

A+MAZE

SK RENT-A-CAR SUSTAINABILITY REPORT 2023

2023 SK Rent-a-Car Sustainability Report

INTRODUCTION

About This Report

SK Rent-a-Car publishes a Sustainability Report every year to ensure transparent communication with stakeholders and to support sustainable future growth. This is SK Rent-a-Car's third Sustainability Report. It presents our activities and key achievements in the Environmental (E), Social (S), and Governance (G) areas in line with A+MAZE, SK Rent-a-Car's own ESG strategic framework.

Reporting Standards

This report follows the international disclosure standard GRI (Global Reporting Initiative) Standards 2021 (in accordance with), and reflects the guidelines of the TCFD (Task Force on Climate-related Financial Disclosures) and the SASB (Sustainability Accounting Standards Board). Financial performance in this report is based on consolidated financial statements.

Reporting Period

SK Rent-a-Car has published a Sustainability Report every year since its first report in 2021. The reporting period for this report is from January 1, 2023 to December 31, 2023. Some performance data include information from the first half of 2024. Because publication of this report was delayed by a significant change in governance structure in 2024, information on the company's Vision, strategic direction, and organizational details has been updated with the most recent content as of the publication date to ensure timeliness. Where relevant, the reference date of specific content is indicated in footnotes.

Reporting Scope

Non-financial performance in the body of this report was prepared on the basis of SK Rent-a-Car Co., Ltd. as a standalone entity. The scope of financial performance reporting includes SK Rent-a-

Cover Story

The cover was designed with a simple, warm feel to convey SK Rent-a-Car's commitment to staying true to the essence of ESG — without wavering amid changes in the business environment and market — and to firmly upholding A+MAZE, our own ESG strategic framework.

Interactive Guide

This report has been published as an interactive PDF with features such as direct navigation to related pages within the report and to related websites.

Navigation icons

Home — to the first page · Back — previous page · Menu — table of contents
Forward — next page · History — previously viewed page · Link-out — related website

Car and its subsidiary, Car Life Service¹⁾, and is based on 2023 financial disclosure data. Where the reporting scope of certain data differs, the relevant scope is noted in a footnote.

Report Assurance

To ensure the reliability of its contents, this report underwent an assurance process by Korea Management Registrar (KMR), an independent external assurance provider, carried out in accordance with the international assurance standards SRV1000 and AA1000AS (Type 2, Moderate Level). Detailed results appear in the Independent (Third-Party) Assurance Statement.

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Publication Date

Published February 2025

¹⁾ SK Rent-a-Car's subsidiary, formerly SK Rent-a-Car Service, changed its corporate name to Car Life Service (CLS), effective May 1, 2024.

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BRAND ESSENCE — MOBILITY INNOVATOR

We set new standards for the mobility industry through digital innovation — a brand built on data that reinvents the way people use cars, providing a convenient mobility experience anytime, anywhere. **Brand Slogan:** "Easy to ride, want to ride!
A movement that changes the world."

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INTRODUCTION

CEO Letter

Dear esteemed stakeholders, greetings.
I am Lee Jeong-hwan, CEO of SK Rent-a-Car.

I am very pleased to greet you through SK Rent-a-Car's 2023 Sustainability Report.

SK Rent-a-Car underwent major changes to its governance structure, including its delisting in January 2024 and a change of controlling shareholder to Affinity Equity Partners in August of that year. As an industry leader in sustainability management, we believe that publishing this report despite such changes is highly meaningful, as it demonstrates to our stakeholders the sincerity and commitment behind our ESG management.

In 2023, SK Rent-a-Car achieved meaningful ESG management results despite an uncertain business environment. Through a website renewal that resolved customer pain points, we received the Grand Prize for Best Mobile Web at "Web Award Korea 2023" and ranked No. 1 in the National Customer Satisfaction Index (NCSI). We received approval for the nation's largest greenhouse-gas-reduction project in the transportation sector using electric passenger vehicles, and were honored with the "30 Million Dollar Export Tower" award through the expansion of overseas sales channels for used cars. Internally, we conducted a human rights impact assessment and expanded employee-participation social contribution activities, steadily building new challenges and achievements across every area of ESG.



CEO Lee Jeong-hwan

SK Rent-a-Car is now pursuing change and innovation faster and more boldly than ever before.

Under our New Vision of becoming "Korea's largest Mobility Solutions Provider, where anyone, under any conditions, can rent, buy, and sell a car," we have declared our key strategic priorities as: the most trusted and preferred brand power; a product structure that can accommodate diverse conditions; a customer experience where customers can focus solely on JUST RIDE; and internalizing core capabilities to respond nimbly to the market. Throughout this process of change and innovation, we intend to steadfastly strengthen A+MAZE, our own ESG strategic framework, and ultimately achieve our new corporate Vision.

There is an expression, "Jeonggyeongdaewon (正經大原)," referring to a righteous, overarching principle that remains unchanged regardless of shifting circumstances or the passage of time. SK Rent-a-Car will uphold this principle as the foundation of its ESG management for a sustainable enterprise and future society, and will continue to actively communicate with stakeholders as we share our ongoing journey of change and growth.

I would like to thank everyone who worked hard on the publication of this report, and I ask for your continued, unstinting encouragement and support for SK Rent-a-Car's future.

Thank you.

February 2025

SK Rent-a-Car Co., Ltd.
CEO Lee Jeong-hwan

INTRODUCTION

Company Overview

Company Name	SK Rent-a-Car Co., Ltd.
Industry	Car rental business (rent-a-car)
Year Established	June 3, 1988
CEO	Lee Jeong-hwan (as of February 2025)
Headquarters	Samil Building, 85 Cheonggyecheon-ro, Jongno-gu, Seoul
Employees	653
Revenue	KRW 1,402.8 billion (1조 4,028억 원)
Operating Profit	KRW 122.0 billion (1,220억 원)

A (Stable)

Corporate bond rating — Korea Ratings, KIS, NICE
(Aug. 2024)

A

KCGS ESG Rating, Integrated (2023)

Domestic Network Status

156

Business Sites

7

Sales Centers

9

Logistics Centers

CLS

Key Subsidiary — Car Life Service

Company Milestones

1988–2009 — 1988 Company founded · 2000 Licensed for rent-a-car business · 2003 Launched short-term rent-a-car · 2007 First in industry with ISO 9001 & ISO 14001 · 2009 First in industry to launch "Beneca" long-term personal rental

2011–2015 — 2011 First to sell long-term rental via home shopping · 2012 First in industry listed on KOSPI; launched EV rentals · 2014 Customizable membership program · 2015 40,000 vehicles in operation (4th in industry)

2017–2020 — 2017 70,000 vehicles (2nd in industry); Korea Management Awards Grand Prize · 2018 Direct Service launched · 2019 100,000 vehicles (2nd in industry) · 2020 "SK Rent-a-Car" unified brand launched; Smart Care app; 200,000 vehicles

2021–2024 — 2021 "SK Rent-a-Car Direct" online contracts; Family-Friendly certification · 2022 First in industry with ISO 37001 & ISO 45001; "Tago Pay" launched · 2023 Ministry of Environment Zero-Emission award; NCSI & KS-QEI No.1; Outstanding Weather-Management Company; USD 30M Export Tower; Web Award Korea 2023 Grand Prize · 2024 Change of controlling shareholder (Affinity Equity Partners); Korea Brand Hall of Fame (3 years running); iF Design Award 2024; National Service Grand Prize (5 years); KS-WEI No.1 (13 years)

OUR APPROACH TO ESG

2023 Sustainability Management Overview

In 2023, marking the third year of implementing ESG management, SK Rent-a-Car established more systematic policies and systems built on its accumulated achievements.

Since 2021, we have focused on expanding EV supply and charging infrastructure. In 2023, despite a slowdown in EV demand, we continued to expand our eco-friendly, EV-based businesses, including an external greenhouse gas emissions-credit project. We are also planning content to share the environmental performance and emissions-credit revenue generated from the reductions achieved through our electric vehicles.

This was also a year in which our ESG management advanced further — through a human rights impact assessment and a business-partner ESG assessment, expanded CSR activities with local communities and client companies, and refined ethics and compliance systems. SK Rent-a-Car will continue to uphold the sincerity of its ESG management, fulfilling its sustainability and social responsibility even under its newly changed governance structure.

ESG Milestones

2021 — Feb: ESG Committee established · Oct: KCGS ESG rating, Overall Grade A

2022 — Jan: First in Korea, EV-based GHG reduction project approved · May: First in industry to publish a Sustainability Report; V2G demonstration project · Oct: First in industry with ISO 37001 · Nov: KCGS ESG rating, Overall Grade B+

2023 — Mar: Ministry of Environment "Outstanding Zero-Emission Conversion" award · Apr: Company-wide volunteer activities · Jun: Published 2022 Sustainability Report · Sep: Fair Trade Compliance Manual published; human rights impact assessment; Korea's largest EV-based external GHG credit project approved · Nov: Jeju shuttle buses 100% electric; KCGS Overall Grade A · Dec: First in Korea, bidirectional (V2G) Demand Response; supplier ESG assessments conducted

OUR APPROACH TO ESG

We A+MAZE the World

"We A+MAZE the World by making sustainable Mobility service for people and the planet."

SK Rent-a-Car's Vision

SK Rent-a-Car aims to build new business models that lead innovation in the future mobility industry and create greater value for both the environment and our customers. In a market reshaped around eco-friendly vehicles, we seek to build a healthy mobility ecosystem — through innovation in products, services, and infrastructure — so more customers can experience our eco-friendly mobility services.

Linking Corporate Vision with ESG

SK Rent-a-Car believes its business and its ESG activities are one and the same, integrating its business direction — Advancing the Future of Mobility Service — with MAZE, the core framework of its ESG activities. Together these form **A+MAZE**: our ambition to amaze the world with mobility services that benefit both people and the planet.

The four core areas of our ESG activities are: pursuing employee happiness (**Making a Happy Life**), enhancing stakeholder satisfaction (**Accelerating Stakeholder Satisfaction**), responding to climate change (**Zero-Emission**), and establishing sound governance (**Ethical Governance**) — the initials of which spell **MAZE**.

ESG Strategy Framework

Corporate Vision — Korea's Largest Mobility Solutions Provider
ESG Mission — Amazing the world with mobility services that benefit both people and the planet.

Pillar	Strategic Direction	UN SDG
A Advancing the Future of Mobility Service	Digital transformation & service platform building	SDG 11
M Making a Happy Life	Pursuing employee happiness	SDG 8
A Accelerating Stakeholder Satisfaction	Enhancing stakeholder satisfaction	SDG 3
Z Zero-Emission	Responding to climate change	SDG 13
E Ethical Governance	Establishing sound governance	SDG 16

OUR APPROACH TO ESG

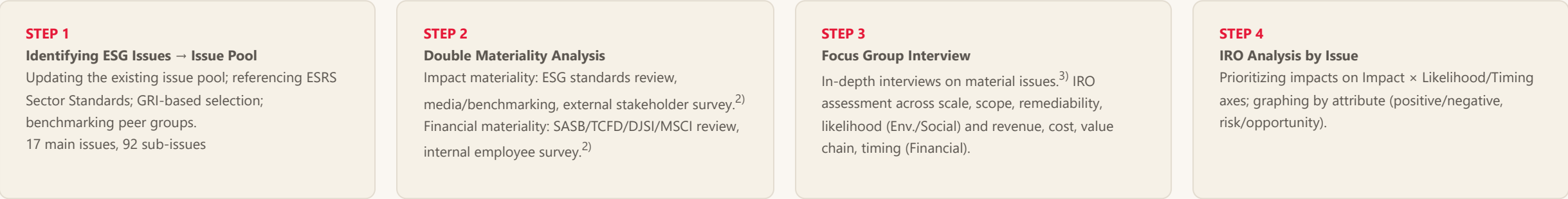
Materiality Assessment

SK Rent-a-Car identifies key ESG issues that require priority management through an annual materiality assessment, manages them systematically, and transparently reports the results to stakeholders. This year's assessment applied a **double materiality** approach, expanding the scope and depth of analysis by evaluating each issue from an IRO (Impact, Risk & Opportunity) perspective.¹⁾ Results were shared at the CEO-led Customer Value Innovation Council, encouraging every part of the organization to reflect material issues in business direction.

The Concept of Double Materiality

Double Materiality Assessment considers two directions simultaneously: **environmental/social materiality**, judging — from an inside-out perspective — the degree of impact a company's activities may have on society and the environment; and **financial materiality**, assessing — from an outside-in perspective — the degree of impact external factors may have on the company's financial position.

SK Rent-a-Car's Double Materiality Assessment Process



1) Conducted per the ESRS MAIG, carrying out FGIs and analyzing environmental/social and financial impact. 2) External/internal survey: Feb 2024, 71 respondents (65.3% response rate). 3) FGI: Apr 2024, 14 participants from 10 departments plus 3 external consultants; 1–5 point scale.

FY2023 Material Issue Assessment Results

Cat.	Issue	Result	Env./Soc. Impact	Financial Impact	Pillar	GRI Index	Page
E	Climate Change Response ✓	Material Issue	High	High	Z	GRI 201-2, 302, 305	10, 41-45, 57, 65-67
	Biodiversity Protection	—	Low	Low	—	GRI 304	39
	Pollution & Emissions Management ✓	Material Issue	High	High	Z	GRI 305	10, 41-45, 57
	Water Resource Management	—	Low	Low	—	GRI 303	57
	Waste Discharge & Resource Circulation	Env./Social	High	Medium	Z	GRI 306	10, 42, 58
S	HR Management & Development ✓	Material Issue	High	High	M	GRI 401, 404	19, 26-28
	Respect for Human Rights & Diversity	—	Medium	Medium	—	GRI 405, 407	19, 20-23
	Supply Chain Management	—	Medium	Medium	—	GRI 414	32, 37
	Safety & Health Management	Env./Social	High	Medium	M	GRI 403	19, 29-30
	Strengthening Information Security	Financial	Medium	High	A	GRI 418	32, 36
	Community Contribution	—	Medium	Low	—	GRI 413	32, 38-39
	Customer-Centered Management	Financial	Medium	High	A	GRI 416	32-35
G	Ethical Management & Anti-Corruption	—	Low	Low	—	GRI 205	47, 52-53
	Compliance Management	—	Low	Low	—	GRI 206	47, 51
	Strengthening Governance Transparency	—	Low	Medium	—	GRI 2	47-49
	Strengthening Risk Management	—	Low	Medium	—	GRI 2, 3	47, 50
	Sustainable Investment & R&D	—	Medium	Low	—	GRI 201, 203	56

Key FGI Comments by Material Issue

Manager K, Finance Team
"Banks and lenders look at how we respond to climate-change issues when adjusting interest rates. Because ESG standards are considered in the bond market as well, we see this as an opportunity going forward."

Manager O, EV Service Development Team
"We see the shift to eco-friendly vehicles more as an opportunity than a risk — corporate clients increasingly request a combined model pairing vehicle rental with charging-facility installation."

Manager W, Business Development Team
"As the business environment changes, we believe training on AI/technology-driven business is needed — the sales approach has shifted markedly toward online channels."

IRO Analysis Results by Issue

Environmental/Social Impact

Material Issue	Attribute	Impact	Level
Climate Change Response	Pos./Neg.	Mitigating extreme weather events	High
Climate Change Response	Pos./Neg.	Reduced GHG emissions/concentration	High
Climate Change Response	Negative	Increased GHG emissions (non-renewable energy)	Medium
Pollution & Emissions Mgmt.	Positive	Reduced air pollutants via eco-friendly fleet	High
HR Management & Development	Positive	Reduced labor-dispute likelihood via collective bargaining	Medium
HR Management & Development	Pos./Neg.	Increased employment via job security	Low
HR Management & Development	Pos./Neg.	Work-life-balance-supportive culture	Low

Environmental/Social Materiality Matrix

Y: Impact (Scale+Scope+Remediability) · X: Likelihood of Occurrence.
Pollution Management — **High Issue** (upper-right, large bubble) · Climate Change Adaptation, Talent/HR Management — **Middle Issue** (center, large bubbles) · Emissions/Substance Management, Energy Use — **Low Issue** (lower-left, small bubbles).
Bubble size = X × Y.

Financial Impact

Material Issue	Attribute	Impact	Level
Climate Change Response	Risk	Weaker order-winning competitiveness from tightening regulation	Medium
Climate Change Response	Risk	Strengthened disclosure obligations	Low
Pollution & Emissions Mgmt.	Opportunity	Subsidies & opportunities from EV rental/charging	Low
HR Management & Development	Risk	Increased cost of talent development	High
HR Management & Development	Opportunity	Reduced cost via top talent retention	High
HR Management & Development	Opportunity	Retention via working-hours management	Medium
HR Management & Development	Risk	Cost of work-life-balance programs	Medium

Financial Materiality Matrix

Y: Impact (Revenue+Cost+Value Chain) · X: Timing of Occurrence.
Talent Development, HR Management — **High Issue** · Climate Change Adaptation, Pollution Management — **Middle Issue** · Emissions/Substance Management, Energy Use — **Low Issue**.
Bubble size = X × Y.

OUR APPROACH TO ESG

2023 Highlights

A — ADVANCING The Future of Mobility Service

- **Launch of "Monthly Rent"** — accessible online monthly rental product
- **USD 30 Million Export Tower** — increased used-car exports
- **Smart Link user base +1.5×** YoY vehicle growth

M — MAKING A Happy Life

- **Human Rights Impact Assessment** — 93.7% completion
- **Basic Competency Certification** — 90% completion rate
- **Zero worksite accidents** — biannual risk assessments

A — ACCELERATING Stakeholder Satisfaction

- **Web Award Korea 2023** Grand Prize, Best Mobile Web
- **No.1 NCSI**, Rent-a-Car category
- **Underwater clean-up** at Adopted Beach with haenyeo divers

Z — ZERO-EMISSION

- **Korea's largest EV-based GHG project** approved
- **Jeju shuttle buses 100% electric** — −31.4 tCO₂eq/yr
- **GHG emissions −3.27%** YoY (2,109 tCO₂eq)

E — ETHICAL GOVERNANCE

- **Overall ESG Rating A** (E: A+, S: A+, G: A — KCGS)
- **Fair Trade Compliance Program** — all-employee training, CCP Level-1 holders secured
- **64% positive response** in Ethical Management Survey

ADVANCING

UN SDGs 11
Sustainable Cities & Communities

A+

THE FUTURE OF MOBILITY SERVICE

14

Our Vision

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Business Sectors

UN SDGs 11



ADVANCING THE FUTURE OF MOBILITY SERVICE

Digital Transformation and Service Platformization

SK Rent-a-Car aims to become Korea's largest Mobility Solutions Provider, enabling anyone, under any condition, to drive, sell, and buy a car. We are committed to reinforcing a consistent ESG strategic framework and pursuing key initiatives in each focus area boldly and steadily.

A + MAZE Strategy

Responsible Org.	Focus Area	Key Management Indicators
Management Support Div.; Marketing Office	The most trusted and preferred brand power	Achieve No.1 market share by 2029 through phased growth; build a "Think Big – Start Small – Scale Fast" challenge culture
PMO Office; Rental Division	A product system accommodating diverse needs	Remove barriers between customers/products/channels; tailored corporate proposals; maximize Smartlink use
Direct Business Div.; Tech Division	A CX letting customers focus purely on JUST RIDE	Strengthen CX via integrated membership management; improve satisfaction through VOC focus
Tech; HR; MC Divisions	Agile, flexible market response via internalized core competencies	Own used-car sales/commercialization infrastructure; IT competitiveness as Tech & Data Enabler; systematic sales training

ADVANCING THE FUTURE OF MOBILITY SERVICE

Our Vision

Korea's largest Mobility Solutions Provider, enabling anyone, under any condition, to drive, sell, and buy a car.

SK Rent-a-Car will challenge the entry barriers and rigid product structures of the conventional rent-a-car market, becoming a customer-centric Mobility Solutions Provider that delivers a convenient mobility experience anytime, anywhere — pursuing bold investment and acquisition strategies and supporting employees in developing industry-leading capabilities.

Varied Product System

A product system accommodating diverse needs — SK Rent-a-Car Direct, TagoPAY, TagoBUY, Smart Home Maintenance, and monthly rental products.

Customer Experience

Combining rental products with Smartlink telematics and on-site inspection, with reasonable pricing across every channel, online or offline.

Internalization of Core Competencies

Owning used-car sales/commercialization infrastructure for price competitiveness; renewed IT systems; systematic sales training.

Brand Power

Building the brand customers trust most through a "Think Big – Start Small – Scale Fast" culture, targeting No.1 market share by 2029.

ADVANCING THE FUTURE OF MOBILITY SERVICE

Business Sectors — Rental Business

New-Car Long-Term Rental — Use a new vehicle 24–60 months, with the freedom to return or take ownership at term-end; SK Rent-a-Car handles taxes, insurance, maintenance, and accident processing. The Songdo Delivery Center (opened May 2022, industry-first) offers speedy handover and an unboxing ceremony.

Used-Car Long-Term Rental — A rigorously managed used car available at a reasonable price with a free on-site inspection.

TagoPAY — Industry-first pay-per-distance rental with no upfront cost, for new or used cars — ideal for low-mileage drivers.

Mid-Term Rental — Flexible terms from one month, comparable to long-term rental for corporate/public clients.

Monthly Rent — Individual customers can rent new or used cars online for 1–12 months; popular with those trialing a purchase, expatriates, and travelers.

710

Monthly Rent fleet, Mar 2024 (vehicles)

58 → 710

Growth Oct 2023–Mar 2024

Short-Term Rental — Day-or-more rentals for travel or business through 156 branches nationwide, including Jeju, airports, and KTX stations.

Billycar

— SK Rent-a-Car's second brand, Jeju-exclusive, offering an affordable yet reliable rental service.

Smart Home Maintenance Service — Vehicle servicing at a time/place of the customer's choosing via the Smartcare app, now standard for all long-term rental customers.

Monthly Rent Fleet in Operation (vehicles)

Oct '23	Nov '23	Dec '23	Jan '24	Feb '24	Mar '24
58	196	348	455	570	710

Business Sectors — Used-Car Business

TagoBUY — Accident-free used cars with a ~200-item premium inspection, a 10-day worry-free refund, and a 6-month/10,000 km free warranty. Vehicles SK Rent-a-Car itself registered and operated carry verifiable Smartlink driving records. The Certified Used Car Dongtan Center opened in 2023.

Export/Auction — Exports to 13 countries including the Middle East and Central Asia; received the "USD 30 Million Export Tower" at the 60th Trade Day (Dec 2023).

Used-Car Sales — Total (vehicles)

2021	2022	2023
18,593	34,404	36,842

Includes export, auction, and partnership/retail sales; excludes transfer sales.

Vehicle Management Solutions (FMS)

Smartlink — Real-time IoT/cloud vehicle data collection for efficient fleet operation. Vehicles under Smartlink operation grew 1.5× YoY, exceeding 87,000 units in 2023. EV driving data enabled approval of Korea's largest external GHG-reduction project (Sep 2023).

Smartlink Vehicles — Operation / Sold

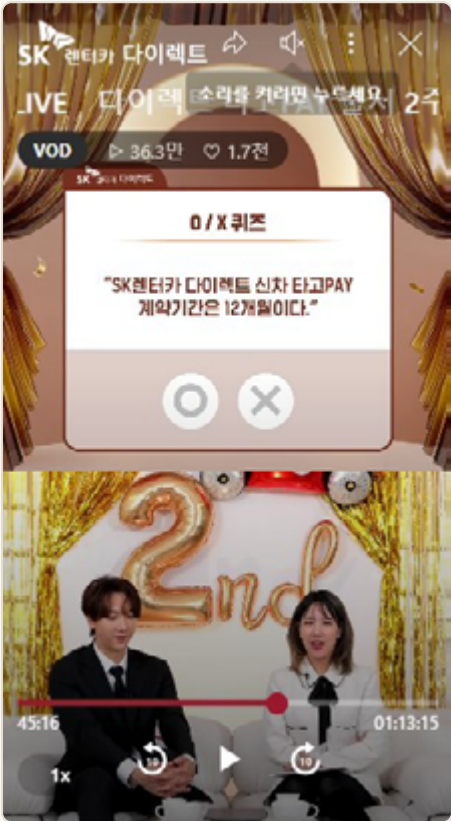
Year	In Operation	Sold
2021	32,147	18,132
2022	56,854	27,289
2023	87,998	42,183

Vehicle Management — location/route/status, service-center guidance, fines/recalls/inspection alerts, driving-score analysis. **Car Sharing** — reservation, dispatch, return, smartphone door control. **Fleet Scheduler** — optimal routing from real-time traffic and operation data.

Business Sectors — Online Customer Communication Channels

SK Rent-a-Car Direct — Since May 2021, a 3-minute quote-to-contract process, data-driven personalized discounts, and dedicated Car Manager after-sales support.

Live Commerce — SK Rent-a-Car Direct Live, launched Nov 2021 (industry-first), surpassed 100 broadcasts by Jul 2023 and reached 125 broadcasts / ~13 million cumulative viewers by Dec 2023, across five channels including Shinsegae Live Shopping. The "Live Mission Challenge" boosted chat activity and quote requests.



Smartcare — A smart vehicle-management app for long-term rental customers, covering contracts, maintenance, and benefits.

Smartcare Active Accounts

2022	2023
78,748	92,229

As of year-end, excluding dormant/withdrawn accounts.

Contract Management — real-time contract prep status, document downloads (registration, insurance). **My Car Management** — home-screen alerts for service, fines, recalls, inspections.

MAKING

UN SDGs 8
Decent Work & Economic Growth

M

A HAPPY LIFE

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Human Rights Management

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Organizational Culture

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Talent Development

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Industrial Safety & Health



MAKING A HAPPY LIFE

Pursuing Employee Happiness

SK Rent-a-Car aims to be the foundation and platform for the sustainable happiness of employees and stakeholders, growing together as partners in long-term growth. Built on a horizontal, communication-oriented culture that respects diversity, we operate benefits and talent-development programs enabling work-life balance within a safe, pleasant working environment.

A + MAZE Strategy — Building an environment and systems for the happiness of employees and stakeholders

Responsible Org.	Focus Area	Key Management Indicators
HR Division — HR Team	Systematic human rights management	Ongoing improvement via Human Rights Survey; Human Rights Declaration operating guidelines; human rights impact assessments
	Fostering a balanced organizational culture	Full family-friendly legal compliance; communication-oriented culture; Labor-Management Council cooperation
	Talent development	Fair recruitment matching desired talent profile; competency framework aligned to business innovation; common + job-specific training
General Affairs Team (SHE)	Achieving zero safety accidents	Four key initiatives for zero serious accidents; ISO 45001 certification; Industrial Safety & Health Committee; workplace safety inspections; employee training

Human Rights Management

SK Rent-a-Car respects the human rights of all connected stakeholders — employees, subsidiaries, and business-partner employees. In 2022 the company adopted a Human Rights Management Declaration and operating guidelines aligned with the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and ratified ILO conventions, covering non-discrimination, freedom of association, prohibition of forced/child labor, safety and health, responsible partner management, environmental and customer human rights, and women's/maternity protection.

Human Rights Management Declaration

- 1. We respect the human rights of our employees.
- 2. We do not discriminate.
- 3. We pay wages at or above minimum wage, on time.
- 4. We prohibit forced labor.
- 5. We comply with working-hour and rest regulations.
- 6. We do not employ child workers.
- 7. We guarantee freedom of association.
- 8. We ensure industrial safety.
- 9. We protect the human rights of our customers.
- 10. We operate online/offline grievance-handling processes.

2023 Human Rights Impact Assessment Results — 429 / 458 points (93.7%)

Category	Score	Rate
Management system & remedy procedures	94	83.9%
Prohibition of child/forced labor	26	100%
Freedom of association	52	100%
Humane treatment	68	94.4%
Responsible supply-chain mgmt.	25	78.1%
Industrial safety and health	48	100%
Environmental rights	50	100%
Local residents' human rights	24	100%
Customer human rights	42	100%
Total	429	93.7%

Mid- to Long-Term Human Rights Management Goals

2022–2023 · Introduction & Awareness	2023–2024 · Internalization	2025 onward · Global Standards
Declaration & policy established; grievance procedures and counseling center; Human Rights Survey	Human rights impact assessment; workplace-bullying prevention training	Advancing systems/policies; expanding culture of respect to external stakeholders

Human Rights Education & Grievance-Handling

Course	Period	Completion	Nº Completed
Sexual Harassment Prevention	November	100%	630
Disability Awareness	December	100%	621

The in-house grievance counseling center is an anonymous channel for reporting bullying, harassment, discrimination, and other violations. Cases are investigated by the Grievance Handling Committee under the Labor-Management Council, with corrective measures and follow-up EAP (Employee Assistance Program) counseling as needed.

Grievance-Handling Process

- 1. **Grievance Received** — officer designated by channel/case type
- 2. **Consultation & Confirmation** — facts confirmed in-house
- 3. **Investigation** — results delivered; complainant's wishes confirmed
- 4. **Resolution** — measures implemented, incl. personnel action
- 5. **Monitoring** — additional support confirmed

External Professional Counseling (EAP) is available in parallel throughout.

Organizational Culture

SK Rent-a-Car pursues a horizontal culture respecting the diversity of each employee's background, values, experiences, and preferences.

Policies & Programs

Non-Discrimination — equal-treatment principles in employment regulations; 2023 "Guidelines on Compliance with Recruitment Procedures" for a fairer process.

Protection of Women & Maternity — programs preventing career interruption from pregnancy/childbirth; expanded leadership training and decision-making participation.

Employees with Disabilities — separate employment targets, remote-work support, and IT equipment; 2023 employment rate higher than the prior year.

Organizational Culture Survey (company-wide avg., points)

2021	2022	2023
59.6	67.4	73.4

65 questions across 6 areas; Sept 18–22, 2023; 420 of 619 employees responded.

CEO On-Site Management (MBWA)

	1st-Half MBWA	2nd-Half MBWA	Mgmt. Luncheons
Sessions	7	7	45
Participants	440	458	299

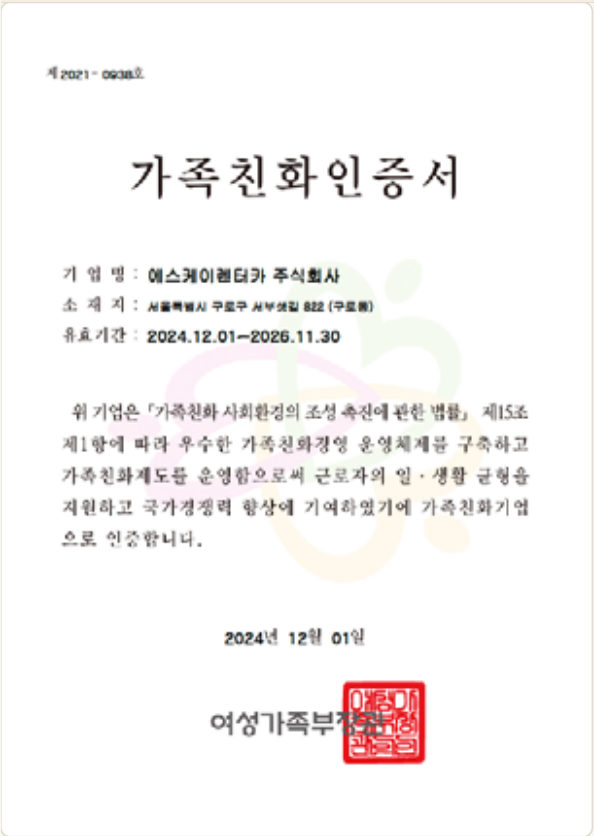
Work-Life Balance

SK Rent-a-Car has been a "Family-Friendly Certified Company" (Ministry of Gender Equality and Family) since 2021.

Category	Program	Details
Working Hours	Flex Time / Reduced Hours	Flexible use for personal reasons; reduced hours for pregnancy/childcare/family care
Health/Rest	Medical Office, Fitness Center, Checkups, EAP	In-house clinic & fitness center; health checkups (employee+spouse); external counseling; group accident insurance
Family/Education	Daycare, Tuition, Family-Care Leave	In-house daycare; tuition support infancy–university; family-care leave/leave-of-absence
Housing	Employee Welfare Fund Loans	Home purchase/lease up to KRW 30M (1%, 5yr); living expenses up to KRW 10M (3%, 4yr)

Parental Leave Usage (persons, %)

	2021	2022	2023
Users	7	14	17
Returnees	11	5	19
Return rate	84.6%	83.3%	95.0%



Family-Friendly Certification, Ministry of Gender Equality and Family — first certified 2021, renewed Dec 1, 2024 (valid through Nov 30, 2026).

Labor-Management Communication

SK Rent-a-Car respects labor rights under ILO conventions and domestic law. The Labor-Management Council, operated under the "Act on the Promotion of Worker Participation and Cooperation," discussed 12 consultation and 3 report items in 2023; wages are set annually via collective bargaining.

Union Membership Rate & Members

Year	Members	Rate
2021	175	33.4%
2022	185	36.1%
2023	194	38.0%

Collective bargaining coverage: 100%.

2023 Labor-Management Council Activity

Quarter	Consult.	Report	Key Items
Q1	5	2	Workforce plan; mgmt. plan/performance; sales incentives; annual-leave allowance
Q2	1	–	Dedicated transportation cards for sales staff
Q3	1	–	2nd-term Council operating direction
Q4	5	1	Mgmt. plan/performance; 2024 evaluation method; eliminating after-hours work instructions

Fair Performance Evaluation and Compensation

SK Rent-a-Car uses a real-time evaluation system focused on actual tasks rather than uniform results-only ratings, with ongoing manager feedback and coaching. For position holders (managers), a multi-rater approach combines upward and peer evaluation.

Employee Evaluation: Task Registration/Execution + Ongoing Coaching + Mutual Reflection → Self-Review → 1st & 2nd Comprehensive Review → 1:1 Interview/Feedback → Final Evaluation.

Manager Evaluation: Self + Peer/Upward (Leadership Survey) → Supervisor Evaluation → Final Evaluation (CEO) → 1:1 Feedback.

Compensation System

Base Salary	Annual salary by job role, competency, performance
Allowances	Role and working-condition compensation
IB (Incentive Bonus)	Performance-based, tied to company-wide targets
Recognition Program	Ad hoc company-wide recognition for outstanding results
Employee Benefits	Benefit and work-support programs
Other	Internal/external training for competency & career development

Talent Development

Talent Recruitment

Hiring centers on **Challenge** → **Collaboration** → **Customer Value**, with fair, transparent process guidelines (published Dec 2023).

New Hires (persons)

	2021	2022	2023
Under 30	22	12	3
30–50	46	31	33
Over 50	4	2	2
Female	24	16	11
Male	48	29	27
Total	72	45	38

Company-Wide Competency Framework

Cluster	Sub-Area	Competency Definition
Business Capability	Understanding the Business Model	Ability to interpret the company's current and future business direction, related business content, and changes in the business environment
	Understanding Customer Experience	Ability to understand rental-car customers, view the company's products and services from the customer's perspective, and identify new business opportunities
Design Skill	Financial Literacy	Ability to understand the company's profit-and-loss flow and translate work performance into financial terms
	Problem-Solving Capability	Ability to accurately grasp problems from multiple angles and generate, validate, and propose ideas and alternatives to solve them
Digital & Data Skill	Documentation	Ability to give shape to tasks using various tools grounded in logical thinking, and to work efficiently
	Digital Tech.	Basic understanding of the concepts and principles behind technologies needed in future mobility business, and the ability to adapt to internal/external infrastructure
Values	Data Science	Ability to apply basic statistical knowledge and data-analysis-tool skills needed for data analysis to actual work
	Growth Mindset	Ability to learn quickly and effectively to keep pace with change, and to continuously grow and adapt
	Working with People	Ability to communicate, coordinate, and collaborate effectively by building relationships based on empathy and mutual influence
	Citizenship	Ability to respect existing socio-cultural values and newly emerging values driven by social change, and to comply with ethics and norms

Talent Development — Training Programs

BIZ. CAPABILITY

All-Employee Basic Competency Certification: 532/592 completed (90%).

Course	Sat.	Nº
Business Model (VOD)	4.3	405
Products/Services (VOD)	4.3	391
ESG Mgmt. (VOD)	4.4	395
Basic Accounting (VOD)	4.4	378
Accounting by CPA	4.4	251

DESIGN / DIGITAL & DATA

Design Thinking (Values Camp): 742 ideas generated across 2 themes.

Course	Sat.	Nº
Design Thinking	4.5	247
IT Fundamentals	4.5	146
Intermediate Excel	4.4	136
PPT Planning Skills	3.9	146
Excel Data Analysis	4.2	19

VALUES

Organizational Culture Workshops: 65 teams participated. "R-Jja" Special Lecture Series (4 sessions).

Course	Sat.	Nº
Org. Culture Coordinator	4.4	60
R-Jja: Gender	4.1	125
R-Jja: ChatGPT	4.2	154
R-Jja: EV Era & Mobility	4.0	141
R-Jja: Emotional Safety	4.4	111

Talent Development — Leadership & Expertise

Day1 Workshop — for restructured teams / new leaders; Birkman Method assessment plus group discussion. **Leadership Coaching** — self-care, coaching mindset, communication and feedback coaching.

Course	Timing	Sat.	Nº
Day1 Workshop	Feb–May	4.9	185
Leadership Coaching	Aug–Nov	4.6	19
New Leader Onboarding	Feb–Jun	4.2	8
Manager Comm. Day H1	March	4.0	89
Manager Comm. Day H2	November	4.3	80

IDP (Individual Development Plan) — employees set personal growth goals and track progress with managers. **Renaissance Program** — sales-workforce competency development (insurance, contracts, CSS handling).

Course	Timing	Sat.	Nº
Leader IDP 1-on-1	May	3.8	65
Renaissance	November	4.3	178
Car Rental Practice	July	4.2	182
Accident Prevention Training	September	4.5	97
Data Certifications (ADP, ADsP, SQLD, etc.)	—	—	41

Industrial Safety and Health

SK Rent-a-Car reports organization, budget, activities, and plans to the Board for approval. In 2023 the policy was broadened to cover dispatched, subcontracted, outsourced, and contracted workers, achieving **zero-accident status** across all business sites via three key focus areas.

- 1. All employees give top priority to safety and health.
- 2. Thorough compliance with safety and health laws.
- 3. Continuous risk identification and removal, with resources provided in time.
- 4. Guaranteed employee/worker participation and consultation.
- 5. Regular evaluation and improvement of policy and management system.

Org Chart: CEO → Safety and Health Management Officer → Division Safety and Health Officers → Supervisors (Safety and Health Dept. in support).

2023 Key Focus Areas and Results

Self-Regulating Prevention System	Semi-annual risk assessment; partner participation; Industrial Safety and Health Committee communication
Expanding Responsibility & Participation	Strengthened rule compliance; training expanded to dispatched employees; focus on vulnerable sites
Internalizing Safety Awareness	Disclosure of activities; 100% training completion

Safety & Health Management System Certification

SK Rent-a-Car obtained Occupational Health & Safety Management System (ISO 45001) certification in 2022 — the first in the industry — and has maintained it since through the ongoing establishment and implementation of safety and health plans that meet certification requirements.



ISO 45001 Certification Maintenance Activities

Category	Details
Issue & Risk Review	Identify internal and external issues and assess risks
Goal Setting & Planning	Set goals for zero accidents, training participation, legal compliance, risk assessment, etc.; establish plans and monitor achievement
Risk Assessment & Safety Inspection	Conduct regular assessments and ad-hoc inspections
Legal Compliance Review	Monitor relevant laws and regulations; assess compliance
Competency Enhancement	Conduct legally required education and training
Communication	Gather input from the Industrial Safety and Health Committee
Internal Audit	Check compliance with certification requirements and implement improvements
Resource Adequacy	Review budget planning and expenditures
Continuous Improvement	Revise emergency response manual; improve risk assessment methods

Industrial Safety and Health (continued)

2023 Committee Operating Results

Meetings Held	4 (quarterly)
Deliberations/Resolutions	5 items — safety personnel designation, vehicle safety, regulations enactment, environment measurement, reporting system
Employee Feedback	4 items — vehicle safety devices, chemical info disclosure, seasonal health-hazard supplies

Risk Assessment (2022–2023) — 1,124 risk factors identified

Improvement Completed	Not Yet Improved	Newly Identified H2 2023
85.6% (962)	9.3% (105)	5.1% (57)

2023 Safety & Health Training (persons)

	Q1	Q2	Q3	Q4	Hours
Full-time	556	522	533	542	12/yr
Dispatched	104	106	105	204	12/yr
Supervisors				68	16 hrs

Emergency evacuation drills held twice a year — fire scenario (H1) and earthquake scenario (H2) at headquarters in 2023.

ACCELERATING

UN SDGs 3
Good Health & Well-Being

A

STAKEHOLDER SATISFACTION

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Customers

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Business Partners

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Local Communities



UN SDGs 3

ACCELERATING STAKEHOLDER SATISFACTION

Enhancing Stakeholder Satisfaction

SK Rent-a-Car recognizes that a company cannot conduct business alone. As an economic entity providing products and services, and as a corporate citizen, we strive to fully discharge our ethical responsibilities — communicating with sincerity with customers, partners, and local communities to create greater sustainable happiness for everyone.

Category	Customers	Partners	Local Community
Objective	Improve customer satisfaction	A fair trading culture built on trust	Sustainability for a better planet and lives
Responsible Org.	Marketing Team; Service Planning/Ops; Information Security Center	Purchasing Team; Product Development Team	Communications Team (ESG)
Focus Areas	Data-driven behavior analysis; Smart Care UX; VOC response; personal-info protection	Fair opportunity & transparency; shared-growth cooperation; partner competitiveness	Clean Environment; Happy Society; Shared Growth
Key Indicators	Satisfaction survey KPIs; VOC-based improvements; zero personal-info/cyber incidents	ESG factors in partner selection; monthly safety/health council	—

Customers — Customer Communication

Homepage Renewal

SK Rent-a-Car's renewed short-term rental reservation homepage won the Grand Prize for Best Mobile Web at Web Award Korea 2023, with a simple, intuitive UI/UX designed to make booking fast from any screen and give the process a playful, trip-ready feel. The site went on to win the Platform/UI category at the iF Design Award 2024, one of the world's three major design awards. To serve a growing number of international customers, SK Rent-a-Car also renewed its English homepage in February 2024, moving bookings from phone calls to online and spotlighting destinations popular with foreign visitors such as Jeju, Gimpo Airport, and Hongdae — helping March reservations more than double year-over-year within a month of launch.

46%→98%

2023 member reservation ratio,
Feb→Apr

–1m49s

Avg. reservation time
(5:17→3:38)

+219%

English homepage reservation
growth (Mar '23→'24)

SNS Channels

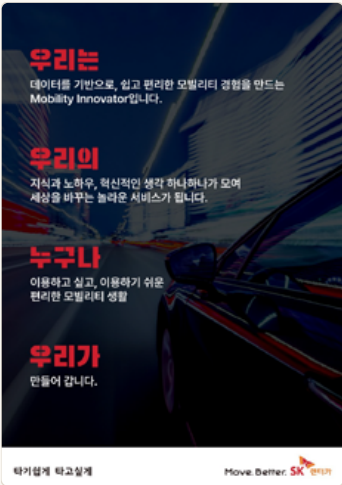
SK Rent-a-Car runs an official blog and Instagram account to stay close to customers. In 2023 the blog published 23 posts on topics such as safe-driving guidelines, revised traffic laws, and EV maintenance, while Instagram posted 67 times around Jeju travel, cars, and customer events — including an AI-powered "Staycation Domestic Trip" campaign that drew 1.65 million visits and generated 270,000 AI photos.



The renewed reservation homepage — winner, iF Design Award 2024 (Platform/UI category).

Customer Survey / Branding

SK Rent-a-Car runs regular customer surveys to track needs and market trends, including an October 2023 FGI-based deep-dive to sharpen its long-term-rental target customer profile and a brand index survey to strengthen market positioning. An Internal Branding Campaign built around the slogan "Easy to Ride, Want to Ride" helps employees internalize the brand's values day to day, backed by specially produced car-accessory merchandise for staff.



Internal Branding Campaign poster: "We are a Mobility Innovator... / Data-based, convenient mobility experience for anyone."



Employee Internal Branding Campaign merchandise.

Customers — Safe Driving Culture

Since 2022, SK Rent-a-Car has used the Korea Meteorological Administration's weather API to build "**Weather Aria**," a proprietary system automatically alerting long-term rental customers to severe weather. ~80% customer satisfaction and 417 recorded cases of damage avoided in 2023. Selected in Sept. 2023 as the industry's only "Excellent Weather-Management Enterprise."

"On a day when I hadn't checked the forecast, I took a detour after seeing SK Rent-a-Car's KakaoTalk flood alert — I later confirmed there was flooding in that area."
— Driver Mr. A, Chungbuk, 40s

Customer Challenge (Smart Care app) — ~94,000 customers joined 28 challenges (accident-free/fine-free driving) in 2023; ~83,000 reward badges issued.

2023 KakaoTalk Alert Cases (48 total)

Safe Driving	Heavy snow/typhoon warning guidance
Fines/Penalties	Fine and overdue-toll guidance
Traffic Regulations	New U-turn rules; EV charging etiquette
Vehicle Management	Seasonal care tips; battery/oil/AC checks

Rapid Accident Response — 24-hour reception center with ERS roadside service, emergency dispatch, and replacement vehicles; IoT-based real-time driving-habit monitoring via Smart Care.

Customers — Customer Satisfaction System & Listening to Customer Voice

Customer Protection Charter

1	Provide Transparent Information
2	Conduct Fair Business Practices
3	Reflect Improvements to Systems
4	Comply with Laws & Procedures
5	Respect & Reflect Customer Opinions

ISO 9001-certified since 2007. In 2023, 8 process-centered improvement tasks cut complaint VOC by 25.6% month-over-month on average.

100%

147 complaints fully resolved (2023)

94.8%

Satisfaction, up from 93.0% ('21) & 93.6% ('22)

Customer Satisfaction Story Essay Contest

In 2023, SK Rent-a-Car ran an essay contest to surface vivid, real customer-satisfaction stories from front-line touchpoints, share customer-service know-how, and find its most devoted fans. An internal contest for employees in June 2023 recognized three top-performing branches, and a follow-up contest for general customers in September 2023 drew entries from 11 winning customers. The stories — capturing the warmth with which our people treat customers, and the small and large episodes that built customers' trust in and attachment to SK Rent-a-Car — left a lasting impression.

VOC Improvement Tasks: tire-rental service; vehicle-inspection convenience; on-site visit reservations; delivery/pickup experience; loaner-vehicle inconveniences; digitizing accident reporting; customer-preference data system; EV usage guidance.

External Awards

2023 — No.1 NCSI (Rent-a-Car); No.1 KS-QEI (8th consecutive year); National Brand Award (6th year).
2024 — Korea Brand Hall of Fame (3rd year); Grand Prize, National Service Awards (5th year); No.1 Korea Consumer Well-being Index (13th year).



Category	Period	Contest Theme
Employee Contest	May 22 – Jun 23	1) My way of creating devoted fans 2) My unforgettable special customer
Customer Contest	Sep 26 – Nov 22	1) A great memory from using SK Rent-a-Car 2) The rep I'd like to praise

Customers — Personal Information Protection & Cybersecurity

A dedicated Information Security Center operates CISO/CPO working councils. 27 sub-guidelines govern data management and incident response.

2023 Breaches & Security Incidents

Personal information breaches	0
Cybersecurity incidents	0
Secondary-use of customer info	0

First in the domestic industry to obtain **ISMS-P** certification (Dec 2020); scope expanded to cloud services in 2023. WAF/IPS 24/7 monitoring; annual mock-hacking incl. white-hat exercises.

Semiannual on-site inspections: 202 sites (H1), 85 sites (H2) — compliance improved 89.6%→98%. VDI system (since 2021) extends to partner-company staff.

622 + 539

Employees + partner staff trained, 100% completion

52

Security newsletters sent in 2023



Internal information-security training video: "What can we learn from other companies' cases?"

Business Partners

Guided by three core shared-growth strategies — fair opportunity & procedural transparency, strengthening mutual cooperation, and enhancing partner competitiveness — the procurement team ensures fully competitive bidding, with committee review for sole-source contracts ≥ KRW 500M and competitive purchases ≥ KRW 1B. One partner complaint was received in 2023 and resolved per procedure.

Business Partner Code of Conduct — Corporate Ethics + Respect for Human Rights + Safety & Health + Environmental Protection. 356 companies had signed by 2023.

A December 2023 ESG assessment covered 19 companies via SK C&C's "Click ESG" platform (66 indicators: 26 E / 27 S / 13 G).

Rating Criteria

Grade	Score	Rating
RM-1	≥8.5	Top
RM-2	7.0–8.5	Outstanding
RM-3	5.6–7.0	Excellent
RM-4	4.3–5.6	Good
RM-5	3.0–4.3	Average
RM-6	1.5–3.0	Weak
RM-7	<1.5	Severe

Excerpt, Dec. 2023 assessment: of 16 rated partners shown in the source (masked company names), ratings ranged from RM3 "Excellent" (Ground Transportation) to RM7 "Severe" (several Construction/HR-services/Logistics firms), spanning Medium to High risk.

Local Community

Under the goal of "pursuing sustainability for a better planet and human life," SK Rent-a-Car runs social contribution programs benefiting the environment, people, and society.

New Mobility Bank — Since a 2018 pilot, provides vehicles to social enterprises/ventures. Partnered with Happynarae's "Haengbok-dukki" ("Two Happy Meals") project — two North Jeolla lunchbox-delivery companies received free vehicles through March 2025.

Sujeon-dong Free Wheelchair Rental (Jeju) — TodoWorks electric wheelchairs, free to anyone; 204 uses in 2023; "Wheelchair Reservation" menu added April 2024.

Hankki Nanum ("One Meal Sharing") — Meal support for low-income Jeju elderly, with Jeju Provincial Government and SK Pinx since 2021 (4 consecutive years). Oct 2023 kimjang volunteering delivered kimchi/meal kits to 2,697 elderly residents.

Social Contribution Program Selection Criteria

1 Strategic Fit

Does the program draw on SK Rent-a-Car's core capabilities and align with its Business Model?

2 Reliability & Transparency

Is the beneficiary a trustworthy organization that discloses how it manages donations and support funds?

3 Effectiveness & Scalability

Does it deliver strong community value for the resources invested, define its beneficiaries clearly, and invite engagement from all employees?



Local Community (continued)

Adopt-a-Beach Project — Since July 2021 at Jeju's Hyeopjae Beach; 2021–2023, ~170 employees collected ~300 kg of waste over 8 events. Sept. 2023 underwater clean-up with the in-house diving club and local haenyeo collected ~113 kg of marine debris.



All-Employee Volunteer Activities (2024) — 195 employees, 9 regions, 13 sites: environmental protection, support for vulnerable groups, disability outings, traffic-safety education.

Employee Volunteer Activities 2024 (persons)

Region	Activity	Nº
Seoul	Cheonggyecheon plogging	65
Seoul	"Happiness Box" packing/delivery	19
Seoul	National Cemetery clean-up	19
Seoul	"Aloha Outing" (Rafael's House)	11
Busan	Plogging	19
Ulsan	Elderly bathing assistance	4
Daegu	Senior center meal/cleaning	11
Honam	Naejangsan plogging	10
Honam	Low-income infant childcare (Gwangju)	5
Chungcheong	Child-abuse support facility garden	16
Jeju	Adopt-a-Beach clean-up	7
Dangjin	Housing-vulnerable support & clean-up	4
Dangjin	Traffic-safety education & key rings	~5

ZERO-

UN SDGs 13
Climate Action

Z

ZERO-EMISSION

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Environmental Management System

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Climate Crisis Response



UN SDGs 13

ZERO-EMISSION

Climate Change Response

Recognizing our environmental impact, SK Rent-a-Car is committed to reducing GHG emissions and improving resource efficiency at every customer-facing stage. External certifications (ISO) underpin an objective environmental management system, expanding renewable energy and supporting an eco-friendly mobility ecosystem.

A + MAZE Strategy — Achieve Net-Zero by 2040

Responsible Org.	Focus Areas	Key Management Indicators
Communications Team (ESG); Product Development; Vehicle Ops; Tech/Data/EV Service Strategy Teams	Environmental Management System	Reduce GHG emissions; monitor site-level risk; global-initiative engagement; ISO renewal; employee awareness
	Climate Crisis Response	Expand EV/eco-friendly experience; phased fleet transition roadmap; renewable-energy share incl. solar; logistics-site solar expansion

Environmental Management System

Environmental friendliness is a key criterion at every stage of decision-making so Net-Zero can be achieved across the value chain.

1. Establish and continually improve an environmental management system tailored to SK Rent-a-Car.
2. Treat business strategy and ESG activities as one, expanding eco-friendly products/services and investment.
3. Comply with international agreements and domestic law; participate in eco-friendly systems and policy.
4. Internalize environmental policy among all employees.
5. Transparently disclose environmental activities to stakeholders.

ISO 14001-certified since 2007.



ISO 14001 (Environmental Management System) Certificate of Registration, issued by NTREE.

Resource Circulation — "SmartKeeper" issued 97,140 online contract documents in 2023; disposable-cup deposit machines at Jeju branch collected ~10,000 cups.

Reducing Waste Oil — ~15,700 EVs operated in 2023 cut waste-oil generation vs. equivalent ICE fleet.

Employee Environmental Education — "Understanding ESG Management" (mandatory); "What Is Net-Zero?" lecture completed by 234 employees.

Climate Crisis Response — Risk Identification & Carbon Neutrality Roadmap

Category	Risk Factor	Horizon	Response
Transition Risk	Mobility ecosystem shift; EV demand growth; EV convenience expectations; EV lifecycle data gaps	Long-term	Join K-EV100; expand EV sales; innovate EV-customer products; strengthen battery data
	Mandatory eco-vehicle purchase ratios	Mid-term	Monitor performance vs. targets
	GHG trading-scheme expansion	Long-term	External offset-project business
	Renewable-energy transition; disclosure requirements	Mid/Short-term	Solar, RECs, Green Premium; strengthen EMS & disclosure
Physical Risk	Extreme weather (typhoons, floods, snow)	Short-term	Weather alerts; preventive manuals; insurance

Net Zero 2040 — SBTi-approved (Sep 2023): ≥95% GHG reduction by 2040 vs. 2021 base year.
2023 emissions (Scope 1+2): **2,109 tCO₂eq**, −3.27% YoY, 344 tCO₂eq below target.

Net Zero 2040 Scenario (thousand tCO₂-eq)

Year	Actual/Pathway	BAU
2021	3.19	3.19
2022	3.11	3.08
2023	3.04	3.6
2025	2.85	4.17
2031	1.72	4.36
2035	1.03	4.47
2040	0.16	—

▼46.2% vs. 2021 actual (2023 data point)

Scope 1: direct emissions from owned/controlled facilities. Scope 2: indirect emissions from purchased electricity/steam. Scope 3: value-chain indirect emissions. Companies in scope: SK Rent-a-Car and Lifecar Service; SBTi 1.5°C scenario, base year 2021; pathway based on Scope 1+2 (Scope 3 excluded).

Climate Crisis Response — Expanding the Eco-Friendly Fleet

SK Rent-a-Car joined the Ministry of Environment's "K-EV100" in 2021, laying out a mid/long-term roadmap to a 100% zero-emission fleet. Despite slowing EV demand, EV and hybrid purchases continued. Selected "Outstanding Performer in Zero-Emission Vehicle Transition 2022" at EV Trend Korea 2023.

Eco-Friendly Vehicles Purchased / Fleet Share

Year	EV (FCEV)	HEV (PHEV)	Total	Fleet Share
2021	4,973	2,764	7,737	6.3%
2022	7,266	3,973	11,239	11.1%
2023	2,953	5,893	8,846	14.8%

Jeju EV Experience — ~1,000 EVs, 95 charging units at Korea's largest short-term-rental EV site.

Jeju Shuttle Electrification — ~130 daily round trips over ~3 km to Jeju Airport; ~150,000 km/year per bus; converting 5 diesel buses cuts ~31.4 tCO₂eq/year.



Climate Crisis Response — GHG Trading, Solar & Demand Response

External GHG Emissions Trading — Korea's first external EV project (Jeju, approved 2022) via "EV Smart Link." Sept 2023: largest domestic transportation-sector approval, ~28,000 vehicles under K-EV100, 10-year term, projected 392,104-ton credit reduction (2023–2033) — equivalent to ~2.8 million 30-year pine trees.

Solar Power — First in industry (2016), 185 kWp at Jeju customer center, plus 60 kWp (Billeekaji), 82 kWp (Jeju branch), 62 kWp (Busan Logistics) — 132 MWh generated in 2023.



Solar-panel canopy over the Jeju branch parking area.

Renewable Diversification — 100 MWh Green Premium contract (2023 KEPCO bidding); 191 RECs converted from Jeju generation.

Bidirectional DR — Korea's first EV-based bidirectional Demand Response; 7,350 kW of charging infrastructure; 4 Jeju DR events in 2023 with GridWiz/KEPCO; planned Power-to-Mobility (P2M) toward Jeju's Carbon Free Island 2030.

ETHICAL

UN SDGs 16
Peace, Justice & Strong Institutions

E

ETHICAL GOVERNANCE

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Governance Structure

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Compliance

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Ethical Management



UN SDGs 16

ETHICAL GOVERNANCE

Establishing a Sound Governance Structure

In January 2024, SK Rent-a-Car converted to an unlisted (non-public) company to underpin swift, efficient future growth. Even under this new structure, our commitment to sustainable growth with stakeholders is unchanged — board-centered management and transparent disclosure remain central to a sound governance structure.

A + MAZE Strategy — Maintain a sound and transparent governance structure under board-centered management

Responsible Org.	Focus Areas	Key Management Indicators
Legal Team; Board Secretariat; Management Diagnostics Team	Sound & transparent governance · Compliance system · Ethical management (3C: Code, Consensus, Compliance)	Strengthen shareholder/investor/partner communication; dedicated compliance organization; internalize the code of ethics; operate ethics-related systems

Governance Structure

External ESG Assessment

2023 KCGS rating improved one notch to **A** overall, with Environmental and Social at the industry's top rating, **A+**.

Category	Rating
2023 Overall	A
Environmental (E)	A+
Social (S)	A+
Governance (G)	A

SK Rent-a-Car separates the roles of Board Chair and CEO to enhance independence and transparency; directors may obtain expert advice at company expense.

Board Composition (as of Feb. 2025)

Position	Name	Status	Role
Inside Director	Lee Jung-hwan	Standing	CEO & Head of Business Operations
Other Non-Standing	Min Charles Byeong-cheol	Non-standing	Board Chair / Mgmt. Advisor
Other Non-Standing	Kim Hyung-jun	Non-standing	Mgmt. Advisor
Other Non-Standing	Shin Patrick Ho-cheol	Non-standing	Mgmt. Advisor
Other Non-Standing	Lee Sang-jin	Non-standing	Mgmt. Advisor
Auditor	Ban Jong-gyu	Non-standing	Auditor (2024.8–2027.8.20)

All non-standing directors are affiliated with AFFINITY EQUITY PARTNERS Korea LLC (SK Rent-a-Car's controlling shareholder representative body).

Governance — Board Function & Operation

Board Operation and Activities

	2021	2022	2023
Meetings held	10	12	11
Items reported/resolved	48	46	44
Attendance rate	100%	99%	96%
In favor	47	44	44
Opposed/amended	1	2	0

ESG Committee reviewed non-financial risk 3 times in 2023 (materiality issues; 2022 report publication & 2023 KPI targets; ISO 37001 management review) before dissolving Feb 7, 2024, with functions transferred to the Board.

At its 8th meeting (Aug 18, 2023), the Board resolved a comprehensive stock swap with SK Networks; approved at EGM Dec 14, 2023; executed Jan 16, 2024; converted to unlisted company Jan 31, 2024.

2023 IR Activities

	2022	2023
General shareholder meetings	1	2
Corporate briefings	5	2
Early results announcements	4	3
Conferences / other IR	20	10
Electronic disclosure filings	44	49

Governance — Risk Management

New-business investment risk: Proposal → Investment Deliberation Subcommittee → (≥KRW 500M → Investment Deliberation Committee) → CEO approval → Board reporting.

Category	Risk Type	Likelihood	Impact	Response Strategy
Financial	Economic/Financial	Medium	Low	Audit Committee & internal accounting controls; fund-raising plans matched to structure
	Credit	Medium	Low	Collateral/receivables management by counterparty creditworthiness
	Market	Low	Low	Monitor new/used vehicle demand; responsive marketing strategy
	Inventory	Medium	Low	Dedicated inventory-asset management organization and system
Non-Financial	Environment	Medium	Low	ISO 14001; Net Zero roadmap; monthly emissions monitoring
	Human Rights	High	Low	Grievance system; impact assessments; reporting channel & training
	Customer Rights	Low	Low	ISO 9001; VOC-driven customer communication
	Ethics	High	Medium	ISO 37001; corruption-likelihood assessment; training
	Safety & Health	Medium	Medium	ISO 45001; risk assessments; partner safety council
	Compliance	Medium	Low	Fair-trade training; compliance letters on laws/trends
	Cyber Security	Medium	Low	ISMS-P; site monitoring; cyber drills
	Local Community	High	Medium	Community co-prosperity programs; contribution activities
	Business Partners	High	High	Fair, transparent vendor selection; shared-growth support; ethics pledges

Compliance

A Compliance Officer (licensed U.S. attorney, Board-approved, serving since 2021/reappointed 2024) and Compliance Support Organization manage legal risk and report to the Board. In 2023 the company published a Fair Trade Compliance handbook and ran company-wide training twice.

First in the industry to obtain **ISO 37001** (2022); internal risk assessors identify bribery risk annually, reviewed by the Board.

Fair Trade Training

H1 — "Unfair Support & Private Interest"	379 persons
H2 — "Unfair Concerted Practices"	396 persons
Total	775 persons × 1 hr = 775 hrs

2023 CP Key Achievements

June	Company-wide fair trade training — unfair support
September	CP handbook published
October	2 additional CCP Level-1 holders secured
November	Fair-trade sanctions review committee established
December	H2 training; CP performance reported to Board

A Policy and Law Report is regularly published and distributed company-wide to track legislative/policy trends.

Ethical Management

SK Rent-a-Car pursues ethics management based on 3C principles — Code, Consensus, Compliance — under a dedicated organization reporting to the Head of Management Support Division.

Code of Ethics

Customers	Continuously satisfy and earn trust, sharing happiness with customers
Employees	A culture free of unnecessary conflict, advancing shared vision
Shareholders	Efficient management and enhanced transparency
Business Partners	Mutual benefit, joint development, fair competition
Society	Sound management meeting social norms and ethical standards

Ethics Management Training

	2021	2022	2023
Participants	597	622	620
Completion	100%	100%	100%

Ethics Management Workshop

	2021	2022	2023
Participants	576	576	556
Participation rate	90%	89%	88%

2023 themes: "workplace harassment" and "pursuit of private gain through leaks of internal information."

Ethics Management Practice Survey

	2021	2022	2023
Participants	486	456	533
"Improved" response rate	62%	79%	64%

Ethical Management — Reporting Channel & Whistleblower Protection

Employees may report — under real name or anonymously — conduct violating ethics principles, including unfair conduct toward partners, bullying, or improper handling of duties. Identity and content are kept confidential without consent; cooperating investigators receive equal protection.

Processing Procedure

1. Registration	Case received via reporting channel
2. Intake Review	Confirmed / excluded / transferred
3. Preliminary Investigation	Basic fact review
4. Full Investigation	Detailed plan and investigation
5. Closure	Facts confirmed; follow-up measures communicated

Whistleblower Protection System

- 1. No disadvantageous treatment for legitimate reports.
- 2. Remedy available from Ethics Management if disadvantage occurs.
- 3. Identity and content strictly confidential.
- 4. Equal protection for investigation cooperators.
- 5. Reduced sanctions for voluntary self-reporting.

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Stakeholder Engagement

SK Rent-a-Car strives to strengthen communication with stakeholders connected — directly or indirectly — to every area of its management activities, gathering opinions through diverse channels and reflecting them in management.

Stakeholder	Key Interests	Communication Channels
Customers	Product quality & service safety; personal-data protection; satisfaction management	Website; official blog; SNS; customer center; satisfaction surveys
Shareholders & Investors	Transparent disclosure; sound governance; ethics/compliance; eco-friendly products	General shareholders' meeting; business/audit reports; sustainability report
Employees	Work-life balance; diversity; capability development; fair hiring; human rights; governance	Internal portal; surveys; grievance channel; labor-management council; training; anonymous board
Business Partners	Shared growth; human rights; ethical management	Procurement system; safety & health council; reporting channel
Local Communities	Eco-friendly products; climate response; community contribution	Community partnerships; sustainability report
Press / Media	Financial results; product launches; disclosure; ethics; climate response; social responsibility	Corporate website; press releases
Government	Ethics/compliance; human rights; job creation; renewable-energy expansion	Website; business/audit reports; sustainability report

APPENDIX — PERFORMANCE DATA

Financial Performance

Summary Consolidated Financial Information (KRW million)

Item	2021	2022	2023
Total assets	2,860,204	3,341,971	3,534,686
Total liabilities	2,376,552	2,825,634	3,009,941
Total equity	483,652	516,336	524,744
Operating revenue	1,036,880	1,246,513	1,402,832
Operating profit	79,052	95,091	121,992
Net profit	20,590	20,740	24,355
EBITDA (KRW 100M)	4,967	6,077	6,818
Operating margin	7.6%	7.6%	8.7%
Debt ratio	491%	547%	574%

Tax Report (KRW million)

	2021	2022	2023
Effective tax rate	29.5%	19.4%	0%
Pre-tax profit	27,003	30,400	32,640
Tax paid (refund)	7,969	5,883	(650)

Distribution of Economic Value (KRW million)

Item	2021	2022	2023
Investors	41,647	57,138	91,081
Employees	76,682	82,248	82,247
Local community	239	1,067	265
Government	11,448	16,066	13,561
Retained in company	767,666	1,068,270	952,292

Government Subsidies & Welfare Ratio

	2021	2022	2023
Government subsidies (KRW M)	51,897	52,711	20,812
Welfare cost / revenue	1.5%	1.1%	0.9%

Shares

	2021	2022	2023
Shares issued	47,285,840	47,285,840	46,323,542
Shares outstanding	45,407,995	45,407,995	45,407,995
Total association dues (KRW M)	529	520	140

SK Rent-a-Car makes no political/lobbying contributions. R&D: cumulative trademark registrations grew from 16 (2021) to 71 (2023). Domestic sites: 156 (2023).

Non-Financial Performance — Environment

Indicator (tCO ₂ eq)	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
GHG (Scope 1+2, market-based)	2,303	890	2,181	927	2,109	929
Scope 1 (direct)	724	864	621	903	460	842
Scope 2 (location-based)	1,578	26	1,698	25	1,695	87
Scope 2 (market-based)	1,578	26	1,559	25	1,650	87
Scope 3 (other)	803,005	391	892,869	269	1,832,707	480
GHG intensity (per KRW bn), Scope 1+2	2.2	34.0	1.7	36.3	1.3	30.5
GHG target emissions (Scope 1+2)	N/A	N/A	2,319	912	2,535	891

Energy (GJ)

	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total energy consumption	44,481	12,885	44,427	12,543	41,913	13,022
Direct energy	9,295	12,348	7,315	12,029	5,377	11,195
Indirect energy	35,186	537	37,112	514	36,536	1,827
Renewable (solar), MWh	7.2	-	143.7	-	132.0	-

Water (ton)

	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total water usage	31,634	7,076	33,176	976	36,053	469
Usage intensity (ton/KRW bn)	30.5	270.5	26.6	38.2	21.5	15.4

Environmental data scope: nationwide offices, logistics centers, and used-car sales centers. GHG figures verified by a third party; intensity = emissions/revenue.

Non-Financial Performance — Waste, Eco-Investment & Employee Status

Waste (ton)

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total waste generated	435	35	380	13	361	12
General waste	435	48	338	13	325	12
Incinerated (no energy recovery)	N/A	N/A	N/A	N/A	238	-
Landfilled					87	12
Designated (hazardous)	-	-	42	-	36	-
Incinerated	N/A	N/A	N/A	N/A	36	-
Waste intensity (ton / KRW bn rev.)	0.42	1.34	0.30	0.51	0.21	0.40
Waste intensity reduction (%)	-2.9	-1.7	0.3	0.6	0.3	0.2

Eco-Friendly Investment

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Eco-friendly procurement (KRW mn)	302,858	N/A	503,620	N/A	337,738	N/A
Share of total procurement (%)	22.1		32.6		27.0	
Total product/service sales (KRW mn)	1,037,038		1,247,544		1,403,801	
Eco-friendly product/service sales (KRW mn)	-		127,346		153,142	
Share of total sales (%)	-		10.2		10.9	
Environmental investment (KRW mn)	4,370		6,436		5,505	
Eco-friendly vehicles owned (units)	6,663		13,660	9	15,913	11
EVs	6,420		13,432	9	15,737	11
Hydrogen	106		111	-	117	-
PHEV	137		117	-	59	-
ESG bonds issued (count)	1	-	-	-	-	-

1) In 2023, general/designated waste was reported without the 2022 split; some sites classified bag-based waste volumes as landfill; sites using outside vendors are classified by the vendor's method (landfill/incineration).

2) Purchases of hydrogen, electric, and hybrid vehicles.

3) 2021–2022: solar facility installation and EV-dedicated site investment; 2023: EV-dedicated site investment and green-premium electricity purchase.

4) Eco-friendly vehicles per the EV100 standard.

Employee Status (persons)

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total employees	647	392	652	343	653	336
By Gender						
Male (share)	500(77.3)	285(72.7)	499(76.5)	269(78.4)	498(76.3)	263(78.3)
Female (share)	147(22.7)	107(27.3)	153(23.5)	74(21.6)	155(23.7)	73(21.7)
By Age Group						
Under 30 (share)	71(11)	89(22.7)	44(6.7)	103(30)	29(4.4)	79(23.5)
30–50 (share)	541(83.6)	291(74.2)	567(87)	235(68.5)	576(88.2)	245(72.9)
Over 50 (share)	35(5.4)	12(3.1)	41(6.3)	5(1.5)	48(7.4)	12(3.6)
By Employment Type						
Regular (share)	562(86.9)	308(78.6)	572(87.7)	285(83.1)	606(92.8)	305(90.8)
Non-regular (share)	85(13.1)	84(21.4)	80(12.3)	58(16.9)	47(7.2)	31(9.2)
Part-time	-	4	-	4	5	5
Fixed-term	85	80	80	54	42	26
Total managers (15)	82	47	84	45	84	47
Male managers	78	40	80	40	79	40
Senior	12	3	14	3	13	3
Mid-level	66	8	66	11	66	12
Junior	-	29	-	26	-	25
Female managers (share)	4(4.9)	7(14.9)	4(4.8)	5(11.1)	5(6)	7(14.9)
Senior (share)	-	-	-	-	1(7.1)	1(25)
Mid-level (share)	4(5.7)	3(27.3)	4(5.7)	-	4(5.7)	1(7.7)
Junior (share)	-	4(12.1)	-	5(16.1)	-	5(16.7)
Total non-managers	561	343	564	296	564	287
Male	418	243	415	227	414	221
Female (share)	143(25.5)	100(29.2)	149(26.4)	69(23.3)	150(26.6)	66(23)
Total executives (C-level)	5	2	4	2	5	2
Male	4	2	4	2	5	2
Female (share)	1(20)	-	-	-	-	-
Total staff, revenue-generating depts.	482	375	425	329	421	316
Male	393	277	347	262	344	251
Female (share)	89(18.5)	98(26.1)	78(18.4)	67(20.4)	77(18.3)	65(20.6)

15) Management-level tallying criteria were revised; CLS prior-year data restated accordingly.

Non-Financial Performance — Diversity, Recruitment & Turnover

Diversity, Recruitment & New Hires

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Managers, revenue-generating depts.	47	14	43	15	47	44
Male	47	12	43	15	46	38
Female (share)	-	2(14.3)	-	-	1(2.1)	6(13.6)
STEM department employees	42	6	44	6	48	6
Male	28	3	27	3	31	3
Female (share)	14(33.3)	3(50)	17(38.6)	3(50)	17(35.4)	3(50)
STEM department managers	9	2	7	2	7	2
Male	8	1	6	2	6	2
Female (share)	1(11.1)	1(50)	1(14.3)	-	1(14.3)	-
Minority employees	28	11	23	12	26	14
Persons with disabilities (share)	20(3.1)	9(2.5)	16(2.5)	9(2.6)	19(3.0)	11(3.3)
Male	7	7	7	7	9	9
Mild	3	1	3	1	3	1
Severe (1)	4	6	4	6	6	8
Female	13	2	9	2	10	2
Mild	1	-	1	-	2	-
Severe (1)	12	2	8	2	8	2
Regular workers on payroll	641	368	632	347	644	330
National merit recipients (share)	7(1.1)	2(0.5)	7(1.1)	2(0.6)	7(1.1)	2(0.6)
Male	6	-	6	-	6	-
Female	1	2	1	2	1	2
Foreign nationals (share) (2)	1	-	-	1	-	1(0.3)

New Hires

New hires (persons)	72	105	45	64	38	41
By Gender						
Male	48	80	29	46	27	32
Female (share)	24(33.3)	25(23.8)	16(35.6)	18(28.1)	11(28.9)	9(22)
By Age Group						
Under 30	22	47	12	33	3	15
30–50	46	55	31	30	33	20
Over 50	4	3	2	1	2	6

1) Severe-disability counts are doubled per Korea Employment Agency for the Disabled reporting rules; CLS prior-year disability figures were corrected for a calculation error.

2) Canadian-national, Asian-ethnicity managers.

Hiring Mix, Internal Mobility

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
By Type						
New to workforce	26	85	2	7	3	7
Experienced hire	46	20	43	57	35	34
By Employment Type						
Regular	-	13	-	4	2	9
Non-regular	72	92	45	60	36	32
Internal Mobility						
Total openings	257	112	106	75	79	50
Internal transfers	185	7	61	11	41	9
Internal fill rate (%)	72.0	6.3	57.5	14.7	51.9	18.0

Employee Turnover & Departures

Turnover & departures (1)	35	59	35	65	33	46
By Gender						
Male	28	46	22	45	23	36
Female	7	13	13	20	10	10
By Age Group						
Under 30	9	18	17	21	4	22
30–50	24	39	16	43	27	24
Over 50	2	2	2	1	2	-
By Level						
Manager	-	2	1	2	-	6
Non-manager	35	57	34	63	33	40
Voluntary turnover & departures	30	54	26	61	21	40
Male	24	42	17	42	13	33
Female	6	12	9	19	8	7
Turnover rate (%)	5.4	15.1	5.4	19.0	5.1	13.7
Voluntary (%)	4.6	13.8	4.0	17.8	3.2	11.9
Involuntary (%)	0.8	1.3	1.4	1.2	1.8	1.8
Average tenure (yrs) (2)	8.4	2.8	9.1	3.4	9.7	2.4
Male	8.9	2.7	9.7	3.4	10.3	2.5
Female	6.8	3.1	7.3	3.4	7.9	2.0

1) Turnover/departure counts include contract expirations (effective-date basis).

2) Disclosed on a business-report basis.

Non-Financial Performance — Compensation & Training

Employee Pay (KRW thousand / month)

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
All Employees						
Base salary	4,168	2,596	4,451	2,687	4,625	2,853
Base + incentive	5,176	3,023	5,530	3,196	5,783	3,367
Male — Base	4,446	2,645	4,722	2,741	4,895	2,915
Male — Base + incentive	5,573	3,086	5,917	3,279	6,218	3,445
Female — Base	3,220	2,466	3,566	2,494	3,754	2,634
Female — Base + incentive	3,823	2,858	4,266	2,904	4,378	3,090
C-Level Executives (2)						
Base salary	32,500	10,204	34,167	10,406	62,500	5,349
Base + incentive	57,585	14,906	55,418	12,556	83,752	7,124
Managers (1)						
Base salary	8,297	3,741	8,514	3,797	9,216	4,018
Base + incentive	11,590	4,469	11,904	4,762	12,449	4,889
Male — Base	8,274	3,712	8,482	3,883	9,344	4,124
Male — Base + incentive	11,617	4,460	11,895	4,875	12,698	5,015
Female — Base	8,736	3,902	9,151	3,097	9,020	3,312
Female — Base + incentive	11,057	4,522	12,068	3,836	11,163	4,047
Non-Managers						
Base salary	3,518	2,439	3,798	2,514	4,010	2,667
Base + incentive	4,152	2,825	4,499	2,952	4,854	3,123
Male — Base	3,672	2,470	3,934	2,553	4,171	2,695
Male — Base + incentive	4,333	2,860	4,657	2,988	5,116	3,160
Female — Base	3,066	2,365	3,416	2,451	3,558	2,573
Female — Base + incentive	3,621	2,741	4,056	2,837	4,117	3,004

Female-to-Male Pay Ratio, Equal Position (%)

Managerial — Base	105.6	105.1	107.9	79.8	96.5	80.3
Managerial — Base + incentive	95.2	101.4	101.5	78.7	87.9	80.7
Non-managerial — Base	83.5	95.7	86.8	96.0	85.3	95.5
Non-managerial — Base + incentive	83.6	95.8	87.1	94.9	80.5	95.1

Other

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Average hourly wage (KRW) (3)	17,254	11,042	18,429	11,481	19,150	11,949

1) CLS management-level tallying criteria were revised; prior-year data restated.
2) All C-level executives are male.
3) A calculation error in CLS's prior-year average hourly wage was corrected.

Employee Training

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Participants (share)	647(100)	392(100)	652(100)	343(100)	653(100)	333(99.1)
Total training hours	63,360	26,928	38,185	20,076	53,568	13,337
Senior managers	1,273	561	878	418	1,230	90
Male	1,273	561	878	418	1,148	90
Female	-	-	-	-	82	-
Mid-level managers	6,855	921	4,100	705	5,742	461
Male	6,463	797	3,865	705	5,414	401
Female	392	124	234	-	328	60
Junior managers	-	-	-	-	-	1,661
Male	-	-	-	-	-	1,435
Female	-	-	-	-	-	226
Non-managers	55,232	25,446	33,207	18,953	46,596	11,108
Male	41,228	18,400	24,481	15,281	34,291	8,765
Female	14,004	7,046	8,726	3,672	12,305	2,343
Training hours per employee	97.9	68.7	58.6	58.5	82.0	40.1
Total training cost (KRW mn)	631	108	1,015	152	772	202
Senior managers	12.7	-	23.4	-	25.6	6.0
Male	12.7	-	23.4	-	23.9	6.0
Female	-	-	-	-	1.7	-
Mid-level managers	68	12	109	11	119	28
Male	64	9	103	11	113	26
Female	4	3	6	-	7	2
Junior managers	-	-	-	-	-	16
Male	-	-	-	-	-	13
Female	-	-	-	-	-	3
Non-managers	550	96	883	141	627	152
Male	411	70	651	111	461	117
Female	139	26	232	30	166	35
Training cost per employee (KRW)	0.98	0.28	1.56	0.44	1.18	0.61

Performance Evaluation Coverage

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Employees evaluated (share)	647(100)	253(64.5)	652(100)	303(88.3)	631(96.6)	323(96.1)

Non-Financial Performance — Human Rights, Labor Relations & Supply Chain

Human Rights & Employee Well-Being

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Human Rights Impact Assessment						
Assessment conducted (Y/N)	N	N	N	N	Y (all sites)	N
Human Rights Grievances						
Grievances received (1)	3	-	1	-	-	-
Grievances resolved (rate)	3(100)	-	1(100)	-	-	-
Employee Satisfaction / Engagement (2)						
Score (pts)	59.6	N/A	67.4	68.0	73.4	67.0
Male	60.4	N/A	67.9	70.0	73.7	70.0
Female	56.5		64.8	59.0	71.9	61.0
20s	55.3	N/A	68.6	65.0	64.7	70.0
30s	58.6		66.2	69.0	72.9	67.0
40s					73.1	70.0
50s	75.8		78.8	74.0	87.9	75.0

Work-Life Balance

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Flexible-work participants (share) (3)	635(98.1)	-	104(16)	35(10.2)	206(31.5)	72(21.4)

Parental Leave

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Employees taking parental leave	7	7	14	5	17	8
Male	5	2	4	4	14	6
Female	2	5	10	1	3	2
Employees due to return	13	7	6	7	20	9
Male	8	3	4	2	10	8
Female	5	4	2	5	10	1
Returned (return rate) (4)	11(84.6)	7(100)	5(83.3)	6(85.7)	19(95)	7(77.8)
Male (rate)	7(87.5)	3(100)	3(75)	2(100)	10(100)	6(75)
Female (rate)	4(80)	4(100)	2(100)	4(80)	9(90)	1(100)
Retained 12+ months after return (5)	10(100)	8(100)	10(90.9)	2(28.6)	6(120)	6(100)
Male (rate)	4(100)	4(100)	6(85.7)	1(33.3)	4(133.3)	2(100)
Female (rate)	6(100)	4(100)	4(100)	1(25)	2(100)	4(100)

1) CLS's 2022 figures were restated: EAP counseling took place, but there were no formal human-rights grievance filings or resolutions.
2) A 2021 system error left CLS unable to tally respondent-level data; the 2023 age-group tallying basis also changed.
3) Flexible-work participation declined from 2022 as COVID-19 restrictions eased.
4) Return rate = employees who actually returned / employees due to return that year.
5) Retention rate = employees still employed 12+ months after returning / employees who returned from leave.

Collective Bargaining

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Employees eligible for union (1)	524	N/A	513	N/A	510	291
Union members (share)	175(33.4)	N/A	185(36.1)	N/A	194(38)	110(37.8)
Covered by CBA (share)	175(100)	N/A	185(100)	N/A	194(100)	110(100)

Supply Chain Management (2)

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total suppliers (3)	1,169	44	1,230	54	1,369	64
Tier-1 suppliers	324	12	311	15	290	17
Key tier-1 suppliers (share)	81(6.9)	8(18.2)	79(6.4)	6(11.1)	74(5.4)	11(17.2)
Non-tier-1 suppliers	845	32	919	39	1,079	47
Key among non-tier-1 (share)	N/A	10(22.7)	N/A	12(22.2)	54(3.9)	14(21.9)
Total procurement (KRW mn)	1,368,457	4,381	1,543,637	2,621	1,249,232.4	3,599
Paid to key tier-1 (share)	1,286,770(94)	3,853(87.9)	1,466,606(95)	1,684(64.3)	215,721(97.3)	2,737(76)
Suppliers with ESG risk assessment (4)	N/A	N/A	N/A	N/A	19	N/A
Suppliers in capability-building program (5)	-	-	-	-	7	-
Key suppliers among them	-	-	-	-	4	-
Supplier grievance channel operated (Y/N)	Y	Y	Y	Y	Y	Y
Grievances received (6)	-	2	2	1	2	-
Grievances resolved (rate)	-	-	2(100)	1(100)	2(100)	-

Social Contribution

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Social contribution donations (KRW mn)	9.00	-	1,067	-	265.4	-
Cash donations	9.00		1,067		264.5	
In-kind donations					0.9	
Total employee volunteer hours	842	-	474	-	687	-
Participants (share)	183(28.3)		119(18.3)		296(45.3)	
Hours per participant	4.6		4.0		2.3	

1) CLS's labor union was established in 2023.
2) CLS's supplier-management criteria changed; prior-year supplier count and procurement cost were restated.
3) Tier-1 suppliers are defined by internal transaction value; key tier-1 suppliers combine high strategic importance and high ESG-risk exposure.
4) ESG risk assessment covered key suppliers; 13 suppliers were rated high-risk.
5) Supplier capability-building programs include ESG-related and ethics/anti-corruption training.
6) SKR's 2 cases in 2023 were duplicate reports and both were resolved.

Non-Financial Performance — Safety, Customers & Cybersecurity

Occupational Safety & Health

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total working hours	1,345,760	815,360	1,356,160	713,440	1,358,240	698,880
Contractor staff	-	-	1,052,480	-	1,052,480	-
Total headcount	647	392	652	343	653	336
Contractor staff	-	-	506	-	506	-
Casualties	-	3	1	1	-	1
Contractor staff	-	-	-	-	-	-
Lost Time Incidents (LTI) (1)	-	1	1	1	-	1
Contractor staff	-	-	-	-	-	-
LTIR, per 200k hrs (2)	-	0.25	0.15	0.28	-	0.29
Contractor staff	-	-	-	-	-	-
LTIFR, per 1mn hrs (3)	-	1.23	0.74	1.40	-	1.43
Contractor staff	-	-	-	-	-	-
Industrial accident rate (%) (4)	-	0.77	0.15	0.29	-	0.30
Contractor staff	-	-	-	-	-	-
Occupational illness cases	-	-	-	-	-	-
OIFR, per 200k hrs (5)	-	-	-	-	-	-
Risk assessments conducted	-	1	1	3	2	2
Risk assessment target	N/A	N/A	1	3	2	2
Supplier safety management (Y/N)	N	N	Y	N	Y	N

1) LTI = Lost Time Incidents.
2) Total Recordable Incident Rate (TRIR) equals the Lost Time Incident Rate (LTIR).
3) LTIFR = Lost Time Injury Frequency Rate.
4) Industrial accident rate = casualties / total headcount.
5) OIFR = Occupational Illness Frequency Rate.

Customer Satisfaction

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Customer satisfaction score	93.0	90.5	93.6	92	94.8	92
Complaints received (resolved rate) (1)	62(100)	50,918(100)	155(100)	68,631(100)	146(100)	79,174(100)
Total customers (2)	N/A	N/A	340,803	N/A	315,777	N/A
Online service/product users (share)	300,059	N/A	298,206(87.5)	N/A	281,136(89)	N/A
Total service/product revenue (KRW mn)	1,037,038	N/A	893,594	N/A	1,403,801	N/A
From online sales (share)	65,139	N/A	112,015(12.5)	N/A	126,815(9)	N/A

1) Includes cases transferred to CLS's customer-center CSS system.
2) A customer-count calculation error at SKR led to restated 2022 figures.

Cybersecurity

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Corporate & Customer Data Breaches						
Data leak cases	-	-	-	-	-	-
Personal data leak cases	-	-	-	-	-	-
Security incidents / breaches	-	-	-	-	-	-
Customers affected by data leaks	-	-	-	-	-	-
Fines/penalties from breaches (KRW mn)	-	-	-	-	-	-
Customer & User Data						
Data-protection-related complaints (3)	-	-	3	-	-	-
Confirmed privacy violations / data loss	-	-	-	-	-	-
Customer data used for secondary purposes	-	-	-	-	-	-
Requests from authorities for user data	-	-	-	-	-	-
Substantiated privacy-loss complaints	-	-	-	-	-	-

3) SKR had no external reports in 2022; one case logged via the customer center involved a misdirected text sent to an already-terminated customer under the AJ brand number. The company followed up with the vendor/carrier and notified the customer.

Non-Financial Performance — Governance & Ethics

Board Composition

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Avg. director tenure, months (1)	21	N/A	28	N/A	39	N/A
Total directors	5	4	5	4	5	4
Female directors (share)	1(20)	-	1(20)	-	1(20)	-
Outside directors (share)	3(60)	-	3(60)	-	3(60)	-
Other non-standing directors (share)	1(20)	1(25)	1(20)	1(25)	1(20)	1(25)

Director Pay

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
CEO pay (KRW mn) (2)	691	N/A	735	N/A	750	31 (3)
CEO pay / avg. employee pay (%)	1,080	N/A	993	N/A	1,340	N/A
CEO stock holdings vs. pay	-	N/A	-	N/A	-	N/A
Other directors' stock holdings vs. pay	-	N/A	-	N/A	-	N/A
National Pension Service stake (%)	8.9	N/A	8.7	N/A	0.6	N/A

Ethics & Compliance

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Ethics/compliance inspections (count)	1	-	3	1	1	-
Legal / regulatory violations (4)	-	-	-	-	-	-

Compliance Actions

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total disciplinary actions, ethics violations	10	3	2	3	4	3
Financial matters	3	1	-	-	-	1
Personnel matters	2	1	-	2	2	1
Rule violations	5	1	2	1	2	1
Other	-	-	-	-	-	-
Total cases processed (5)	22	5	19	3	10	3
Investigation & audit	12	4	13	3	10	3
Referred to relevant dept.	3	-	4	-	-	-
Other	7	1	2	-	-	-

1) Average tenure per in-house director, summed in months.

2) Pay is on a salary-paid basis.

3) In 2023 CLS's CEO also served as SKR's Head of Customer Value Innovation; pay was split between the two entities.

4) Legal/regulatory violations include subcontracting-law violations, fines, antitrust/anti-competitive fines or settlements, and non-monetary sanctions.

5) Per the ethics management system.

Code of Conduct Violations

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total actions taken (1)	10	3	2	3	4	3
Dismissal	3	2	1	-	-	1
Suspension	1	-	1	-	-	-
Pay cut	5	-	1	2	2	1
Reprimand	1	1	-	2	2	1
Other	-	-	-	-	2	-

Anti-Corruption Reports

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Corruption/bribery cases reported (2)	3	-	-	-	-	-
Share resulting in corrective action (%)	33.3	-	-	-	-	-

Ethics Reports by Type

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Sexual harassment reports	-	-	-	1	2	-
Code-of-conduct non-compliance reports	14	2	9	2	8	1
Other reports	27	-	17	-	27	2
Anti-corruption regulatory violations	-	-	-	-	-	-
Antitrust / anti-competitive cases	-	-	-	-	-	-

Stakeholder Reports & Consultations

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Total inquiries & consultations (3)	22	22	19	7	32	3
Customers	12	8	11	-	15	-
Suppliers	5	2	5	1	2	-
Employees	2	11	1	2	10	3
Other	3	1	2	4	5	-

Ethics Management Training (4)

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Participants (share)	597(100)	421(100)	622(100)	346(100)	620(100)	325(100)
Training hours	597	421	622	346	620	325
Hours per employee	1	1	1	1	1	1
Training cost (KRW mn) (5)	-	4	-	4	-	4
Cost per employee (KRW)	-	8,551	-	11,561	-	12,308
Suppliers trained	-	1	518	1	455	-

1) Same as the disciplinary-action count.

2) Excludes false and duplicate reports.

3) Per the ethics management system.

4) Ethics, anti-corruption, and fair-trade training figures exclude employees on leave or who had left by the program's end date.

5) Ethics and anti-corruption training use in-house online platform content, so they incur no additional cost.

Non-Financial Performance — Anti-Corruption & Fair Trade Training

Anti-Corruption Training

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Participants (share)	N/A	N/A	622(100)	N/A	620(100)	N/A
Training hours			311		311	
Hours per employee			0.5		0.5	
Training cost (KRW mn)			-		-	
Cost per employee (KRW)			-		-	
Suppliers trained			-		-	

Fair Trade Training

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Participants (share) (1)	N/A	N/A	602(92.3)	N/A	396(60.6)	N/A
Training hours			4,816		396	
Hours per employee			8		1	
Training cost (KRW mn)			4.6		0.2 (2)	
Cost per employee (KRW)			7,692		0	

Anti-Corruption Policy Communication

Indicator	'21 SKR	'21 CLS	'22 SKR	'22 CLS	'23 SKR	'23 CLS
Board members informed (share)	N/A	N/A	5(100)	N/A	5(100)	N/A
Employees informed (share)			652(100)		620(100)	
Suppliers informed (share)			293(24.1)		478(61.3)	

1) Based on SKR full-time employees; 379 attended in H1 2023 and 396 in H2. Since overlap between sessions couldn't be determined, the H2 figure is disclosed.

2) Training content uses the in-house platform, so it incurs no separate cost beyond a nominal operating fee.

APPENDIX — GLOBAL STANDARDS & INDEXES

TCFD Index

SK Rent-a-Car actively participates in climate change response in line with international requirements, disclosing material and potential financial impacts to strengthen stakeholder communication.

Pillar	Disclosure
Governance	The Board (via the ESG Committee through Feb. 2024, then the Board directly) reviews climate-related risks/opportunities in management plans and major investment decisions. The Communications Team (ESG) manages databases, strategy, and targets; results are reported to management and the Board.
Strategy	Short-term risks: extreme-weather asset losses, disclosure requirements. Medium/long-term: shift from ICE to zero-emission vehicles, driven by Korea's NDC (40% reduction vs. 2018) and the 2030 ICE passenger-car sales ban. Targeting 100% zero-emission rental fleet by 2030 via K-EV100/2030 Zero-emission Vehicle Transition; pursuing external GHG-reduction projects and renewable-energy expansion (solar) as opportunities.
Risk Management	Materiality assessment identifies climate risk/opportunity impact; GHG emissions monitored since 2020 by source across SKR and CLS, including Scope 3 from customer vehicle use. ISO 14001-certified since 2007. Climate risk managed jointly by the Communications (ESG) and Safety-Health-Environment (SHE) Teams; a self-developed "Weather Alert" system protects customers and assets.
Metrics & Targets	Key metrics: GHG emissions, per-unit emissions, energy use, renewable generation, benchmarked against TCFD, S&P CSA, SASB, and ISSB indicators. GHG-reduction KPIs cascade by organizational unit. Targets: 95% GHG reduction by 2040 vs. 2021; 100% zero-emission fleet by 2030. 2023: 15,854 EVs operated (29,884 incl. hybrids) — Jeju branch alone the largest single-site EV fleet in Korea; 2,109 tCO2eq emitted, 344 tCO2eq under target.

S&P Climanomics Physical Risk Scenario Analysis

In November 2023, SK Rent-a-Car analyzed physical risk from extreme weather using S&P Climanomics across 16 major business sites (2020–2030), applying SSP2-4.5 and SSP5-8.5 scenarios. Of eight physical-risk types assessed, "extreme temperature" had the greatest impact (~2.71–2.82% of asset value annually, USD 4.19–4.36M estimated loss). Overall exposure was assessed as Medium-Low (1–5% of equity capital) — no losses of meaningful scale expected.

16 sites: Jeju Branch, Village Resort, 9 Logistics Centers, 5 Used-Car Sales Centers. SSP2-4.5: moderate mitigation/development, +2.0–2.7°C. SSP5-8.5: high-emissions, fossil-fuel-driven, +2.4–4.4°C.

Modeled Average Annual Loss (USD million, by decade)

Decade	High	Medium
2020	5.49	5.24
2030	7.46	6.69
2040	9.39	7.79
2050	11.49	9.41
2060	14.14	10.17
2070	16.82	11.32
2080	19.91	12.35
2090	22.77	12.83

SASB Disclosures — Car Rental & Leasing

Topic	Metric	Code	Value
Customer Safety	Rental vehicles rated KNCAP Grade 1	TR-CR-250a.1	16.4%
	Number of recalled rental vehicles	TR-CR-250a.2	36,464 vehicles
Fleet Fuel Economy & Utilization	Avg. fuel efficiency, weighted by rental days	TR-CR-410a.1	Gasoline 13.79 km/L; Diesel 12.78 km/L; LPG 9.67 km/L; Electric 4.35 km/kWh
	Rental vehicle utilization rate	TR-CR-410a.2	Long-term 95.9%; Short-term 72.2%
Car Rental & Leasing	Average vehicle age	TR-CR-000.A	25.82 months
	Rental days available per year	TR-CR-000.B	365 days
	Average vehicles available for rent/month	TR-CR-000.C	208,407 vehicles

GRI Content Index

GRI 2: General Disclosures 2021

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APPENDIX

Independent (Third-Party) Assurance Statement

To the Readers of the 2023 SK Rent-a-Car Sustainability Report

Korea Management Registrar (KMR) was engaged to perform an independent third-party assurance engagement on this Report. Responsibility for its preparation rests with SK Rent-a-Car's management; KMR's responsibility is to conduct the engagement per the agreed scope and issue this statement.

Scope & Criteria — Applying AA1000AS v3 and KMR's own SRV1000 standard at a Type 2, moderate level of assurance, the team evaluated compliance with the Inclusivity, Materiality, Responsiveness, and Impact principles of AA1000AP (2018), and assessed reliability of GRI, TCFD, and SASB-aligned disclosures. Data on external entities (partners, contractors) was excluded from scope.

Methodology — Overall content review; materiality-methodology review; evaluation of management systems/processes; interviews with report preparers; reliability assessment with data sampling; cross-checks against DART and other public databases.

Limitations — Verification relied on data and information provided by SK Rent-a-Car, sampled within a limited scope; mitigated via cross-checks against independent external/public databases.

Assurance Results and Opinion — SK Rent-a-Car's Report was prepared in accordance with GRI Standards 2021, with no inappropriate matters identified against AA1000AP (2018) principles:

Inclusivity — No material stakeholder groups found omitted; views appropriately reflected in strategy.

Materiality — No material issues found omitted from the assessment process.

Responsiveness — Material issues, response activities, and future plans reported in a comprehensive, balanced manner.

Impact — Direct/indirect impacts of material topics identified, monitored, and quantified where practicable.

Reliability & Quality — No intentional errors or misstatements found in economic, environmental, or social performance data.

Competence & Independence — KMR maintains a quality management system per ISO/IEC 17021-2015; the assurance team held no financial interest in SK Rent-a-Car's business activities.

February 2025, Seoul, Republic of Korea

Korea Management Registrar (KMR) — CEO (signature)

SRV1000 · AA1000 Licensed Report No. 000-129/V3-U7ZHC



Move. Better. **SK Rent-a-Car**

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