

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

A+MAZE

Our Path to Sustainable Mobility

2024–2025 SK Rent-a-Car Sustainability Report

- ADVANCING THE FUTURE OF MOBILITY SERVICE
- MAKING A HAPPY LIFE
- ACCELERATING STAKEHOLDER SATISFACTION
- ZERO-EMISSION
- ETHICAL GOVERNANCE

About This Report

SK Rent-a-Car publishes a Sustainability Report each year for transparent communication with stakeholders and sustainable future growth. This is SK Rent-a-Car’s fourth Sustainability Report, presenting our Environmental (E), Social (S), and Governance (G) activities and key performance in line with our proprietary ESG strategy framework, A+MAZE.

Reporting Standards

Prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021 (in accordance with option), reflecting TCFD (Task Force on Climate-related Financial Disclosures) and SASB (Sustainability Accounting Standards Board) guidelines. Financial performance is based on consolidated financial statements.

Reporting Period

Published annually since 2021. Quantitative-data (Appendix) period: January 1–December 31, 2024. To ensure timeliness, the report body also includes select 2025 content; specific reporting dates are noted in-text or in footnotes.

Report Inquiries

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Reporting Scope

Non-financial performance is prepared on a standalone SK Rent-a-Car basis. Financial performance covers SK Rent-a-Car and its subsidiary Car Life Service¹⁾, based on 2024 disclosure data; differing scopes are noted by footnote.

Report Assurance

Reviewed by independent assurance provider Korea Management Registrar (KMR), per SRV1000 and AA1000AS (Type 2, Moderate Level); findings are in the Independent Assurance Statement.



Cover Story

SK Rent-a-Car will maintain trust and conviction in its ESG management, centered on A+MAZE, without wavering amid change — and for this reason keeps the same cover design as our 2023 Report.

1) SK Rent-a-Car's subsidiary (formerly) SK Rent-a-Car Service was renamed Car Life Service (CLS) on May 1, 2024.

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A+MAZE

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INTRODUCTION

CEO Interview

“SK Rent-a-Car will evolve beyond a company that simply provides vehicles into a mobility company that grows together with people, the environment, and its people.”

Q. What beliefs and values has SK Rent-a-Car built its sustainability management on?

I have always believed that ESG is an important channel of communication with our customers and with our internal and external stakeholders. Since a customer’s trust in a company depends heavily on its sense of responsibility and continuity, I believe it is important that we continue steadily with the ESG activities we have carried out to date. SK Rent-a-Car has recently extended its responsibility beyond vehicle rental and management to the reuse and resource-circulation stage after return — pursuing our used-car rental and resale business as part of the resource-circulation industry, which I believe contributes not only to environmental responsibility but also to the sustainable growth of the mobility industry.

Q. Among the material issues identified through this year’s materiality assessment, could you introduce the key priorities you consider most important?

- ① **Managing and Reducing Greenhouse Gas Emissions** — SK Rent-a-Car regards the systematic management and substantive reduction of greenhouse gases as our most important environmental responsibility. We calculate our Scope 1, 2, and 3 emissions every year and pursue a mid- to long-term strategy targeting Net-Zero by 2040. Our recent certification for increased reduction volume under the External GHG Emission Reduction Project is a meaningful achievement in presenting a substantive method of GHG reduction in the transportation sector.
- ② **Customer-Centric Management** — As customers’ mobility patterns and consumption habits change rapidly, a conventional, one-size-fits-all rental model can no longer meet diverse needs. We have expanded customer choice through new mobility products such as Tagopay and Tagobi, with Tagobi and Livon exemplifying how we keep innovating with customer trust at the center.
- ③ **Transparency, Diversity, and Expertise of Governance** — At this stage of change, strengthening board expertise, transparency, and diversity matters more than ever. Our controlling shareholder, Affinity Equity Partners, consistently emphasizes ESG capability-building across its portfolio, and our CSR activities under the ‘Mobility Bank’ brand continue to evolve strategically as a core initiative.

Q. What direction and vision does SK Rent-a-Car intend to commit to going forward?

Since taking office, my foremost priority has been building a ‘culture of challenge.’ We restructured the organization to enable cross-selling, introduced a system that rewards contribution and performance promptly, and created channels — ‘Fresh Idea’ and ‘Voice of the Heart’ — through which any employee can share their views with management. I am confident SK Rent-a-Car will evolve beyond a company that simply provides vehicles into a mobility company that grows together with people, the environment, and its people.

December 2025

SK Rent-a-Car Co., Ltd.

CEO Lee Jung-hwan



Lee Jung-hwan, CEO

INTRODUCTION

Company Introduction

General Overview

ITEM	DETAILS
Company Name	SK Rent-a-Car Co., Ltd.
Industry	Automobile rental, used-car distribution and sales
Year Founded	June 3, 1988
CEO	Lee Jung-hwan
Head Office	Samil Building, 85 Cheonggyecheon-ro, Jongno-gu, Seoul
Employees	636
Revenue	KRW 1.5565 trillion
Operating Profit	KRW 172.5 billion
Credit Rating (KIS / KR / NICE, Aug. 2025)	Corporate Bond A (Stable)

Company Milestone

- 1988** Company founded • **2000** Licensed for rent-a-car business • **2003** Launched short-term rent-a-car business
- 2007** First in industry to obtain ISO 9001 (Quality Management); obtained ISO 14001 (Environmental Management)
- 2009** First in industry to launch personal long-term rental product ‘Benecar’
- 2011** First in industry to sell personal long-term products via home shopping
- 2012** First in industry to list on KOSPI; first to launch EV rent-a-car service
- 2014** First to launch selectable-type personal long-term membership product
- 2015** 40,000 vehicles in operation (4th in industry)
- 2017** 70,000 vehicles in operation (2nd in industry); Grand Prize, Customer Satisfaction, Korea Management Awards

Network Status (as of end November 2025)

ITEM	DETAILS
Business Sites	178
Sales Centers	3
Logistics Centers	9
Key Subsidiary	Car Life Service Co., Ltd. (CLS)

- 2021** Launched ‘SK Rent-a-Car Direct’ online channel; Family-Friendly Company certification
- 2022** First in industry: ISO 37001 (Anti-Bribery); ISO 45001 (Safety & Health); launched ‘Tagopay’ and ‘Tagobi’
- 2023** No.1 rent-a-car category, National Customer Satisfaction Index (NCSI); sole industry ‘Weather-Management Excellence Company’; ‘\$30M Export Tower’ at 60th Trade Day; Best Mobile Web Grand Prize, Web Award Korea 2023
- 2024** Change of controlling shareholder to Affinity Equity Partners; main prize, iF Design Award 2024
- 2025** Grand Prize, rent-a-car category, National Service Grand Prize (6 years running); No.1, Korea Consumer Wellbeing Index –KS-WEI– (14 years); Grand Prize, National Industry Grand Prize; No.1, Korea Brand Hall of Fame (4 years); opened SK Rent-a-Car Autoxion; hosted Korea Mobility Industry Symposium; No.1 (9th time), Korea Service Quality Index –KS-QEI–

OUR APPROACH TO ESG

2024–2025 Sustainability Management Overview

SK Rent-a-Car’s ESG journey, launched in earnest in 2021, continues to uphold its trust and principles with unwavering resolve amid every change. We pursue strategic sustainability management grounded in our core business areas and capabilities — continuing to purchase eco-friendly vehicles to accelerate the transition to an eco-friendly mobility era, and, having been first in Korea to have our EV-based GHG reduction project approved, obtaining in December 2025 certification for the largest GHG emission-reduction volume from EV use in Korea, a first in the industry. We are also expanding our renewable-energy share through solar facilities in Jeju and Busan and actively engaging in the sale of Renewable Energy Certificates (RECs). We launched ‘New Mobility Bank,’ a more efficient operating model for our flagship social-contribution program, and raised standards across ESG management — improving our safety risk-assessment system and strengthening compliance (CP) expertise.

YEAR	KEY MILESTONES
2021	02 Established ESG Committee; issued green bonds · 10 Overall Grade A, KCGS ESG evaluation · 12 Selected Family-Friendly Certified Company
2022	01 First in Korea: EV-based GHG reduction project approved · 05 First in industry to publish sustainability report; V2G demonstration project · 10 First in industry: ISO 37001 · 11 Grade B+, KCGS ESG evaluation; first in industry: ISO 45001; declared human rights management
2023	03 ‘Zero Emission Vehicle Transition Excellence Company’, Ministry of Environment · 09 Published Fair Trade Autonomous Compliance Manual; human rights impact assessment; approved for Korea’s largest external GHG reduction project via EVs · 11 Jeju branch shuttle buses 100% electric; Grade A, KCGS ESG evaluation · 12 First in Korea: bidirectional EV Demand Response (DR); ESG diagnostics of business partners
2024	01 Expanded renewable energy (solar) · 03 Launched New Mobility Bank · 05 Improved safety risk-assessment system · 12 Introduced integrated online membership system
2025	01 Zero industrial accidents for 2 consecutive years · 06 Supported New Mobility Bank in Cheonan · 12 First certification of GHG reduction volume from external reduction project in 2025

Illustration: a winding-road timeline graphic in the source report depicts these milestones from a 1988/2021 ‘START’ marker through 2025, with icons for green bonds, ISO/ESG certification badges, EV charging, solar panels, and the Mobility Bank program.

OUR APPROACH TO ESG

We A+MAZE the World

We A+MAZE the world by making sustainable mobility service for people and the planet.

Business Strategic Direction

SK Rent-a-Car aims to lead innovation in the future mobility industry and build new business models that create greater value for the environment and our customers. Our key strategic direction is to contribute to a healthy mobility ecosystem — through innovation in products/services and infrastructure — so more customers can experience SK Rent-a-Car’s eco-friendly mobility services: “Advancing the Future of Mobility Service.”

ESG Focus Areas

Our four core ESG areas are: pursuing employee happiness (**M**aking a Happy Life), enhancing stakeholder satisfaction (**A**ccelerating Stakeholder Satisfaction), responding to climate change (**Z**ero-Emission), and establishing sound governance (**E**thical Governance). Together their initials spell MAZE — a nod to how complex and difficult ESG is to fully untangle, given how broad and conceptually demanding its scope is.

Linking Corporate Vision and ESG

SK Rent-a-Car believes its business and its ESG activities are one and the same, and aligns its business direction with MAZE, the core of its ESG activities — together forming our ESG strategic framework, **A+MAZE**: making the world amazed by mobility services beneficial to people and the environment.



OUR APPROACH TO ESG

Materiality Assessment

SK Rent-a-Car conducts a materiality assessment every year to strengthen the execution of its sustainability management and to identify and systematically manage core ESG issues that may materially affect its business activities and stakeholders. This year’s assessment applied the methodologies of GRI Standards 2021 and ESRS, adapted to our business characteristics, reviewing both the impact SK Rent-a-Car has on the environment and society and the impact external ESG issues have on our financial performance. We engaged external experts by core issue for in-depth interviews, adding expert insight to our data-based analysis to enhance reliability and completeness.

Double Materiality Assessment

An assessment methodology that identifies material ESG issues by checking both the impact SK Rent-a-Car’s business activities have on the environment and society (Inside-Out) and the impact environmental/social issues have on the company’s financial performance (Outside-In).



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

STEP	ACTIVITIES	RESULT
STEP 1 Issue Long List	Review of existing Issue Pool · Review based on GRI Standards 2021 · Classification: ESG/general–6, environment–14, social–22, governance–6 · Relevance test (standards / internal data / peer benchmarking / media)	Issue Pool: 48 issues
STEP 2 Issue Short List	Global standards: K-ESG, UN SDGs, UNGC, IFRS S2 · Internal data: reports, CEO messages · Benchmarking: 6 peer companies · Media: ~230 articles (Jan 2024–Mar 2025)	Short List: 10 issues
STEP 3 Impact Assessment	Stakeholder survey (internal & external), Nov 5–12, 134 respondents; environmental/social/financial impact & likelihood by issue	Top Issues: 3 issues
STEP 4 Risk/Opportunity Analysis	Expert interviews (5 external experts) on impact pathway; environmental/social/financial impact scenarios; risk or opportunity classification & response strategy	Risk/Opportunity Analysis by issue

OUR APPROACH TO ESG

Materiality Assessment — Results

CATEGORY	MATERIAL ISSUE	RESULT	ENV./SOCIAL IMPACT	FINANCIAL IMPACT	A+MAZE	GRI INDEX	PAGE
Environment	Managing & Reducing GHG Emissions ¹⁾	Material Issue	High	High	Z	GRI 305	44–48, 58
Environment	Reducing & Recycling Waste Emissions	—	High	Low	Z	GRI 306	45, 59
Environment	Climate Change Response	—	Low	Medium	Z	GRI 201-2, 302, 305	44, 46-48, 58
Environment	Eco-Friendly Business Transition & Expansion	Financial	Low	High	Z	GRI 2	44, 47-48, 59
Social	Collective Bargaining & Social Dialogue	Environmental/Social	Medium	Medium	A	GRI 2-30, 407	26, 62
Social	Customer-Centric Management ²⁾	Material Issue	Medium	High	A	GRI 416, 418	35-39, 63
Social	Strengthening Social Contribution Activities	—	Low	Low	A	GRI 413	41-42, 62
Social	Community Engagement & Conservation	—	Low	Medium	A	GRI 413	41-42
Governance	Transparency, Expertise & Diversity of Governance ³⁾	Material Issue	High	Medium	E	GRI 2, 205	50-51, 64
Governance	Digital Transformation & Expansion	—	Medium	Low	A+ E	GRI 2	15, 17-19

*2024 material issues: ① Climate Change Response ② Pollution & Waste Management ③ Human Capital Management & Development.

1) Split into ‘Response (Outside-in)’ and ‘Management (Inside-out)’; ‘Managing and Reducing GHG Emissions,’ linked to electrification and Net Zero 2024, was identified as the core issue.

2) Reflecting the shareholder’s objective of enhancing corporate value, ‘Customer-Centric Management’ was newly identified this year; 2024’s ‘Human Capital Management and Development’ is now an ongoing foundational activity.

3) Following the change of controlling shareholder, ‘Transparency, Expertise, and Diversity of Governance’ moved up to the top-priority material issue.

01 · GHG Emissions

Definition: Sets carbon-neutrality targets, accurately calculates GHG emissions, and carries out reduction activities.

E/S impact: GHG accounting & reduction → lower atmospheric GHG concentration → improved air quality.

Financial impact: Tightening regulation & social pressure → reduction investment → short-term cost rise.

02 · Customer-Centric Mgmt.

Definition: Places customer trust and satisfaction at the center; builds swift, transparent complaint resolution.

E/S impact: Stronger feedback/service processes → better convenience & quality → enhanced trust.

Financial impact: Rising expectations → delayed handling erodes trust → declining sales.

03 · Governance Transparency

Definition: Board operates transparently and fairly with robust decision-making, enhanced by expertise.

E/S impact: Diversity-based decisions → human-rights-aware policy → reduced discrimination/risk.

Financial impact: Rising expectations for diversity/transparency → criticism if opaque → declining trust.

OUR APPROACH TO ESG · MATERIALITY ASSESSMENT

IRO Analysis & Expert Interviews — Issue 01

Managing and Reducing GHG Emissions — systematically tracking and managing Scope 1, 2, and 3 emissions, pursuing science-based reduction targets (SBTi), verification, and carbon-footprint accounting. Operating roughly 200,000 vehicles with high mileage gives SK Rent-a-Car an outsized emissions footprint directly linked to customers’ own Scope 3 management — making GHG management essential to our sustainability and competitiveness.

ENVIRONMENTAL/SOCIAL IMPACT		FINANCIAL IMPACT	
Positive	Improved air quality from EV/low-carbon fleet expansion · accelerating mobility ecosystem’s eco-friendly transition · expanded eco-friendly mobility choice via EV infrastructure	Opportunity	Energy cost savings & efficiency · enhanced investor trust from GHG performance · incentives from proactive policy response
Negative	Environmental/safety risk if EV battery recovery/recycling plans are inadequate	Risk	EV battery value uncertainty & cost risk · charging-infrastructure constraints, rising power costs · upfront fleet-transition investment burden

Q. What risk factors related to GHG management exist, and what impact might they have?
“Asset-value uncertainty and reduced operating efficiency act as risks to profitability and creditworthiness. Declining EV battery performance and fire-related issues could sharply lower used-car prices; insufficient charging infrastructure and range constraints risk undermining customer experience; and irregular driving patterns create uncertainty in achieving GHG targets — together these could damage both profitability and brand reputation.”
— Prof. Lee Ho-geun, Dept. of Future Automotive Studies, Daedeok University

Q. What is needed to proactively prevent or respond to these risks?
“A phased, data-driven transition and integrated risk management are key. Rather than simply increasing EV numbers, we need to analyze operational data and charging patterns by vehicle and introduce change step by step, alongside a strategic infrastructure approach for electricity-cost volatility and a Scope 1/2/3 regulatory response framework.”
— Team Lead Seo Sang-bae, MK E&C Consulting Business Division

OUR APPROACH TO ESG · MATERIALITY ASSESSMENT

IRO Analysis & Expert Interviews — Issue 02

Customer-Centric Management — designing and operating services with customer experience, safety, and convenience as top priority. As a B2C business with extensive customer touchpoints, customer experience directly drives reuse rate, brand trust, and sales; with the EV transition and subscription/shared-service growth, swiftly meeting diverse customer needs — including for elderly and vulnerable users — and safeguarding customer data are essential to sustainability and competitiveness.

ENVIRONMENTAL/SOCIAL IMPACT		FINANCIAL IMPACT	
Positive	Strengthened customer safety/quality services · social inclusion via accessible, mobility-vulnerable-friendly services · stronger brand trust through customer-needs-driven innovation	Opportunity	Stable revenue base via customer retention · lower acquisition cost from positive reputation · easier new-business expansion & aftermarket sales
Negative	Increased accident risk from unresolved vehicle-safety VOC · social risk from personal-data protection failures	Risk	Reduced accessibility causing regulatory/sales loss · financial risk from data breaches · declining profitability from inadequate VOC management

Q. Why is customer-centric management important for SK Rent-a-Car?
“Customer trust is the surest bridgehead as SK Rent-a-Car expands into the broader mobility aftermarket — maintenance, used cars, insurance. A solid loyal-customer base lowers the risk of entering new businesses, and as a platform handling vast driving data, data protection and transparency are essential infrastructure for future data-driven services.”
— Prof. Kim Pil-soo, Dept. of Future Automotive Studies, Daelim University

Q. What does SK Rent-a-Car need to do customer-centric management well?
“Broaden accessibility for the elderly, people with disabilities and other mobility-vulnerable groups; upgrade the data-security framework; build an integrated system to analyze scattered VOC data; and standardize processes so customers get a consistent experience at any branch nationwide.”
— Prof. Oh Jong-seok, Dept. of Future Automotive Engineering, Kongju National University

OUR APPROACH TO ESG · MATERIALITY ASSESSMENT

IRO Analysis & Expert Interviews — Issue 03

Transparency, Expertise, and Diversity of Governance — a core foundation for reducing regulatory risk and securing business stability. A board with expertise improves complex decision-making on EV transition, platform strategy, safety and data regulation; transparent governance strengthens stakeholder trust; and diversity balances customer, societal, and market demands — while weak governance raises the risk of poor decisions, reputational decline, and financial/business risk.

ENVIRONMENTAL/SOCIAL IMPACT		FINANCIAL IMPACT	
Positive	Sustainability-management momentum & strategic decision-making · stronger risk management through anticipation of regulatory change	Opportunity	Enhanced strategic decisions & growth foundation from board expertise · regulatory-cost savings & capital-raising competitiveness from proactive compliance
Negative	Temporary reputational decline if data requiring improvement is exposed · confusion if board standards conflict with on-the-ground capacity	Risk	Rising cost of capital & legal risk from lack of transparency · strategic misjudgment from lack of board expertise/diversity

Q. What impact might governance transparency, expertise and diversity have, environmentally/socially?
“A professional, transparent governance structure is a core engine for executing environmental and social strategy — systematically pursuing Net Zero roadmaps and EV infrastructure investment. Board diversity builds trust through stronger customer safety and human-rights management, though digital transformation may require adaptation time internally.”

Q. Which stakeholder group is most affected by governance transparency, expertise and diversity?
“All stakeholders are affected, particularly customers and shareholders — through safer service and data protection, and trust in risk management and long-term growth value. Employees benefit from fair HR and human-rights management; business partners, communities, government and media all build trust through transparent, law-abiding management.”
— Sarah Pang, Executive Director, Head of ESG & Sustainability, Affinity Equity Partners

OUR APPROACH TO ESG

2024–2025 Highlights

A

Advancing

The future of mobility service

+

M

Making

A happy life

A

Accelerating

Stakeholder satisfaction

Z

Zero

Emission

E

Ethical

Governance

SK Rent-a-Car Autoxion Opens
Korea’s largest used-car auction site, with in-house prep and debut of PROOV Station.

Mobility Symposium Hosted
“The Mobility Aftermarket and the Future of the Rental Industry,” ~160 attendees.

SK Rent-a-Car Livon
76 broadcasts in 2024, 14.36M cumulative viewers.

CEO-Direct Communication
‘Fresh Idea’ improvement-proposal channel and ‘Voice of the Heart’ anonymous reporting channel.

Flex Time Adoption Rises
50.5% utilization in 2024, over 3x the 2022 rate.

Improved Risk Assessment
3-stage assessment method with direct on-site inspection.

Integrated Online Membership
Unified member data across channels; 34% cumulative conversion rate.

AI Customer Center
AICC handles 65% of chats, ~50,000 cases/month.

New Mobility Bank
Delivery vehicles for Happy Lunchbox (Icheon, Pocheon); Cheonan sign-language center; vocational rehab center vehicles.

GHG Emissions: 2,194 tCO2eq
Total Scope 1 & 2, 244 tCO2eq below target.

First External GHG Reduction Certification
1,921 KOC first-year reduction, approved by MOLIT & ME.

Renewable Energy Expansion
219 MWh solar generation (Jeju/Busan), up 64.7% YoY.

Fair Trade Training
H1/H2 sessions on abuse of bargaining position & unfair trade practices.

Policy & Law Report
Published 3x/year — Automobile Management Act, Trademark Act, etc.

Ethics Reporting Channel Improved
Consolidated on SK Rent-a-Car website; 100% Ethics Pledge signing rate.

A+MAZE · 01

Advancing the Future of Mobility Service

Our Vision · p.16 Business Sectors · p.17



ADVANCING THE FUTURE OF MOBILITY SERVICE

Digital Transformation & Service Platformization

SK Rent-a-Car aims to become Korea’s largest Mobility Solutions Provider, enabling anyone, under any condition, to drive, sell, and purchase a vehicle. We have defined four areas of strategic focus and are executing key initiatives within each, guided by a consistent ESG strategy framework, to realize this Vision.

To be Korea’s largest Mobility Solutions Provider, enabling anyone, under any condition, to drive, sell, and purchase a vehicle.

RESPONSIBLE ORGANIZATION	FOCUS AREA	KEY MANAGEMENT INDICATORS
Marketing Office / Sustainability Mgmt. Office	Building the most trusted and preferred brand power	No.1 market share by 2029 through phased growth · Challenger culture: Think Big – Start Small – Scale Fast
Rental Division / CC Division	A product system for diverse customer needs and conditions	Removing barriers between customers/products/channels · Tailored proposals by usage type · Maximizing use of Smart Link
Direct Business Division	A customer experience (CX) that lets customers focus on JUST RIDE	Integrated membership management for CX/marketing · Substantive satisfaction gains via Voice of Customer focus
HR / MC / Tech Divisions	Agile, flexible market response via internalized core capabilities	In-house used-car sales & merchandising infrastructure · IT competitiveness as Tech & Data Enabler · Systematic sales training

ADVANCING THE FUTURE OF MOBILITY SERVICE

Our Vision

To be Korea’s largest Mobility Solutions Provider, enabling anyone, under any condition, to drive, sell, and purchase a vehicle

Since declaring its new Vision, SK Rent-a-Car has been challenging every barrier and limitation inherent in its existing products and services. We are focusing on four areas — a diverse product system, customer experience, internalization of core capabilities, and brand power — with the goal of becoming the No.1 player in the rent-a-car market by share in 2029. Above all, the confidence and challenger culture of our people is the foundation of this journey.

DIVERSE PRODUCT SYSTEM

Continuously planning a wide range of products — SK Rent-a-Car Direct, TAGO PAY, TAGO BUY, smart home service, monthly rental — for segmented customer demand.

CUSTOMER EXPERIENCE

Enabling choice across any channel, combining rental with Smart Link telematics and doorstep inspection, with rational pricing — “JUST RIDE.”

CORE CAPABILITY INTERNALIZATION

In-house used-car sales/merchandising infrastructure for cost competitiveness, plus systematic training to build market-leading capability.

BRAND POWER

Building a trusted brand through a company-wide innovation culture: Think Big, Start Small, Scale Fast.

ADVANCING THE FUTURE OF MOBILITY SERVICE

Business Sectors — Rental Business

New-Car Long-Term Rental

Use a new vehicle for 24–60 months with flexible return/purchase choice; SK Rent-a-Car handles all taxes, insurance, maintenance. The industry-first “1-Year Rent-a-Car” lets customers refresh their vehicle annually.

Monthly Rental

Rent a new or used vehicle online, monthly, for up to 12 months — popular for test drives, short stays, and working holidays.

Used-Car Long-Term Rental

Economical use of a rigorously managed used vehicle, with option to purchase or return at maturity, plus free doorstep inspection.

TAGO PAY

Industry-first pay-as-you-drive product billed only for distance driven — suited to low-mileage, weekend or short-commute users.

TAGO PLAN

Launched May 2025: a flexible long-term rental letting customers set a monthly fee suited to their own financial flow, breaking from flat-installment convention.

TAGO BUY

Experience a used car for up to a year before deciding to buy. Renewed May 2025: prices ~10% below market, vehicle age range expanded to 5 years, full management-history lookup.



SK Rent-a-Car Auto Auction & PROOV Station, Cheonan

Korea’s largest used-car auction, opened July 2025, combining auctioning and merchandising in one process, backed by SK Rent-a-Car’s own ~200,000-vehicle fleet.

ADVANCING THE FUTURE OF MOBILITY SERVICE

Business Sectors (continued)

Short-Term Rental

Vehicles for a minimum of one day for travel, leisure or business, via 178 outlets nationwide including airport and KTX counters.

BILLI CAR

SK Rent-a-Car’s second brand, exclusive to Jeju Island — affordable, directly-managed rental vehicles.

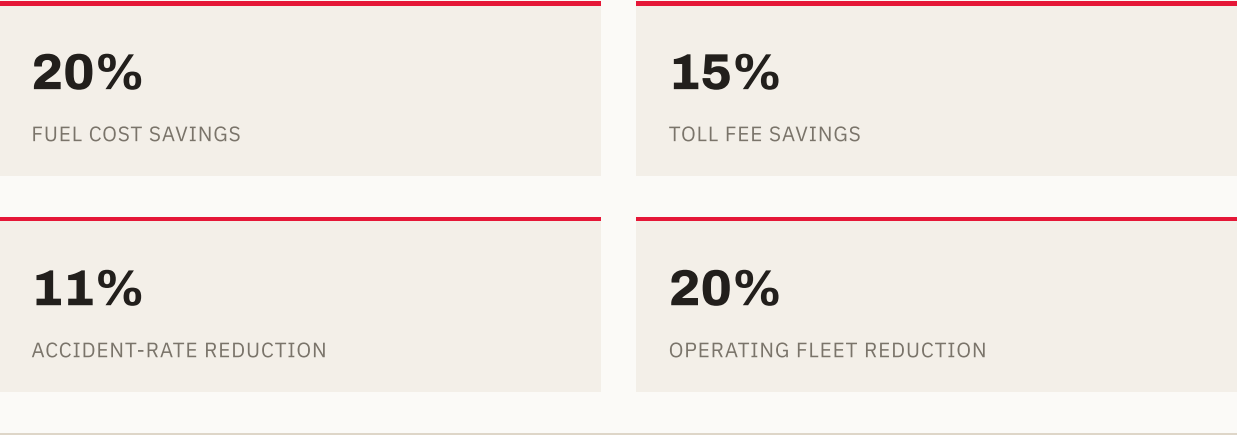
Fleet Management — Smart Link

A proprietary IoT/cloud-based fleet-management solution collecting real-time driving data; ~97,000 vehicles under operation as of June 2025. Also underpins SK Rent-a-Car’s carbon-credit business through real-time EV driving data.

FUNCTION	DESCRIPTION
Vehicle Management	Location/route/status monitoring; recall & inspection alerts; driving-score analysis based on KoROAD research
Car Sharing	Reservation, dispatch, return and smartphone door control for shared-vehicle use
Fleet Scheduler	Route recommendation from real-time traffic and travel distance

Smart Home Maintenance Service

Long-term rental customers choose the time and place for maintenance; partner companies expanded from 1 to 3 in 2025, with more partner brands for tires and batteries.



Smart Link adoption effects, measured across the managed fleet.

ADVANCING THE FUTURE OF MOBILITY SERVICE

Customer Communication Channels

SK Rent-a-Car Direct

Launched May 2021, moving long-term rental sales online. Streamlined contracting from 15 steps to 3; quotes in under a minute. Over 16 million cumulative visitors, 10,000+ daily on the first of each month.

SK Rent-a-Car LIVE ON

76 live broadcasts in 2024, 14.36M cumulative viewers, 730,000 drawn to our platform, 14,000+ quote requests, 680 contracts. Partnered with SK Stoa, Shinsegae, Hyundai Home Shopping. Relaunched August 2025 from a dedicated studio at the Auto Auction; every featured vehicle passes PROOV Station merchandising.

Partnership Marketing Platform

Jeju branch (1M+ annual visitors) hosts brand trial experiences with partners like ‘Kondal’ and ‘Paldo,’ plus public–private collaborations with Jeju Special Self-Governing Province promoting local brands and conscious consumption.

ADVANCING THE FUTURE OF MOBILITY SERVICE

SK Rent-a-Car Opens Auto Auction

SK Rent-a-Car opened Korea’s largest used-car auction site in Cheonan, South Chungcheong Province in July 2025 — a one-stop platform from auctioning to merchandising, backed by an owned fleet of ~200,000 vehicles. The site’s PROOV Station runs performance inspection, appraisal, painting and cleaning under one roof, including 221-point external inspections, AI exterior inspection, 360° VR imaging, and AI-based EV battery State-of-Health diagnosis. An online “Inspection Studio” lets buyers check vehicle condition and ask questions live, without an on-site visit. SK Rent-a-Car aims to grow the Auto Auction into a platform handling 100,000+ used vehicles annually.

2025 Korea Mobility Industry Symposium

Held July 15, 2025 with the Korea Automobile Importers & Distributors Association (KAIDA), drawing ~160 government and industry officials under the theme “The Future of the Mobility Aftermarket and the Rental Industry.” Keynote speaker Prof. Kim Pil-soo (Daelim University) noted that the shift to eco-friendly and autonomous vehicles will accelerate aftermarket growth and new business models.



Auto Auction exterior, PROOV Station, and inspection studio



2025 Korea Mobility Industry Symposium: panel discussion and keynote address

A+MAZE · 02

Making a Happy Life

Human Rights Mgmt · 23 Organizational Culture · 24 Talent Development · 28 Industrial Safety & Health · 32



MAKING A HAPPY LIFE

Pursuing the Happiness of Our People

SK Rent-a-Car aims to serve as both the foundation and a long-term growth partner in pursuing the sustainable happiness of our people and stakeholders. Built on a horizontal, communication-oriented organizational culture that respects diversity, we operate benefits and talent-development programs that enable every member to achieve work–life balance within a safe, pleasant working environment.

Building an environment and system for the happiness of our people and stakeholders

RESPONSIBLE ORG.	FOCUS AREA	KEY MANAGEMENT INDICATORS
HR Team	Systematic human rights management	Continuous improvement of Human Rights Management Declaration guidelines · Human rights impact assessments
HR Team	Building a balanced organizational culture	Family-friendly statutory compliance · Communication-oriented culture · Labor–management council cooperation
HR Team	Talent development	Fair recruitment aligned to talent profile · Capability framework for business-model innovation · Common + job-specific training
General Affairs Team (SHE)	Achieving zero safety accidents	Four key initiatives toward zero severe accidents · ISO 45001 · Safety Committee operation · Worksite inspections · All-employee safety training

MAKING A HAPPY LIFE

Human Rights Management

Through its 2022 Human Rights Management Declaration, SK Rent-a-Car made clear its principle of respecting the human rights of all connected stakeholders — employees, subsidiaries, and partner-company employees — reflecting the Universal Declaration of Human Rights and ratified UNGP/ILO conventions, with detailed operating guidelines covering anti-discrimination, freedom of association, forced/child-labor prohibition, safety and health, partner-company management, environmental and customer human rights, and grievance remedy, all disclosed on our corporate website.

Human Rights Management System

Following a 2022 company-wide survey, we conducted a 2023 human-rights impact assessment and fact-finding survey via an external institution, continuing to strengthen a culture of respect for stakeholder human rights.

Human Rights Management Declaration

1. We respect the human rights of our people.

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 leave regulations.

6. We do not employ child laborers.

7. We guarantee freedom of association.

8. We guarantee industrial safety.

9. We protect the human rights of our customers.

10. We operate online/offline grievance processes.

Human Rights Education

COURSE	TIMING	COMPLETION	COMPLETED ¹⁾
Sexual Harassment Prevention	Jul 2024	100%	695
Disability Awareness	Jul 2024	100%	695

1) As of July 2024: 618 regular + 77 dispatched/contract employees.

External Counseling (EAP) & Grievance Handling

Since July 2025, our EAP is operated by a professional counseling agency; monthly users roughly doubled in H2 2025 vs. H1. Our anonymous in-house grievance center handles bullying/harassment/discrimination reports via the Grievance Handling Committee under the Labor–Management Council.

EAP → Grievance Receipt → Consultation & Confirmation → Investigation → Resolution → Monitoring

MAKING A HAPPY LIFE

Organizational Culture

SK Rent-a-Car pursues a horizontal, communication-centered organizational culture. Under our Global Diversity & Inclusion Policy, we apply respect for diversity and anti-discrimination across all policies, with channels that let every employee — regardless of background, gender, age, disability, experience, or preference — express their thoughts and perform at their best.

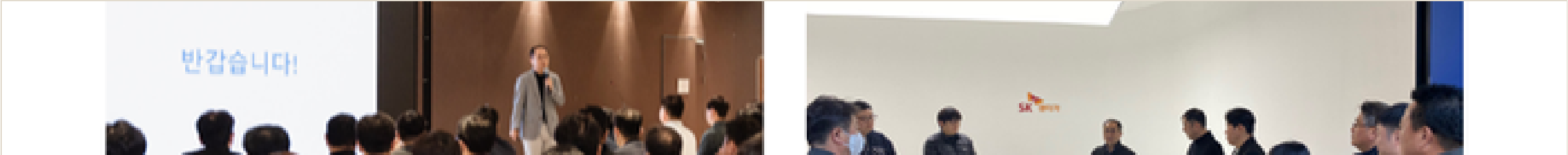
POLICY	DESCRIPTION
Anti-Discrimination	Equal-treatment principles in employment regulations; internal “Hiring Procedure Compliance Guidelines” for a fairer, more transparent process.
Women’s / Maternity Protection	Systems and facilities preventing career interruption from pregnancy/childbirth; expanded decision-making participation and leadership training for women.
Employees with Disabilities	Separate employment targets, flexible work arrangements, and tailored IT equipment; mandatory quota met continuously since 2023.

CEO On-Site Management

Since H2 2024, the CEO visits worksites nationwide 1–2 times monthly, explaining business direction directly and resolving on-site concerns; Q&A sessions are compiled and shared company-wide.

Employee Communication

Launched November 2024: ‘Fresh Ideas’ (direct improvement proposals to the CEO, with recognition for feasible ideas — 15 awarded by H1 2025) and ‘Voice of the Heart’ (anonymous channel for grievances and questions, with direct CEO feedback).



Town-hall style meetings and CEO on-site visits

MAKING A HAPPY LIFE

Organizational Culture — Work–Life Balance

Recognized as a ‘Family-Friendly Certified Company’ by the Ministry of Gender Equality and Family since 2021, maintained continuously since.

CATEGORY	ITEM	DESCRIPTION
Working Hours	Flex Time	Flexible working hours for childcare/family, study, exercise, or other personal reasons
	Reduced Hours	Shortened hours for pregnancy, childcare, family care
Health / Rest	Fitness Center	In-house fitness center, operated and subsidized
	Health Helper / Rest Space	Massage chairs and rest facilities
	Health Checkups	Comprehensive checkups for employees and spouses, plus flu vaccination
	EAP Counseling	External specialist counseling for work/personal concerns
	Group Accident Insurance	Injury, indemnity, dental and related medical coverage
Family / Education	Children’s Tuition	Support from infancy through university
	Family-Care Leave	Leave/leave-of-absence for family-care needs
	Life-Event Support	Leave, monetary gifts, condolence goods and wreaths
	Housing & Living Loans	Housing: up to KRW 30M at 1% / 5 yrs; Living: up to KRW 10M at 3% / 4 yrs
Other	Welfare Points / Gifts	Welfare-mall points, holiday gifts (2x/yr), founding-anniversary gifts
	Communication Support	Work-related communication cost support
	Birthday Gift	Mobile gift voucher of employee’s choice

Family-Friendly Certification validity period: 2024–2026.

MAKING A HAPPY LIFE

Organizational Culture — Parental Leave & Labor Relations

Parental Leave Usage

CATEGORY	2022	2023	2024
Total Users ¹⁾	14	17	9
Male	4	14	4
Female	10	3	5
Return Rate ²⁾	5 (83%)	19 (95%)	14 (93%)

1) Differs from Business Report criteria (which count leave taken within 1 year of birth); this report aggregates by leave-commencement date. 2) Returned employees / employees scheduled to return.

Flex Time Usage Rate



Union Membership Rate & Employees³⁾



3) Union members / eligible employees. 4) 2024 increase reflects the change in major shareholder.

2024 Labor–Management Council Activities

QTR	RESOLUTION	CONSULTATION	REPORT	KEY ITEMS
Q1	–	2	2	Evaluation-system/welfare consultation; bonus-standard report
Q2	–	–	2	Q1 results report; asset-status report
Q3	–	–	–	No key items
Q4	–	3	1	Compensation/office-relocation discussion; Q3 results report

“I caught two rabbits at once — growing as a parent and getting a refresh in my work life”
— Kim Se-hun, Manager, Communications Team

Q. What made you take paternity leave? I’m the father of two daughters. Watching them grow, I felt I needed to share the burden of childcare with my spouse — my family and team all supported the choice.

Q. Would you recommend it? Parental leave isn’t simply time off — it’s an investment in sustaining career and personal life long-term. I returned having grown, with a broader perspective.

MAKING A HAPPY LIFE

Organizational Culture — Evaluation & Compensation

In March 2025, SK Rent-a-Car overhauled its performance-management system, cascading company-wide goals down to every team and employee, so individual effort translates directly into company performance and reward. A new Calibration system has the CEO and organizational leaders reach consensus via an evaluation committee for clear, fair results.

Company Strategy → Company-wide Goals/KPIs | Strategic Initiatives → Executive Goals/KPIs | Team Priorities → Team Goals/KPIs | Individual Tasks → Individual Goals/KPIs

Compensation System

Base Salary	Individual annual salary by role, capability, and performance
Allowances	Role-performance and work-related allowances
IB (Incentive Bonus)	Performance bonus tied to company-wide goal achievement
Recognition/Award	Company-wide on-the-spot recognition of contribution

Evaluation & Promotion Process

Self-Evaluation → 1st Evaluation (Team Leader) → 2nd Evaluation (Executive) → HR Evaluation Committee → Employee Feedback

Performance/Overall (Relative): KPI achievement, quality, delivery, relative difficulty. Competency Evaluation (Absolute): knowledge, skill, attitude (team leaders’ evaluation includes leadership).

MAKING A HAPPY LIFE

Talent Development — Recruitment

SK Rent-a-Car recruits diverse talent through a fair hiring system, presenting the capabilities employees need in line with business-model innovation. In August 2024 we opened a new recruitment website with an Applicant Tracking System (ATS) managing hiring end-to-end on a data-driven basis, improving fairness, transparency, and responsiveness to applicants.

Move. Better. — “Right Person: we look forward to welcoming talent who realize customer value through challenge and collaboration.”

- Challenge**

Talent unafraid of change, continually building lifelong competitiveness.
- Collaboration**

Talent who respect diversity, communicate horizontally, and demonstrate teamwork.
- Customer Value**

Talent who put the customer first and pursue stakeholder happiness.

New Hires (persons)

CATEGORY	2022	2023	2024
Under 30	12	3	6
30–49	31	33	23
50 and over	2	2	8
Female	16	11	16
Male	29	27	21
Total	45	38	37

MAKING A HAPPY LIFE

Talent Development — Capability Framework

SK Rent-a-Car has built a company-wide capability framework, delivered via an in-house online learning platform plus offline courses, refined continuously through post-training satisfaction surveys.

BIZ CAPABILITY
Business-model understanding, customer experience, financial literacy

DESIGN SKILL
Problem-solving and documentation capability

DIGITAL & DATA SKILL
Digital technology and data science

VALUES
Growth mindset, working with people, citizenship

COURSE	TIMING	SATISFACTION ¹⁾	COMPLETED
Accounting Fundamentals (incl. VOD)	May	4.3	106
Client Credit Analysis	June	4.8	35
Monthly Rental Product Training (VOD)	October	–	224
Used-Car Long-Term Rental Contract Process (VOD)	October	–	232

Certification Support (cumulative since 2022)

CATEGORY	CERTIFICATIONS	CERTIFIED
Data-Related	ADP ²⁾ , Big Data Analytics Engineer	7
Data-Related	ADsP, SQLD, and others ³⁾	55
Other Professional	Automotive Diagnostic Evaluator, Maintenance Technician	26
Other Professional	Accounting, Office Automation, HR-related	56

1) 5-point scale, applies throughout. 2) Advanced Data Analytics Professional. 3) ADsP (Semi-Professional), SQLD (SQL Developer); includes SCADA Practitioner/Big Data Expert L1 (private certification).

MAKING A HAPPY LIFE

Talent Development — Design & Digital Skills

Logical Report Writing

Strengthened problem-solving-based documentation, reinforcing systematic thinking and confident business communication.

COURSE	TIMING	SATISFACTION	COMPLETED
Report Writing Based on Logical Thinking (incl. VOD)	April	4.2	97

DXcel Fundamentals / Data Analysis Practicum

Hands-on data analysis using Python and Power BI on employees’ own datasets, with a two-month mentor–mentee feedback component.

COURSE	TIMING	SATISFACTION	COMPLETED
DXcel (DX ¹ +Excel) Fundamentals (incl. VOD)	April	4.3	83
Data Analysis Practicum	–	–	–

1) DX: Data Experience.

MAKING A HAPPY LIFE

Talent Development — Values & R-Character Series

Organizational Culture Workshop

Team workshops based on Birkman assessments¹⁾ and TMS analysis²⁾ build mutual understanding, respect, and cooperative teamwork.

COURSE	TIMING	SATISFACTION	COMPLETED
Team Communication via Birkman Assessment	H1	4.8	31
Team Strengths Workshop (TMS)	H1	4.7	63

Leadership Coaching

Annual coaching combining goal-attainment/performance-management 1-on-1s with coaching-mindset and communication content.

COURSE	TIMING	SATISFACTION	COMPLETED
Goal Attainment/Performance Mgmt. Workshop	May	4.5	13
Team Leader 1-on-1 Capability Course	Aug–Oct	–	9

R-Character Lecture Series

Launched 2022; ~10 sessions held by 2024, cultivating humanities/social-science literacy while sharing company direction.

DATE	LECTURE	SPEAKER
2022.04	The Homo Sapiens Era: A Corporate DT Strategy	Prof. Choi Jae-bung, SKKU
2022.05	How to Create a Successful Mobility Service	SKE, Lee Jae-ho
2022.06	Humanities for a Self-Directed Life	Prof. Kim Sang-geun, Yonsei
2022.11	Climate Crisis & Earth Environmental Science	Prof. Nam Seong-hyun, SNU
2023.02	Beyond “Subject” and “Object”	Prof. Jeong Jin-woo, Yonsei
2023.04	Creativity of ChatGPT & Generative AI	Microsoft Instructor & Data Science Center
2023.08	The EV Era: From Car to Platform	Prof. Kim Sang-geun, Kyung Hee Univ.
2023.12	Securing an Emotional Safety Net	Dr. Oh Dong-hoon, Yonsei Onjeong Clinic
2024.06	Data-Driven Decision-Making & AI Strategy	Prof. Cho Dae-gon, KAIST
2024.09	Selling with Sincerity	Jang In-soo, VC, Korea Marketing Assoc.

1) Birkman Assessment: personal-characteristics diagnostic tool (Dr. Roger Birkman, 1951). 2) TMS: Talent + Management System, a strengths-analysis tool.

MAKING A HAPPY LIFE

Industrial Safety & Health

Based on its annual Safety and Health Management Policy, SK Rent-a-Car reports to the Board on organization, budget, and activity results/plans, pursuing “zero severe accidents/industrial disasters” through stakeholder communication, internal audits, and continuous worksite safety management — achieving zero industrial disasters for two consecutive years, 2023 and 2024.

CEO → Industrial Safety & Health Committee → Safety & Health Manager → Dept. Safety Officers / Partner-Company Safety Council → Site Supervisors

First in industry to obtain ISO 45001 (2022); zero nonconformities in follow-up audits, 2023 and 2024.

2024 INITIATIVE	RESULT
Management System Efficiency	Expanded scope of legal-compliance assessment
Risk-Assessment Improvement	3-tier grading method; site-supervisor checklists; focused support for new/relocated/subcontracted sites
Safety Awareness	“SHE Special Lecture” × 7 sessions on hazards and improvement cases



ISO 45001 Certificate of Registration (BSI)

Safety Committee & Partner Council

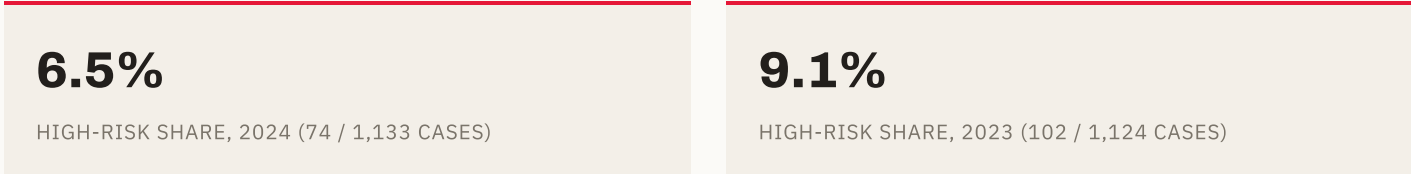
Meetings Held	4 (quarterly)
Opinions Gathered	8 items (2024 plan, external-worker support, evacuation drills, EV fire prevention)
Reports	7 items (H1/H2 business, risk-assessment results, fire-prevention standards)

MAKING A HAPPY LIFE

Industrial Safety & Health (continued)

In 2024, following removal of the mandatory risk-scoring requirement, SK Rent-a-Car moved from the 20-point “frequency-severity method”¹⁾ to an intuitive “3-tier grading method,” building on a checklist of ~20 common hazard factors compiled since 2022–2023. High-risk factors requiring immediate remediation fell from 9.1% (2023) to 6.5% (2024), a 2.6pp decrease.

BEFORE	AFTER	METHOD
8–20 pts (high likelihood)	High	Immediate improvement
2–6 pts (carelessness risk)	Low	Planned improvement
0–1 pts (low/no possibility)	None	Improve where possible



1) Frequency-Severity Method: likelihood × severity of harm to determine risk tolerability.
Regular safety/health training runs twice yearly for all employees including dispatched workers; June 2024 saw site-tailored manager/supervisor training across 7 nationwide sites. In 2024, emergency-evacuation drills expanded from headquarters to all sites, with new EV-fire response manuals and site-run drill scripts.

CATEGORY	H1	H2	HOURS
Regular – Employees	547	544	3h × 2 = 6h
Regular – Dispatched	42	34	
Manager/Supervisor	–	48	8h



Manager/supervisor training and nationwide emergency-evacuation drills

A+MAZE · 03

Accelerating Stakeholder Satisfaction

Customer · 36 Partners · 40 Local Community · 41



ACCELERATING STAKEHOLDER SATISFACTION

Enhancing Stakeholder Satisfaction

SK Rent-a-Car recognizes that no company can conduct business in isolation. As both an economic entity serving customers and a corporate citizen, we strive to fully discharge our ethical responsibilities — communicating authentically with customers, partners, and local communities to create greater sustainable well-being for all stakeholders.

OBJECTIVE	FOCUS AREA	KEY MANAGEMENT INDICATORS
Customer Improve satisfaction	Data-driven behavior analysis · VOC analysis & response · Strengthening personal-information protection	Implementation of VOC improvement actions · Improved satisfaction/complaint-handling rate · Zero personal-information leakage or cybersecurity breaches
Partners Trust-based fair trade	Fair opportunity & procedural transparency · Strengthening win-win cooperation	ESG factors in partner selection/evaluation · Monthly Safety and Health Council operation
Local Community A better planet	Clean Nature: ecosystem conservation · Happy Society: local shared issues · Shared Growth: leveraging core capabilities	—

ACCELERATING STAKEHOLDER SATISFACTION

Customer — Communication

Integrated Online Membership

In December 2024, SK Rent-a-Car unified member data across Direct, SmartCare, Billcar and other channels. As of November 2025, cumulative conversion reached **34%** of eligible members, consolidating ~520,000 members across six channels (SK Rent-a-Car, Billcar, SmartCare, Direct, EV Link, Smart Link).

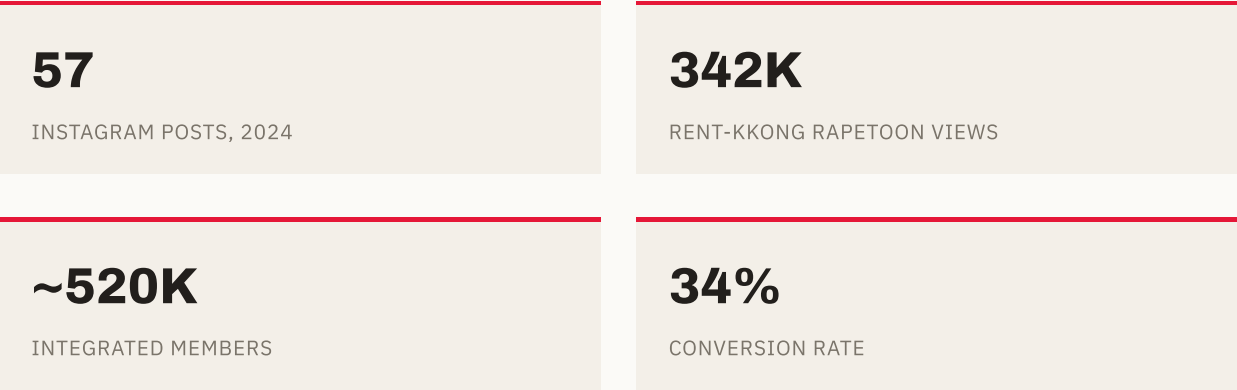
Industry-Academia Marketing Project

In May 2024, 28 students from 6 teams across 3 universities (Ewha, Sogang, Hanyang) developed ‘Young Target’ marketing concepts for Monthly Rent and Certified Used Cars — ideas later produced as real influencer/YouTube content.

THEME	CONCEPT
Monthly Rent	All-in-One Rent-a-Car; Beyond Scale, a Reason!able Rent
Certified Used Car	Trustworthy Used Cars; a Safety Zone for Used Car Purchases

SNS Channel Operations

57 Instagram posts in 2024 around Jeju travel, automobiles, and customer engagement. The “Rent-kkong Rapetoon” cartoon series, based on real customer first-drive stories, drew 342,000 views across 4 posts.



ACCELERATING STAKEHOLDER SATISFACTION

Customer — Safe Driving Culture

SmartCare Biz.

Launched September 2024 for corporate long-term rental customers, strengthening contract management, certificate issuance, fine inquiries, and accident management.

FEATURE	DESCRIPTION
Contract Management	All insurance, driver and multi-vehicle contract details at once
Certificate Requests	Instant issuance without a phone call
Fine Inquiries	One-stop check across multiple vehicles
Accident Management	Repair status and loaner details at a glance

Customer AlimTalk & Rapid Response

Our “Nalssi-aria” weather system (KMA API) sends alerts on localized heavy rain; ~200 AlimTalk messages sent in 2024 on weather, maintenance, and safe-driving tips. First industry ‘Weather Management Excellence Company’ (Sept. 2023). A 24-hour accident center provides emergency dispatch and courtesy cars, with 2024 process improvements separating single-vehicle accident handling for faster response via SmartCare App.

ACCELERATING STAKEHOLDER SATISFACTION

Customer — Satisfaction System

Customer Protection Charter

- 1. Transparent information disclosure on products and services
- 2. Fair business conduct, honoring commitments without discrimination
- 3. Fair, prompt handling of complaints, reflected in system improvements
- 4. Compliance with laws/procedures protecting personal information
- 5. Respecting and reflecting customer opinions

ISO 9001 maintained since 2007, underpinning systematic quality management.

AI Contact Center (AICC)

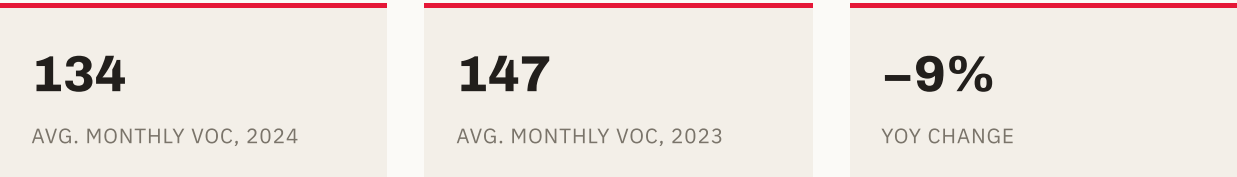
Introduced August 2024; omni-channel history management across phone, chat, and message board. AI chatbot handles **65%** of chat consultations, averaging **50,000+** cases/month.

External Awards, 2025

National Service Grand Prize (6 years) · No.1 KS-WEI (14 years) · National Industry Grand Prize (first-ever) · No.1 Korea Brand Hall of Fame (4 years) · No.1 KS-QEI (9 times)

Customer Satisfaction — VOC Reduction

Two 2024 task forces (Accident Process Improvement; Online Self-Service Expansion) cut monthly VOC cases by 9% on average.



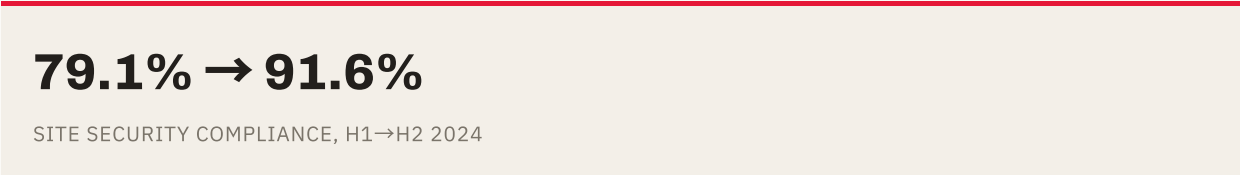
ACCELERATING STAKEHOLDER SATISFACTION

Customer — Personal Information Protection & Cybersecurity

A dedicated Information Security Center reports directly to the CEO, alongside CISO and CPO working councils, responding to threats and maintaining a safe management environment.

Cybersecurity Management

First in industry to obtain ISMS-P certification (December 2020). 24/7/365 monitoring, mandatory pre-launch security checks, annual mock-hacking assessments, and automated source-code vulnerability inspection. VDI environment (since 2021) blocks customer-data leakage by staff/partners.



CATEGORY	2024
Personal Information Leakage Cases	—
Information/Cybersecurity Incidents	0
Secondary-Use Cases	—

Security Awareness

Annual training for employees and key partner staff: 648 employees + 577 partner staff completed in 2024 (100%). 52 security newsletters distributed in 2024, covering topics from ransomware alerts to generative-AI policy.

DATE	CONTENT
2024.01, wk1	Implications of the LG Uplus customer data leak
2024.04, wk1	Server-management lessons from election-hacking incidents
2024.07, wk2	Ransomware infection alerts
2024.10, wk4	Personal-information risk from deepfakes/SNS hacking
2025.01, wk2	Government ban on generative AI tools (e.g. DeepSeek)
2025.03, wk1	Phishing scams impersonating tax authorities
2025.05, wk2	Security discipline lessons from the SKT hacking incident

ACCELERATING STAKEHOLDER SATISFACTION

Partners — Shared Growth

Based on three strategies — fair opportunity and procedural transparency, win-win cooperation, and partner-competitiveness strengthening — SK Rent-a-Car pursues shared growth. The Partner Code of Conduct covers Business Ethics, Human Rights, Safety & Health, and Environmental Protection.

SLA Coverage & Evaluation-Target Expansion

CATEGORY	2023–2024	2025
SLA Coverage	Loaner vehicles, accident repair, general maintenance, inspection, merchandising, logistics (8 items)	+ Insurance, ERS, registration, delivery, accessory install (13 items)
SLA Evaluation Partners	CLS, accident-repair partners, tire vendors (3 companies)	Comprehensive across rental value chain (16 companies)

Contract Mix, 2024 vs. 2025

14% → 50%

COMPETITIVE BIDDING SHARE

+36pp

INCREASE

Mandatory Partner Pledges

Ethics Practice Pledge · Partner Code of Conduct · Safety & Health Compliance Pledge · Safety Self-Check List — **100% pledge compliance** among partners.

ACCELERATING STAKEHOLDER SATISFACTION

Local Community

Programs are chosen for strategic/business relevance, trustworthiness/transparency, and effectiveness/scalability, pursuing “sustainability for a better planet and human life.”

Meal-Sharing Project (2021–2024)

With Jeju Provincial Government and SK Pinx, delivered meals/kimchi/rice-cake kits to low-income Jeju seniors; 10,372 beneficiaries cumulatively across 4 years.

YEAR	ORGANIZATIONS	BENEFICIARIES
2021	21	2,388
2022	10	2,655
2023	10	2,697
2024	10	2,632
Subtotal		10,372

Pet-Friendly Beach Program

First in industry (2021) to adopt a Ministry of Oceans & Fisheries “Pet Beach” (Hyeopjae, Jeju); 400kg+ collected across 11 clean-ups, including underwater clean-ups with local haenyeo divers. “Al-Gopang” jogging campaign (Aug 2024) drew ~400 participants.



Hyeopjae Beach clean-up and underwater volunteer activities

ACCELERATING STAKEHOLDER SATISFACTION

Local Community (continued)

Free Wheelchair Rental (Jeju)

Free lightweight wheelchairs for “Barrier-Free” Jeju travel; online reservation since June 2024. Usage more than doubled: 204 bookings in all of 2023 vs. 496 from June 2024–June 2025. SK Rent-a-Car is Jeju’s only rental operator offering this service.

New Mobility Bank

Flagship program since 2018, supporting vehicle needs of socially vulnerable groups. New Mobility Bank (launched March 2024) supported “Haengbok-durkki” lunchbox delivery in Namwon/Buan; since March 2025, Pocheon/Icheon (Gyeonggi) lunchbox delivery, ~26,000 deliveries/year. “Mobility Bank_Cheonan” (2025) supports the Cheonan Deaf and Hard-of-Hearing Support Center and Gaon-nuri sheltered workshop for people with disabilities.



New Mobility Bank vehicle-support program

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Zero-Emission

Environmental Mgmt System · 45 Climate Crisis Response · 46



ZERO-EMISSION

Climate Change Response

SK Rent-a-Car recognizes the environmental impact of its business and is fully committed to reducing greenhouse gas emissions and improving resource efficiency at every stage of customer-facing service — establishing an objective environmental management system through external certifications, expanding renewable energy, and supporting an eco-friendly mobility ecosystem.

Objective: Achieve 2040 Net-Zero

RESPONSIBLE ORGANIZATION	FOCUS AREA	KEY MANAGEMENT INDICATORS
Communication Team (ESG); General Affairs Team (SHE)	Environmental Management System	Proactive response to global environmental initiatives · ISO certification renewal · Raising employee awareness
Communication Team (ESG); Purchasing, Vehicle Ops & Management	Climate Crisis Response	Reducing GHG emissions across management activities · Expanding EV/eco-friendly vehicle experience · Increasing renewable-energy share

ZERO-EMISSION

Environmental Management System

SK Rent-a-Car considers eco-friendliness at every decision-making stage across its full value chain. ISO 14001 maintained since 2007, with a systematic system covering legal compliance, environmental risk identification, and GHG target management.

Resource Circulation & Waste Reduction

Used-car rental/resale accounted for ~14% of rental revenue in 2024, expanding via the new Auto Auction. ~47,000 documents issued online via Direct/SmartCare in the past year. Disposable-cup deposit program (since 2022, Jeju branch) recovered 30,357 cups in 2024, over 3× the 2023 figure. Operating ~16,900 EVs in 2024 reduced waste-oil generation from vehicle maintenance.



ISO 14001 Certificate of Registration

30,357

CUPS RECOVERED, JEJU 2024

14%

USED-CAR SHARE OF RENTAL REVENUE

ZERO-EMISSION

Climate Crisis Response

CATEGORY	RISK FACTOR	TIMING	FINANCIAL IMPACT	RESPONSE
Transition Risk	Mobility ecosystem change / rising EV demand	Long-term	ICE restrictions; declining ICE rental demand	K-EV100 membership; expanding EV sales
	Mandatory eco-vehicle purchase quotas	Medium-term	Possible penalties	Monitoring quota performance
	GHG emissions trading scheme expansion	Long-term	Possible transport-sector inclusion	External offset projects via emissions credit system
	Expanded environmental disclosure	Short-term	Rising compliance costs	Strengthening EMS & stakeholder communication
Physical Risk	Typhoons, floods, heavy snow	Short-term	Accident/property/business loss	Weather alerts; preventive manuals; insurance

Carbon Neutrality Roadmap

Targeting >95% GHG reduction by 2040 vs. 2021 baseline (SBTi 1.5°C pathway). 2024 emissions (Scope 1+2): **2,194 tCO2eq**, up ~1.8% YoY but 244 tCO2eq below the 2,438 target. Covers SK Rent-a-Car and Car Life Service.

Net Zero 2040 Scenario (thousand tCO2eq)

YEAR	ACTUAL/PATHWAY	BAU
2021	3.19	—
2023	3.04	3.04
2024	3.05	3.47
2031	1.72	4.17
2035	1.03	4.36
2040	0.16	4.47

ZERO-EMISSION

Expanding Eco-Friendly Vehicles

Joined K-EV100 in 2021; received the Ministry of Environment’s ‘2022 Outstanding Zero-Emission Conversion Company’ award. Continued EV purchases and expanded hybrids in 2024 despite reduced subsidies.

YEAR	EV/H2	HYBRID/PHEV	ECO RATIO
2021	6,526	6,634	6.3%
2022	13,543	9,768	11.1%
2023	15,854	14,030	14.8%
2024	16,929	17,445	17.6%

EV Charging Infrastructure

Jeju branch operates ~780 EVs and ~90 chargers — Korea’s largest short-term-rental EV fleet. All 5 Jeju–airport shuttle buses converted to electric in 2023 (150,000km/year route). 104 chargers total across the network.



EVs at SK Rent-a-Car charging stations, Jeju

ZERO-EMISSION

Renewable Energy & GHG Emissions Trading

First in industry (2016) to install solar panels (185kWh) at Jeju branch parking, doubling as customer rain/sun shelter. Expanded at Jeju and Busan Logistics Center: **219 MWh** generated in 2024 (198 MWh in H1 2025 alone). 67 RECs issued, 40 sold in 2024; 100 MWh of Green Premium purchased.

SK Rent-a-Car received the industry’s first external GHG-project approval for domestic EVs (2022), then Korea’s largest-ever transport-sector approval (Sept. 2023, ~280,000 EVs through 2033). On Dec. 9, 2025, received final approval for Year-1 reduction — the largest and first of its kind in the domestic transport sector.

219 MWh SOLAR GENERATION, 2024	3,756 TARGET VEHICLES, YEAR 1	1,921 KOC GHG REDUCTION (TCO2EQ)
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Solar-panel carport, SK Rent-a-Car Jeju branch

A+MAZE · 05

Ethical Governance

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ETHICAL GOVERNANCE

Establishing Sound Governance

In January 2024, SK Rent-a-Car transitioned to a non-listed company for faster, more efficient future growth. Even under the new structure, our commitment to sustainable growth with stakeholders remains unwavering — maintained through board-centered management, transparent disclosure, and reinforced ethics/compliance systems.

Objective: Maintain a sound and transparent governance structure under board-centered management

RESPONSIBLE ORGANIZATION	FOCUS AREA	KEY MANAGEMENT INDICATORS
Legal Team	Sound, transparent governance	Transparent disclosure for internal/external stakeholders
Legal Team	Strengthening compliance	Dedicated compliance organization · Compliance training for law-abiding management
Management Diagnostics Team	Ethics management (3C: Code, Consensus, Compliance)	Code internalization · Consensus-building · Ethics-system operation

ETHICAL GOVERNANCE

Governance — Board of Directors

The Board Chair is separate from the CEO for independent oversight. In August 2024, board reporting/approval scope was expanded; the Corporate Governance Charter allows the board to seek outside expert advice at company expense.

Board Composition (as of December 2025)

POSITION	NAME	STATUS	RESPONSIBILITIES	KEY BACKGROUND	TERM EXPIRATION
Inside Director	Lee Jeong-hwan	Standing	CEO & Head of Business Operations	CEO, SK Rent-a-Car; CEO, Widaehan Sangsang; CEO, Autoplus	Mar. 31, 2026
Other Non-Standing Director	Min Charles-byeongcheol ¹⁾	Non-standing	Board Chair; Management Advisor	Korea Country Head, Affinity Equity Partners	Mar. 31, 2026
Other Non-Standing Director	Kim Hyeong-jun	Non-standing	Management Advisor	Deputy Head, Affinity Equity Partners	Mar. 31, 2026
Other Non-Standing Director	Lee Sang-jin	Non-standing	Management Advisor	Managing Director, Affinity Equity Partners; Director, Yanolja	Mar. 31, 2026
Auditor	Ban Jong-gyu	Non-standing	Auditor	Attorney, Bae Kim & Lee (Taepyeongyang); Auditor, BKL Co.	Aug. 20, 2027

1) Name transcribed as rendered in the source document (Hangul: 민찰스병철).

Board Operations

The board is the company’s highest decision-making body; all major decisions pass through board resolution, supported by a dedicated Board Secretariat. 19 meetings held in 2024.

CATEGORY	2022	2023	2024
Meetings Held	12	11	19
Agenda Items	46	44	79
Attendance Rate	99%	96%	99%
For/Approve ¹⁾	44	44	79
Against/Amend	2	0	0

1) Includes reporting items.

ETHICAL GOVERNANCE

Risk Management

SK Rent-a-Car manages financial risks (economic fluctuations, competition, regulation) and non-financial risks (environment, employees, customers, partners, communities) through internal structures and control policies.

CATEGORY	RISK TYPE	DEFINITION	LIKELIHOOD	IMPACT	RESPONSE
Financial	Economic/Financial	Losses in fund-raising and liquidity from market fluctuations	High	Low	Audit Committee & internal accounting controls; fund-raising planning
	Credit	Losses from counterparty creditworthiness changes	High	Low	Collateral and receivables management
	Market	Sales losses from supply/demand shifts	Low	Low	Monitoring demand factors; responsive marketing strategy
	Inventory	Loss from inventory asset value decline	High	Low	Dedicated asset-management organization/system
Non-Financial	Environmental	Climate-related hazards; tightening regulation	High	Low	ISO 14001; Net-Zero roadmap; monthly emissions monitoring
	Human Rights	Infringement on employee/stakeholder rights	Very High	Low	Grievance system; impact assessments; reporting channel & training
	Customer Rights	Harm from quality/information issues, inadequate protection	Low	Low	ISO 9001; customer channels; VOC improvement
	Ethics	Management risk from unethical conduct	Very High	High	Corruption-likelihood review; training programs
	Safety & Health	Accidents/illness at worksites	High	High	ISO 45001; risk assessment; partner Safety Council
	Compliance	Unfair trade practices; legal violations	High	Low	Fair-trade training; compliance newsletters
	Cybersecurity	Data leakage; legal violations	High	Low	ISMS-P; monitoring; mock-hacking drills
	Local Community	Conflict from adverse business impact	Very High	High	Shared-growth activities; local social contribution
Partners	Harm from partner misconduct/supply instability	Very High	Very High	Fair selection process; shared-growth support; ethics pledges	

ETHICAL GOVERNANCE

Compliance

Compliance Support Organization

A compliance officer holding a U.S. attorney qualification, appointed with board approval in 2011 and reappointed in 2024, oversees legal-risk management across all activities.

Fair-Trade Voluntary Compliance Program (CP)

Voluntary compliance manager appointed June 2022. In 2024, the compliance organization obtained CCP certification, now with 2 CCP Level-1 experts.

“SK Rent-a-Car has practiced ESG and ethics management with the sincerity to establish a fair, transparent trading culture... the Fair-Trade Voluntary Compliance Program (CP) is an internal compliance system voluntarily established to prevent fair-trade-law violation risk.”
— CEO’s Voluntary Compliance Commitment Statement (excerpt)

2024 Fair-Trade Training

PERIOD	CONTENT	COMPLETED
H1	Abuse of superior bargaining position	64
H2	Types of unfair trade practices	128

Legal/Regulatory Monitoring

Periodic “Policy and Law Report” since H2 2022 tracks legislative change, e.g. 2024 amendments to the Automobile Management Act and Trademark Act enforcement rules.

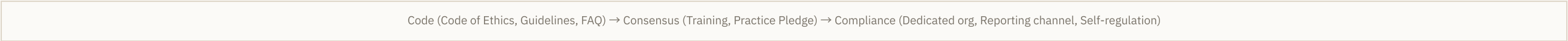
Anti-Corruption Management

Annual risk checklists across business areas; pre-holiday guidance (Seollal/Chuseok); annual disclosure of anti-corruption activities on the corporate website.

ETHICAL GOVERNANCE

Ethics Management

SK Rent-a-Car promotes ethics management based on 3C — Code, Consensus, Compliance. All employees sign the Ethics Management Practice Pledge annually; since 2024, extended to temporary staff and partners.



Ethics Training Completion

CATEGORY	2022	2023	2024
Completed (persons)	622	620	443
Completion Rate	100%	100%	71%

2024 training covered corporate card use, mutual respect, partner relationships, information security, and reporting-channel guidance.

Reporting & Whistleblower Protection

Reporting channels consolidated onto the SK Rent-a-Car website in 2024, improving access. Process: Registration → Intake Review → Preliminary Investigation → Full Investigation → Closure.

- 1. No disadvantage or discrimination for legitimate reporters
- 2. Remedy available if retaliation occurs
- 3. Identity and content kept strictly confidential
- 4. Same protection for investigation cooperators
- 5. Reduced/waived sanctions for voluntary self-reporting

Appendix

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APPENDIX

Stakeholder Engagement

SK Rent-a-Car recognizes communication with stakeholders directly or indirectly connected to all areas of its management activities as central to pursuing ESG management, and works to build consensus, gather opinions, and reflect them in its activities through diverse channels.

STAKEHOLDER	KEY INTERESTS	COMMUNICATION CHANNELS
Customers	Product quality & service safety · Personal information protection · Customer satisfaction management	Homepage · Official blog · SNS channels · Customer center · Satisfaction surveys
Shareholders & Investors	Transparent disclosure · Sound governance · Ethical management & compliance · Eco-friendly products/services	General shareholders’ meeting · Business report, audit report, sustainability report
Employees	Work–life balance · Diversity & equal opportunity · Capability development · Fair recruitment · Human rights · Sound governance	In-house portal · Grievance channel · Labor–management council · Training/workshops · Anonymous board · CEO-direct channel
Business Partners	Shared growth · Human rights management · Ethical management	Purchasing information system · Partner Safety & Health Council · Reporting channel
Local Community	Eco-friendly products/services · Climate change response · Community contribution	Local partnerships · Press releases · Sustainability report
Media/Press	Financial performance · Product/service launches · Transparent disclosure · Ethics/compliance · Climate response · Social responsibility	Corporate homepage · Press releases
Government	Ethics/compliance · Human rights · Job creation & employment stability · Renewable energy expansion	Corporate homepage · Business report, audit report, sustainability report

APPENDIX · PERFORMANCE DATA

Financial Performance

Consolidated Financial Summary (KRW million unless noted)

ITEM	2022	2023	2024
Current assets	250,005	306,520	638,943
Non-current assets	3,091,965	3,228,165	3,307,271
Total assets	3,341,971	3,534,686	3,946,214
Current liabilities	906,632	1,334,524	1,342,810
Non-current liabilities	1,919,002	1,675,417	2,040,716
Total liabilities	2,825,634	3,009,941	3,383,526
Total equity	516,336	524,744	562,688
Operating revenue	1,246,513	1,402,832	1,556,526
Operating expenses	1,151,422	1,280,841	1,383,991
Operating profit	95,091	121,992	172,535
Profit before income tax	30,401	32,640	44,607
Income tax expense	9,661	8,285	9,891
Net income	20,740	24,355	34,717
Operating margin (%)	7.6	8.7	11.1
Debt ratio (%)	547	574	601
Political Funds & Association Fees			
Lobbying/political funds ¹⁾	–	–	–
Association membership fees ²⁾	520	140	644
Government Support			
EV purchase subsidy ³⁾	52,711	20,812	19,144

1) SK Rent-a-Car complies with the Political Funds Act and provides no political/lobbying funds. 2) Includes Korea Automobile Leasing/Rental Business Association, Korea Automobile Trading Business Association, Chamber of Commerce, Seoul Bar Association, etc. 3) EV purchase subsidies from government/local governments.

Economic Value Distribution (KRW million)

ITEM	2022	2023	2024
Investors ⁴⁾	57,138	91,081	117,672
Employees ⁵⁾	82,248	82,304	97,131
Local Community ⁶⁾	1,067	265	188
Government ⁷⁾	16,066	13,561	17,505
Corporations ⁸⁾	1,068,270	952,292	957,438
Welfare Cost to Revenue			
Welfare cost (KRW million)	13,290	15,130	15,928
Welfare cost to revenue (%)	1.1	0.9	1.0
R&D and Patents			
Cumulative trademark registrations	40	71	128
Trademark applications ⁹⁾	96	55	–
Business Sites (domestic)			
Number of business sites	161	156	172

4) Interest expense. 5) Salaries, benefits, retirement benefits. 6) Total donations. 7) Taxes/dues, corporate tax. 8) Acquisition of tangible assets. 9) 2024 reflects completed registration of 2023 applications.

APPENDIX · PERFORMANCE DATA

Non-Financial Performance — Environment¹⁾

GHG Emissions

INDICATOR (UNIT: TCO2EQ)	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS ²⁾
GHG emissions (Scope 1+2, location-based) ³⁾	2,319	927	2,155	929	2,194	859
Scope 1 (Direct)	621	903	460	842	354	737
Scope 2 (location-based) ⁴⁾	1,698	25	1,695	87	1,840	123
Scope 2 (market-based) ⁵⁾	1,559	25	1,650	87	1,794	123
Scope 3 (Other)	892,869	269	1,832,707	480	1,484,469	1,286
Upstream — Major Sources						
1. Purchased goods & services	320,959	26	180,568	119	173,913	492
2. Capital goods	3,466	N/A	17,215	N/A	1,039	N/A
3. Fuel/energy-related activities	239	23	160	25	160	27
4. Upstream transport & distribution	13,329	N/A	10,180	N/A	12,248	N/A
5. Waste generated in operations	N/A	44	N/A	107	N/A	152
6. Business travel	51	14	50	20	58	284
7. Employee commuting	248	162	424	208	419	331
8. Upstream leased assets	N/A	N/A	N/A	N/A	N/A	N/A
Downstream — Major Sources						
9. Downstream transport & distribution	1,838	N/A	908	N/A	1,540	N/A
11. Use of sold products	552,180		1,213,512		860,080	
12. End-of-life treatment of sold products	N/A		777		566	
13. Downstream leased assets	N/A		408,541		434,047	
14. Franchises	559		372		399	

GHG Intensity / Energy

INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
GHG intensity (tCO2eq/KRW100M) ⁶⁾	1.9	35.7	1.5	31.0	1.4	26.9
GHG reduction (Scope 1+2, tCO2eq)	-17	-37	164	-2	-39	70
YoY GHG reduction rate (%)	-0.7	-4.2	7.1	-0.2	-1.8	7.5
Total energy consumption (GJ)	44,427	12,543	41,913	13,022	43,397	12,370
Direct energy (GJ)	7,315	12,029	5,377	11,195	3,953	9,809
Indirect energy (GJ)	37,112	514	36,536	1,827	39,444	2,561
Renewable energy (solar, MWh)	144	–	132	–	133	–
Renewable energy usage ratio (%)	9.6	0.0	5.3	0.0	5.2	0.0
Total energy intensity (GJ/KRW100M)	35.6	482.4	29.9	434.1	27.7	386.7
Total renewable generation (MWh)	313	–	133	–	219	–

APPENDIX · PERFORMANCE DATA

Non-Financial Performance — Environment (continued)

INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Water						
Total consumption (ton) ¹⁾	33,176	976	36,053	469	34,935	217
Consumption intensity (ton/KRW100M)	26.6	37.5	25.7	15.6	22.4	6.8
Waste						
Total waste generated (ton)	380	13	361	12	402	16
General waste	338	13	325	12	351	16
Designated (hazardous) waste	42	–	36	–	51	–
Waste intensity (ton/KRW100M)	0.30	0.50	0.26	0.41	0.26	0.50
Eco-Friendly Investment						
Eco-friendly purchases, % of total (%) ²⁾	32.6	0.0	27.0	0.0	31.4	0.0
Eco-friendly vehicles owned (vehicles) ³⁾	23,311	9	29,884	11	34,374	14
EV / hydrogen	13,543	9	15,854	11	16,929	14
Hybrid / PHEV	9,768	–	14,030	–	17,445	–

1) Sewage usage assumed equal to tap-water intake/usage volume. 2) Includes electric, hydrogen and hybrid vehicles. 3) Restated to include hybrid vehicles.

APPENDIX · PERFORMANCE DATA

Non-Financial Performance — Social

Employee Status

INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Total employees (persons)	652	343	653	336	636	311
Male	499	269	498	263	477	251
Female (%)	153(23.5)	74(21.6)	155(23.7)	73(21.7)	159(25.0)	60(19.3)
By age group						
Under 30 (%)	44(6.7)	103(30.0)	29(4.4)	79(23.5)	25(3.9)	41(13.2)
30–49 (%)	567(87.0)	235(68.5)	576(88.2)	245(72.9)	539(84.7)	250(80.4)
50+ (%)	41(6.3)	5(1.5)	48(7.4)	12(3.6)	72(11.3)	20(6.4)
By employment type						
Regular employees	572	285	606	305	622	275
Non-regular (%)	80(12.3)	58(16.9)	47(7.2)	31(9.2)	14(2.2)	36(11.6)
Total managers	84	45	84	47	68	27
Female managers (%)	4(4.8)	5(11.1)	5(6)	7(14.9)	7(10.3)	2(7.4)
Total executives (C-Level)	4	2	5	2	2	2
Minority employees	23	12	26	14	32	14
Persons with disabilities (%)	16(2.5)	9(2.6)	19(3.0)	11(3.3)	25(3.9)	11(3.5)
National merit recipients (%)	7(1.1)	2(0.6)	7(1.1)	2(0.6)	7(1.1)	2(0.6)
Foreign nationals (%) ²⁾	–	1	–	1(0.3)	–	1(0.3)

Employee Recruitment

INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
New hires	45	64	38	41	37	38
Male	29	46	27	32	21	33
Female (%)	16(35.6)	18(28.1)	11(28.9)	9(22)	16(59)	5(13.2)
By type – New graduate	2	7	3	7	3	8
By type – Experienced	43	57	35	34	34	38
By type – Regular	–	4	2	9	31	–
By type – Non-regular ³⁾	45	60	36	32	6	38

1) “Severe” disability counted at double headcount per Korea Employment Agency standards. 2) Canadian national, Asian ethnicity manager. 3) All CLS new hires are contract-based; conversion decided via post-contract promotion evaluation.

APPENDIX · PERFORMANCE DATA

Non-Financial Performance — Social (continued)

Turnover, Retirement & Compensation						
INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Turnover/retirees ¹⁾	35	65	33	46	51	68
Turnover rate (%)	5.4	19.0	5.1	13.7	8.0	21.9
Average tenure (years)	9.1	3.4	9.7	2.4	10.5	3.3
Compensation (KRW thousand)						
Avg. monthly employee pay ²⁾	5,530	3,196	5,783	3,367	7,454	4,016
Avg. monthly executive pay ³⁾	55,418	12,556	83,752	7,124	44,562	21,000
Avg. monthly managerial pay	11,904	4,762	12,449	4,889	14,589	6,196
Avg. monthly non-managerial pay	4,499	2,952	4,854	3,123	6,420	3,825
F/M pay ratio – managerial (%)	101.5	78.7	87.9	80.7	105.4	80.0
F/M pay ratio – non-managerial (%)	87.1	94.9	80.5	95.1	79.4	98.9
Average hourly wage (KRW)	18,429	11,481	19,150	11,949	21,375	13,783

Evaluation, Training & Human Rights						
INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Subject to performance evaluation (%)	652(100)	303(88.3)	631(96.6)	323(96.1)	594(93.4)	280(90.0)
Employees participating in training (%)	652(100)	343(100)	653(100)	333(99)	636(100)	307(99)
Total training hours	38,185	20,076	53,568	13,337	13,936	7,953
Training hours per employee	58.6	58.5	82.0	40.1	22.0	26.0
Total training cost (KRW million)	1,015	152	772	202	296	130
Human Rights						
Impact assessment conducted	N	N	Y (all sites)	N	N	N
Grievances received/handled ⁵⁾	1(100%)	–	–	–	–	–
Employee Satisfaction (points)						
Satisfaction/engagement score	67.4	68.0	73.4	67.0	Not conducted	–

1) Includes contract-end departures. 2) Base pay + incentives. 3) Executives are entirely male. 5) EAP counseling provided but no formal human-rights grievance cases recorded.

APPENDIX · PERFORMANCE DATA

Non-Financial Performance — Social (continued)

Work–Life Balance, Parental Leave & Collective Bargaining						
INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Flexible-work participants (%)	104(16)	35(10)	206(32)	72(21)	282(51)	97(31)
Parental Leave ¹⁾						
Took parental leave	14	5	17	8	9	8
Returned, worked 12+ mo. (%)	11(100)	2(29)	14(280)	6(100)	31(163)	5(100)
Collective Bargaining						
Eligible for union ²⁾	513	N/A	510	291	474	265
Union members (%)	185(36)	N/A	194(38)	110(38)	327(69)	120(45)
Covered by collective agreement (%)	185(100)	N/A	194(100)	110(100)	327(100)	120(100)
Supply Chain						
Number of suppliers ³⁾	1,230	54	1,369	64	1,789	71
Assessed for ESG risk ⁴⁾	N/A	N/A	19	N/A	–	N/A
Grievance channel operated	Y	Y	Y	Y	Y	Y
Received/handled (%)	2(100)	1(100)	2(100)	–	3(100)	–

Social Contribution & Industrial Safety						
INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Social contribution donations (KRW M)	1,067	–	265.4	–	187.5	–
Employee volunteer hours	474	–	687	–	701	–
Participating employees (%)	119(18)	–	296(45)	–	247(39)	–
Industrial Safety & Health						
Total working hours – employees	1,356,160	713,440	1,358,240	698,880	1,322,880	646,880
Total working hours – partner staff	1,052,480	–	1,052,480	–	861,120	–
Total employees ⁷⁾	652	343	653	336	636	311
Injured – employees ⁸⁾	1	1	–	1	–	1
LTI cases – employees ^{9,10)}	1	1	–	1	–	1

1) Business-report basis (leave within 1yr of birth). 2) CLS union established 2023. 3) SKR: trade partners + manufacturers; CLS: suppliers with ≥KRW1M annual transactions. 4) 2023: 13 suppliers rated high-risk. 7) CLS count includes SKR partner staff counted redundantly. 8) 1 CLS commute-related injury (night-shift return). 9) LTI: Lost Time Incidents.

APPENDIX · PERFORMANCE DATA

Non-Financial Performance — Social (continued)

Safety Rates & Customer Satisfaction						
INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
LTIR ¹⁾ (per 200,000 hrs) – employees	0.1	0.3	–	0.3	–	–
LTIFR ²⁾ (per million hrs) – employees	0.7	1.4	–	1.4	–	–
Industrial accident rate ³⁾ (%) – employees	0.2	0.3	–	0.3	–	0.3
Risk assessments conducted	1	3	2	2	1	2
Partner safety mgmt. implemented	Y	N	Y	N	Y	N
Customer Satisfaction						
Customer satisfaction score	93.6	92.0	94.8	92.0	91.5	91.6
Complaints received (handling %) ⁵⁾	155(100)	5,719(100)	147(100)	6,598(100)	134(100)	5,705(99)

Cybersecurity & Customer Data						
INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Information leak cases	–	–	–	–	–	–
Personal information leak cases	–	–	–	–	–	–
Cybersecurity breach/incident count ⁶⁾	–	–	–	–	–	–
Customers affected by breach	–	–	–	–	–	–
Fines from breach (KRW M)	–	–	–	–	–	–
Data-privacy complaints ⁷⁾	3	–	–	–	2	–
Gov’t/law-enforcement data requests ⁸⁾	–	–	–	–	125	–

6) A 2024 hacking attempt targeted an independent EV-charging monitoring device unrelated to the internal network; not counted as an incident. 7) No external complaints in 2024; follow-up corrections completed. 8) Temporary identity information provided under an investigative search-and-seizure warrant during the shareholder-change process.

1) TRIR = LTIR. 2) Lost Time Injury Frequency Rate. 3) Injured / total employees. 5) CLS includes CSS complaints; monthly average.

APPENDIX · PERFORMANCE DATA

Non-Financial Performance — Governance

Board Composition

INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Average board tenure (months) ¹⁾	28	N/A	39	N/A	5	12
Total board members	5	4	5	4	5	1
Female directors (%)	1(20)	–	1(20)	–	–	–
Outside directors (%)	3(60)	–	3(60)	–	–	–
Other non-exec directors (%)	1(20)	1(25)	1(20)	1(25)	4(80)	–
CEO compensation (KRW M) ²⁾	410	N/A	750	31	492	180

Ethical Management & Compliance

INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Compliance inspection activities	3	1	1	–	–	–
Legal/regulatory violations ³⁾	–	–	–	–	–	–
Ethical management reports filed ⁴⁾	26	3	37	3	26	2
Sexual harassment reports	–	1	2	–	1	–
Non-compliance w/ ethics code	9	2	8	1	8	2
Corruption/bribery reports	–	–	–	–	1	–
Total cases handled	19	3	10	3	26	2

Ethical Management Training⁷⁾

INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Ethics training participants (%)	622(100)	346(100)	620(100)	325(100)	443(71)	–
Suppliers trained	518	1	455	–	–	–
Anti-corruption training (%)	622(100)	Not conducted	620(100)	Not conducted	443(71)	Not conducted
Fair-trade training (%) ⁸⁾	602(92)	Not conducted	396(61)	Not conducted	96(15)	Not conducted

Anti-Corruption Policy Communication

INDICATOR	22 SKR	22 CLS	23 SKR	23 CLS	24 SKR	24 CLS
Board members informed (%)	5(100)		5(100)		5(100)	
Employees informed (%)	652(100)	Not conducted	620(100)	Not conducted	622(100)	Not conducted
Suppliers informed (%) ⁹⁾	293(24)		478(35)		462(26)	

1) Per in-house director. 2) Salary basis; 2023 CLS CEO pay split between both companies. 3) Includes subcontracting-law violations, fines, anti-trust settlements. 4) Includes grievance-channel reports. 7) Based on headcount at training completion, current employees only. 8) 2024 recorded by average participant count due to duplicate-count difficulty. 9) 2023 basis corrected to formally contracted suppliers.

APPENDIX · GLOBAL STANDARDS & INDEXES

TCFD

SK Rent-a-Car actively participates in climate change response in line with international requirements, and has identified the actual and potential financial impacts of climate change, establishing strategic direction and management systems accordingly, per the TCFD (Task Force on Climate-related Financial Disclosures) recommendations.

TOPIC	METRIC	DESCRIPTION
Governance	a. Board oversight of climate risks/opportunities	Climate impact is continuously shared with the Board. In February 2024, the function of identifying climate-related risks/opportunities — previously with the ESG Committee — was transferred directly to the Board.
	b. Management’s role in assessing/managing climate risk	GHG targets and performance are reported to management and the Board. Affinity Equity Partners’ ESG headquarters reports/manages Scope 1–3 emissions across its portfolio; a dedicated ESG lead builds the database and supports implementation. An annual ESG Meeting with the shareholder reviews strategy, improvement tasks, and site operations.
Strategy	a. Climate risks/opportunities, short/medium/long term	Short term: asset losses from abnormal weather, expanded disclosure requirements. Medium/long term: ICE-to-zero-emission transition, the 2030 NDC (40% reduction vs. 2018) and ICE phase-out. Response: K-EV100 membership, eco-friendly purchase targets, external GHG emissions-trading business, and solar expansion.
	b. Impact on business, strategy, financial planning	Financial risks from vehicle-fleet transition and rising carbon prices are reflected in financial planning and investment-review criteria. The company pursues carbon-credit business and eco-friendly business expansion.
	c. Resilience under different climate scenarios (incl. 2°C)	Net Zero target and roadmap established; period-based Scope 1/2/3 reduction plans and financial impact reviewed for scenario analysis. Large investments (renewable energy, fleet conversion) go through Board approval.

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TCFD (continued)

TOPIC	METRIC	DESCRIPTION
Risk Management	a. Processes for identifying/assessing climate risk	Annual materiality assessment identifies climate risks/opportunities. Since 2020, emissions from all SKR and Car Life Service sites are measured and managed monthly by source. Customer vehicle-use emissions are included in Scope 3. ISO 14001 maintained since 2007.
	b. Processes for managing climate risk	Managed jointly by the Communications team (ESG) and General Affairs team (SHE), with a nationwide response system. The “Nalssi-aria” (Weather Aria) system, using the KMA API, automatically sends weather alerts to customers.
	c. Integration into overall risk management	Energy usage at all operating sites is monitored and reported to management via the ESG team; the SHE emergency system includes the CEO and mid-level managers for company-wide response to any incident.
Metrics and Targets	a. Metrics used to assess climate risk/opportunity	GHG emissions and intensity, energy consumption, and renewable generation are key metrics, referencing S&P CSA, SASB, and ISSB indicators alongside TCFD recommendations.
	b. Scope 1, 2, and 3 GHG emissions	Disclosed annually in the Appendix’s Non-Financial Performance section; in 2023, the full dataset and calculation methodology underwent third-party verification.
	c. Targets and performance	Medium-term target: 95% GHG reduction by 2040 vs. 2021 baseline. K-EV100 member, committing to 100% eco-friendly rental fleet by 2030. Eco-friendly vehicle ratio reached 17.6% in 2024; 2024 emissions of 2,194 tCO2eq were 244 tCO2eq below target.

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SASB Disclosures — Car Rental & Leasing

TOPIC	METRIC	CODE	VALUE	DESCRIPTION
Customer Safety	% of fleet Tier-1 rated (KNCAP)	TR-CR-250a.1	12.7%	Proportion of Tier-1 (top-rated) vehicles per KNCAP, as of end-December 2024.
	Number of recalled rental vehicles	TR-CR-250a.2	21,476	Recalled vehicles are held from rental until recall completion is registered in-system.
Fleet Fuel Economy & Utilization	Rental-day-weighted avg. fuel economy	TR-CR-410a.1	Gasoline 14.6 km/L; Diesel 13.6 km/L; LPG 8.8 km/L; Electric 4.1 km/kWh	Calculated via Smart Link telematics driving/charging data.
	Rental vehicle utilization rate	TR-CR-410a.2	Long-term 96.0%; Short-term 66.2%	Annual average operating vehicle ratio by contract type.
Activity Metrics	Average vehicle age (from registration)	TR-CR-000.A	28.9 months	As of December 31, 2024.
	Rental days available annually	TR-CR-000.B	365 days	Products range from 1 to 365+ days.
	Avg. vehicles available per month	TR-CR-000.C	195,477	Monthly average of SK Networks + SK Rent-a-Car registered fleet.

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GRI Standards 2021 Content Index

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	2-2	Entities included in reporting	2	
	2-3	Reporting period, frequency, contact point	2	
	2-4	Restatements of information	57–64	
	2-5	External assurance	71	
	2-6	Activities, value chain, business relationships	17–20	
	2-7	Employees	60–63	
	2-8	Workers who are not employees	60	
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	2-10	Nomination/selection of governance body	51	
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	2-13	Delegation of responsibility	51–52	
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	2-15	Conflicts of interest	52–54	
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	2-17	Collective knowledge of governance body	—	Confidentiality
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	2-19	Remuneration policies	—	Confidentiality
	2-20	Process to determine remuneration	—	Confidentiality
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	2-22	Statement on sustainable dev. strategy	4, 7	
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	2-29	Approach to stakeholder engagement	56	
	2-30	Collective bargaining agreements	26, 62	
GRI 3: Material Topics 2021	3-1	Process to determine material topics	8–12	
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GRI 201: Economic Performance	201-1	Direct economic value generated/distributed	57	
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	201-4	Financial assistance from government	57	

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GRI Standards 2021 Content Index (continued)

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	305-1	Direct (Scope 1) GHG emissions	46, 58	
	305-2	Energy indirect (Scope 2) GHG emissions	46, 58	
	305-3	Other indirect (Scope 3) GHG emissions	58	
	305-4	GHG emissions intensity	58	
	305-5	Reduction of GHG emissions	46, 58	
	305-6, 305-7	ODS / NOx, SOx and other air emissions	—	No manufacturing; not measured
GRI 306: Waste	306-1	Waste generation and related impacts	45	
	306-2	Management of waste-related impacts	45	
	306-3	Waste generated	45, 59	
	306-4	Waste diverted from disposal	59	
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	401-3	Parental leave	26, 62	
GRI 403: Occupational Health and Safety	403-1	OH&S management system	32–33	
	403-2	Hazard identification, risk assessment	32–33	
	403-4	Worker participation/consultation	32–33	
	403-5	Worker training on OH&S	32–33	
	403-6	Promotion of worker health	25, 32–33	
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GRI 404: Training and Education	404-1	Avg. training hours per employee	61	
	404-2	Programs for upgrading employee skills	29–31, 61	
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GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies/employees	23–24, 60	
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GRI 407: Freedom of Association	407-1	Operations/suppliers with rights at risk	26, 62	
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APPENDIX

Independent Assurance Statement

To the Readers of the 2024–2025 SK Rent-a-Car Sustainability Management Report

Introduction
Korea Management Registrar Inc. (“KMR”) was requested to perform third-party assurance of the 2024–2025 SK Rent-a-Car Sustainability Management Report for the fiscal year ended December 31, 2024. Responsibility for the report and internal controls rests with SK Rent-a-Car’s management; KMR’s responsibility is to perform the agreed assurance engagement and report its independent conclusion.

Scope of Assurance
The 2024–2025 SK Rent-a-Car Sustainability Management Report, including GRI Standards 2021 reporting principles, Universal Standards, and Topic Specific Standards (GRI 205 Anti-Corruption, GRI 305 Emissions, GRI 416 Customer Health and Safety). TCFD recommendation disclosures and SASB applicability were also confirmed.

Assurance Criteria & Standards
GRI Standards 2021. The team applied ISO 17029 and KMR EDV 01, performing the engagement per AA1000AS v3 (evaluating Inclusivity, Materiality, Responsiveness, Impact, and information reliability/quality) and SRV1000 (GRI-based comprehensive review for data-error elimination). Standards referenced: ISO 17029:2019, ISO 14065:2020, AA1000AS v3:2020, AA1000AP:2018, SRV1000:2022, KMR EDV 01:2024. Assurance level: AA1000AS v3 – Type 2/Moderate.

Assurance Methodology
Assessed criteria appropriateness and the materiality-assessment process; evaluated data-management control understanding via inquiry; visited head office; interviewed report preparers; verified data through comparison, cross-checking and recalculation; and evaluated reliability against independent external sources and public databases.

Limitations
Given the inherent limitations of non-financial data assurance and the absence of a single established measurement practice, the team relied on professional judgment; the engagement was of reasonable-assurance scope, based on the premise that data provided by SK Rent-a-Car was complete and adequate, using limited sampling supplemented by independent external sources.

Assurance Conclusion and Opinion
The assurance team issued its conclusion that the report was prepared “in accordance with” the reporting criteria presented by SK Rent-a-Car, finding no grounds to believe the evidence provided is insufficient.

- **Inclusivity:** No major stakeholder group found omitted; views and expectations appropriately reflected.
- **Materiality:** No material issue found omitted from SK Rent-a-Car’s own assessment process.
- **Responsiveness:** Key issues’ activities, responses and future plans reported comprehensively and in balance.

- **Impact:** Direct/indirect impacts of key issues identified, monitored, and disclosed in quantified form where possible.
- **Reliability & Quality:** Verified employee headcount, hires, disability/merit figures, turnover, tenure and related data via interviews, sampling, source documents and external sources; found no intentional errors or misstatements.

Assurance Team Qualifications & Independence
KMR is accredited under ISO/IEC 17029:2019, ISO 14067, ISO 14065, and ISO/IEC 17021:2015, and is a registered Korea GHG emissions-trading verification institution. KMR maintains a quality management system compliant with IAASB ISQM1:2022 and KMR EDV 01:2024, and complies with IESBA Code:2023 ethical requirements. The assurance team comprises sustainability specialists; KMR maintains independence, with no other relationship of interest with SK Rent-a-Car.

Restriction of Use
Prepared to help SK Rent-a-Car’s management understand its sustainability performance; intended for management’s use. KMR assumes no responsibility to any third-party user other than SK Rent-a-Car’s management. Valid as of the assurance date below; users should confirm they hold the most recent version.

December 29, 2025
CEO: *[handwritten signature]*

Certification marks: KMR (Korea Management Registrar) · SRV1000 (Sustainability Committee Assurance) · AA1000 Licensed Report 000-129/V3-9XZNF

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

2024–2025 SK Rent-a-Car Sustainability Report