, can directly impact sales as well as operational costs, productivity, and insurance premiums. In the event of an accident, we have a maximum compensation limit of KRW 42.2 billion (KRW 41.1 billion for property damage insurance and 1.1 billion for machinery insurance) to minimize the financial impact of physical risks.
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	SK Rent-a-Car analyzed the financial risks of introducing carbon taxes and increase in carbon prices from a medium-/long-term perspective and integrated in financial plans. We have set related risks and opportunities as criteria for investment decisions to preemptively respond to the climate crisis. Engaging in a test bed project to secure carbon credits using our fleet, we are developing a product to allow stakeholders to participate in emission reduction. Simultaneously, we are exploring specific measures to expand our eco-friendly business. In 2021, we issued our first green bond worth KRW 98 billion, and in 2022, we raised KRW 24 billion through the submission of 「Vehicle Fuel and GHG Emission Reduction Plan」 and certification by the Ministry of Environment」.
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	SK Rent-a-Car has announced its goal, "Net Zero 2040," which is a level that further strengthens the nationally determined contributions (NDC). We have joined the SBTi after setting annual GHG reduction targets to confirm and objectively evaluate them, and participated in the EV100 initiative to convert all our fleets to nonpolluting vehicles. We will further update our strategies according to the climate change scenarios and recommendations of global initiatives.

Category	Recommended Disclosures	Response
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks	SK Rent-a-Car identifies the impact of climate change-related risks and opportunities and discloses the details through the sustainability report (refer to page 58). The Sustainability Management Office monitors GHG emissions to regularly identify related risks. Starting from 2020, we have measured GHG emissions of our business sites and SK Rent-a-Car Service by category. Emissions from vehicles used by customers are also included in Scope 3 disclosures, and the scope of disclosure will be expanded in the future. We acquired the ISO 14001 certification in 2007 for green management policy and system, and has maintained it through post-examination and renewals.
	b. Describe the organization's processes for managing climate-related risks	The Sustainability Management Office manages climate change-related risks, taking preventive measures for transition risks and physical risks. A system has been established that encompasses all nationwide facilities, enabling organizations to quickly share information and respond to natural disasters and general accidents. In addition, the Customer Value Innovation Division provides safety instructions when there is a perceived risk of incidents, including natural disasters. We are taking the lead in building a system to secure customer safety by establishing a weather management system called "Weather Aria" using the Korea Meteorological Administration's API to automate weather notifications that were previously generated manually.
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	As SK Rent-a-Car lease a number of small business sites, we monitor the energy consumption at each sites, including offices, distribution centers, and sales centers to meet reduction targets. Such data are reported to the management through the Sustainability Management Office so that they can be reflected in overall risk management. The General Affairs/SHE operates an emergency decision-making system that involves the CEO and all major position holders to ensure an immediate company-wide response to accidents, incidents, and risks. As part of compliance, the results and matters requiring improvement of these activities are reported to the CEO and the BOD.
Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	SK Rent-a-Car manages environmental data, such as GHG emissions, energy consumption, and renewable energy production as key indicators to assess climate change-related risks and opportunities. We analyze the social and environmental impacts of these data, as well as the impacts of climate change-related factors on our financials. We refer to TCFD's recommendations, as well as indicators of global agencies, such as S&P's CSA (Corporate Sustainability Assessment) and SASB standards. In addition, we have reflected GHG emission reduction targets in KPIs to facilitate the implementation of net zero. Each organization sets targets compared to the previous year's usage, and related organizations establish net zero management plans. These goals are reviewed by the ESG Committee and incorporated into the business plans after deliberation.
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks	Refer to "Performance Data" in the appendix to see annual GHG emission data.
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	In response to the climate crisis, SK Rent-a-Car aims to achieve net zero by 2040 and seeks to convert all of its fleet into eco-friendly vehicles by 2030. We purchased 5,000 units in 2021 and 7,000 units in 2022, achieving our goal of EV transition, with 1,000 units purchased specifically in the Jeju region. In 2022, we emitted 895,188 tCO ₂ eq of GHG. Considering the plan to reduce emissions by 4.2% every year until 2031, we have included GHG reduction as one of the KPIs for each organization to expedite execution.

4. Independent Assurance Statement

To readers of SK Rent-a-Car 2022 Sustainability Report

Introduction

Korea Management Registrar (KMR) was commissioned by SK Rent-a-Car to conduct an independent assurance of its 2022 Sustainability Report (the “Report”). The data and its presentation in the Report is the sole responsibility of the management of SK Rent-a-Car. KMR’s responsibility is to perform an assurance engagement as agreed upon in our agreement with SK Rent-a-Car and issue an assurance statement.

Scope and Standards

SK Rent-a-Car described its sustainability performance and activities in the Report. Our Assurance Team carried out an assurance engagement in accordance with the AA1000AS v3 and KMR’s assurance standard SRV1000. We are providing a Type 2, moderate level assurance. We evaluated the adherence to the AA1000AP (2018) principles of inclusivity, materiality, responsiveness and impact, and the reliability of the information and data provided using the Global Reporting Initiative (GRI) Index provided below. The opinion expressed in the Assurance Statement has been formed at the materiality of the professional judgment of our Assurance Team.

Confirmation that the Report was prepared in accordance with GRI standards 2021 was included in the scope of the assurance. We have reviewed the topic-specific disclosures of standards which were identified in the materiality assessment process. We also confirmed that the report was prepared in accordance with the TCFD recommendations and SASB.

- GRI Sustainability Reporting Standards 2021
- Universal standards
- Topic specific standards
 - GRI 201 : Economic Performance
 - GRI 203 : Indirect Economic Impacts
 - GRI 305 : Emissions
 - GRI 405 : Diversity and Equal Opportunity
 - GRI 416 : Customer Health and Safety
- SASB Sustainability Disclosure Topics & Accounting Metrics
- TCFD recommendations

As for the reporting boundary, the engagement excludes the data and information of SK Rent-a-Car’ partners, suppliers and any third parties.

KMR’s Approach

To perform an assurance engagement within an agreed scope of assessment using the standards outlined above, our Assurance Team undertook the following activities as part of the engagement:

- reviewed the overall Report;
- reviewed materiality assessment methodology and the assessment report;
- evaluated sustainability strategies, performance data management system, and processes;
- interviewed people in charge of preparing the Report;
- reviewed the reliability of the Report’s performance data and conducted data sampling;
- assessed the reliability of information using independent external sources such as Financial Supervisory Service’s DART and public databases.

Limitations and Recommendations

KMR’s assurance engagement is based on the assumption that the data and information provided by SK Rent-a-Car to us as part of our review are provided in good faith. Limited depth of evidence gathering including inquiry and analytical procedures and limited sampling at lower levels in the organization were applied. To address this, we referred to independent external sources such as DART and National Greenhouse Gas Management System (NGMS) and public databases to challenge the quality and reliability of the information provided.

Conclusion and Opinion

Based on the document reviews and interviews, we had several discussions with SK Rent-a-Car on the revision of the Report. We reviewed the Report’s final version in order to make sure that our recommendations for improvement and revision have been reflected. Based on the work performed, it is our opinion that the Report applied the GRI Standards. Nothing comes to our attention to suggest that the Report was not prepared in accordance with the AA1000AP (2018) principles.

Inclusivity

SK Rent-a-Car has developed and maintained different stakeholder communication channels at all levels to announce and fulfill its responsibilities to the stakeholders. Nothing comes to our attention to suggest that there is a key stakeholder group left out in the process. The organization makes efforts to properly reflect opinions and expectations into its strategies.

Materiality

SK Rent-a-Car has a unique materiality assessment process to decide the impact of issues identified on its sustainability performance. We have not found any material topics left out in the process.

Responsiveness

SK Rent-a-Car prioritized material issues to provide a comprehensive, balanced report of performance, responses, and future plans regarding them. We did not find anything to suggest that data and information disclosed in the Report do not give a fair representation of SK Rent-a-Car’ actions.

Impact

SK Rent-a-Car identifies and monitors the direct and indirect impacts of material topics found through the materiality assessment, and quantifies such impacts as much as possible.

Reliability of Specific Sustainability Performance Information

In addition to the adherence to AA1000AP (2018) principles, we have assessed the reliability of economic, environmental, and social performance data related to sustainability performance. We interviewed the in-charge persons and reviewed information on a sampling basis and supporting documents as well as external sources and public databases to confirm that the disclosed data is reliable. Any intentional error or misstatement is not noted from the data and information disclosed in the Report.

Competence and Independence

KMR maintains a comprehensive system of quality control including documented policies and procedures in accordance with ISO/IEC 17021 · 2015 - Requirements for bodies providing audit and certification of management systems. This engagement was carried out by an independent team of sustainability assurance professionals. KMR has no other contract with SK Rent-a-Car and did not provide any services to SK Rent-a-Car that could compromise the independence of our work.

June 2023 Seoul, Korea

CEO *E. J. Hwang*





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