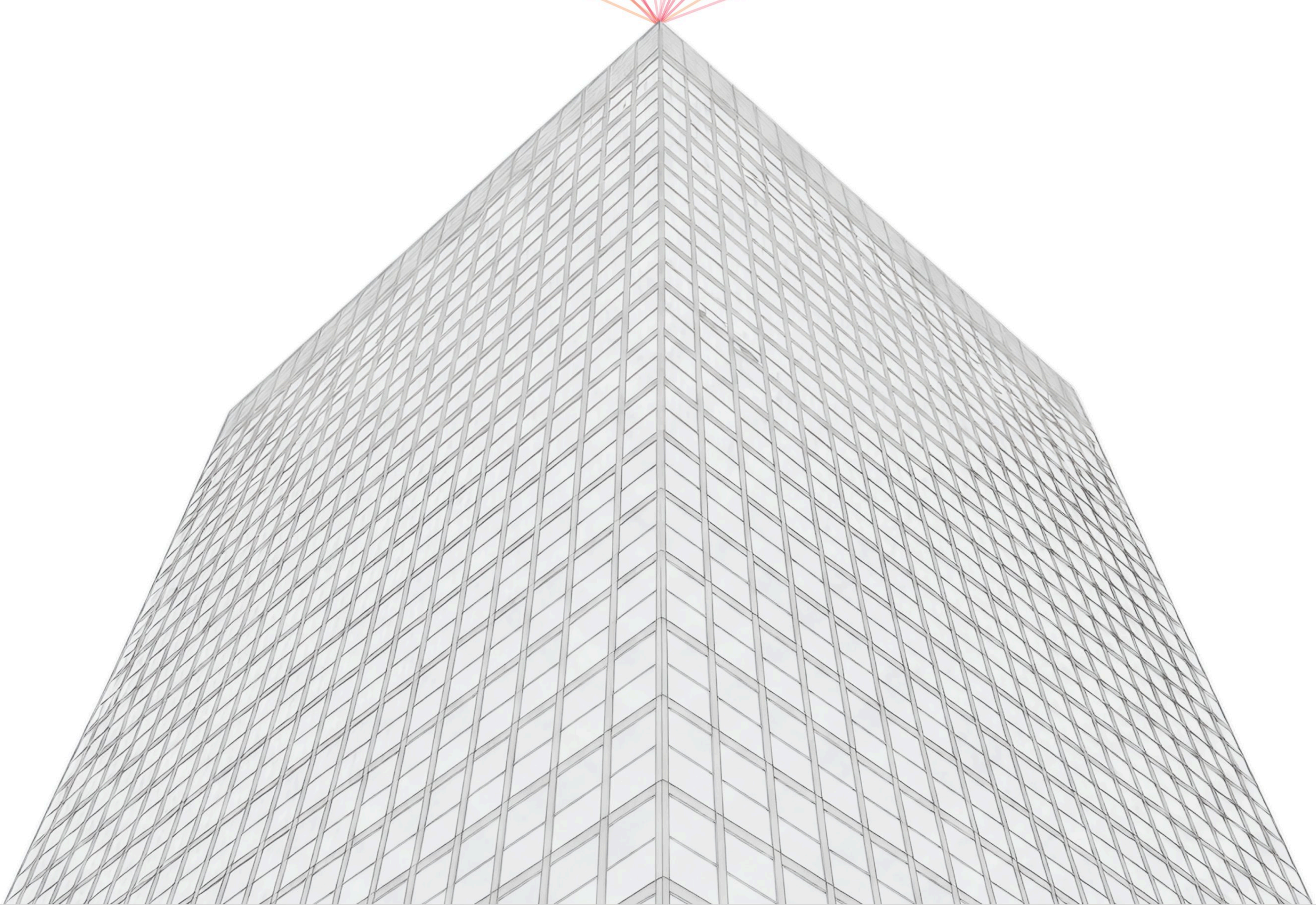
SK's Journey with Challenge, Passion and Integrity

2026 SK Inc. Sustainability Report



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SK ESG Story

ESG Letter

The world today faces a wave of profound change — geopolitical conflict, supply-chain realignment, and the energy transition, alongside an unprecedented technological leap in AI. While current global uncertainties are deepening as rapidly as the pace of these changes, SK aims to present a clear milestone that guides humanity toward a sustainable future amidst this turbulence.

We have reached a historic inflection point, where the industrial paradigm is shifting from production of goods to generation of intelligence. Moving forward, corporate competitiveness will be defined by the ability to turn data into intelligence and deliver it as sustainable value across society and industries.

At the very heart of this massive transition lies the AI Factory—the foundational infrastructure of a new era that produces intelligence applicable in the real world by learning from and reasoning over vast volumes of data. While factories of the past produced physical products, the AI Factory produces intelligence designed to maximize productivity, operational efficiency, safety, and creativity.

Based on our comprehensive portfolio encompassing semiconductors, data centers, energy solutions, and networks, SK aims to contribute to creating a sustainable AI ecosystem by connecting the core value chain of the AI era. Recognizing that the rapid adoption of AI entails new challenges—specifically increases in power demand and the need to improve energy efficiency—SK is not merely supplying computing power but is innovating the process itself to be inherently efficient and sustainable.

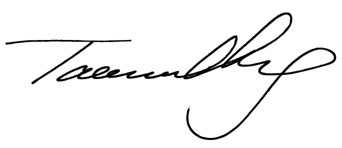
SK will continuously expand its role and capabilities as a core infrastructure provider in the global AI ecosystem. We aim not only to scale our business, but to drive positive societal change through technological innovation, ultimately enhancing the well-being and happiness of humanity.

This vision is rooted in SK's core philosophy of creating Social Value (SV). By quantifying the social value generated through our businesses, we use these metrics as a strategic compass for management decision-making. This fosters a virtuous cycle where shareholders, customers, communities, and our broader business ecosystem thrive together. SK aims to address increasingly complex social problems with innovative business models, thereby cultivating the most valuable and powerful asset of all: "social trust."

In addition, pursuing "the happiness of all stakeholders," the essence of SKMS (SK Management System), is an unchanging commitment across borders and languages. The belief that a company cannot exist alone and that its long-term viability is fundamentally tied to the health of our society will never waver. SK will continue to take the lead through transparent governance and responsible management so that technological progress serves as a positive, inclusive force for everyone.

SK invites stakeholders to join this journey as reliable partners.

Thank you.



Chey, Tae-won
SK Inc. Chairperson & CEO

ESG Letter

Dear respected stakeholders,

The recent global business environment is experiencing increased uncertainty due to geopolitical risks and macroeconomic volatility. At the same time, the AI-driven paradigm shift in industry and technology is opening up unprecedented opportunities for corporate innovation and growth. These environmental changes demand swift and strategic responses from companies more than ever before.

Amid this rising uncertainty, SK Inc. has pursued bold, proactive portfolio restructuring and strengthened its financial soundness to deliver stable, sustainable growth. We are securing our foundation for future growth by investing in AI and expanding our equity in high-growth portfolios.

Furthermore, based on strengthened financial capabilities, SK Inc. is fulfilling market trust by implementing tangible measures to enhance shareholder value. Earlier this year, we resolved on a large-scale treasury share retirement amounting to approximately 20% of our issued shares, establishing transparent governance and practicing shareholder-friendly management. This decision represents a tangible milestone in stakeholder value creation, driven by board-centered, responsible corporate governance.

Such business and financial innovations and the execution of shareholder value enhancement are leading to firm trust from domestic and international capital markets in the long-term sustainability of SK Inc. The company has maintained the highest rating (AAA) from MSCI (a global ESG assessment agency) for five consecutive years and has been included in the S&P Global Dow Jones Best-in-Class World Index for 14 consecutive years. These achievements recognize that genuine efforts to strengthen fundamentals are moving in the right direction.

Moving forward, SK Inc. will fulfill its responsibilities and roles as the holding company of SK Group, while actively integrating AI technology throughout our operations to continuously evolve and develop the operating systems of SK Group and the company.

The data and AI utilization capabilities accumulated through AI Transformation will significantly improve decision-making speed, accuracy, and transparency. Based on this, SK Inc. plans to more actively promote sustainability and the enhancement of corporate value.

The company requests the unwavering encouragement and warm support of stakeholders so that these efforts can bear the fruit of greater future value.

Thank you.

Jang, Yong-ho
SK Inc. President & CEO

Company Overview

SK Group Holding Company Overview

SK Group Holding Company Shaping A Better Future

As the holding company of SK Group, SK Inc. is strengthening its fundamental role by improving the core competitiveness of its subsidiaries and supporting the establishment of a foundation for sustainable growth in line with the changing global business environment.

SK Inc. is establishing a stable revenue base built on a globally competitive portfolio across future growth areas such as AI, semiconductors, and energy solutions. By identifying future growth drivers and pursuing prudent management, SK Inc. ultimately aims to maximize value for all stakeholders, including customers, employees, and shareholders. Furthermore, SK Inc. will create a sustainable future that generates both economic and social value in the long term.

IT Services Business Overview

SK Inc. AX, A Leading Company In AI Transformation

SK Inc. AX achieves the highest efficiency and productivity in the Korean IT services industry through "Being AX", and enhances the core competitiveness of customers and subsidiaries through AI/DT.

Beyond the mere adoption of AI technology, SK Inc. AX aims to present a new management paradigm in the AI era by fundamentally redesigning its way of working. By establishing the systems and culture for all employees to collaborate with AI and by transforming its business execution framework based on Agentic AI, SK Inc. AX is transforming into a company that works alongside its "AI members."

Role Of SK Inc. AX

Self-Driven "Being AX" Role Model

- Fully introduces AI across the value chain
- Transfers MPRS innovation to business models

→ Achieves No. 1 productivity domestically

AI/DT Enabler for Customers

- Designs and operates the AX operational structure
- Provides customized offerings by industry

→ Becomes a trusted AI innovation partner

Role of Group CAIO

- Executes Group AI/DT strategies
- Manages DT governance and performance

→ Accelerates AX transformation of subsidiaries

Following last year's declaration of its transition to a "Being AX Company," SK Inc. AX is fundamentally reinventing how work is conceived and executed, with AI at the center, and building a foundation for sustainable growth. It is redesigning its overall organizational culture, processes, and systems around AI, and applying Agentic AI across all areas of MPRS to enhance operational efficiency and execution capabilities while strengthening its ability to create value that contributes to customers and society.

Furthermore, based on its accumulated AX innovation experience and diverse execution cases, SK Inc. AX launched "AXgenticWire" to support customers' AX journeys more systematically and rapidly. It drives the enhancement of customers' business competitiveness in various industries, such as manufacturing, finance, and retail, while working together to ensure these innovations lead to tangible results on the ground. Moving forward, SK Inc. AX will pursue technological innovation and responsible growth in a balanced manner as an "AI First & Default Company."

SK Inc. AX recognizes sustainability as a core value of corporate management. It is securing a stable operational foundation by continuously strengthening fundamental business areas such as SHE, cybersecurity, and compliance, while proactively responding to various risks that may arise in a changing environment. This is an essential foundation for growing into a company trusted by customers, partners, and society.

In addition, SK Inc. AX considers mutual growth with customers, employees, and business partners an important responsibility, and is striving to create a healthy industrial ecosystem and manage a responsible supply chain. Furthermore, by helping to solve the social challenges facing local communities, it will faithfully fulfill its corporate social responsibilities and create a more sustainable future.

These efforts will serve as the foundation for simultaneously strengthening the company's long-term competitiveness and trust. SK Inc. AX will continue to harmoniously promote technological innovation and ESG management, creating sustainable value that grows together with all stakeholders.

Thank you.

Kim, Wan-jong
CEO of SK Inc. AX

WJ Kim

SK Double Bottom Line

SK Inc. adopts the Double Bottom Line (DBL) approach of the SK Group, striving to create both economic and social value to achieve mutual growth with society. Through this philosophy, SK fulfills its social responsibilities while building a business model that enables sustainable growth.

SK DBL Management Philosophy

Economic Value

Financial performance generated through business operations
(e.g., revenue and operating income)

DBL
Double Bottom Line

Social Value

Performance generated by addressing social issues through business operations
(Indirect economic contribution, environmental performance, social performance)

- The social value pursued by SK refers to all value the company creates for the well-being of its stakeholders
- SK not only contributes to economic development based on its innovative capabilities but also actively creates social value to pursue the well-being of stakeholders
- Double Bottom Line (DBL): Simultaneously considers economic value generated through business activities and social performance contributing to solving social problems through business activities

SK DBL Measurement

Social Value Measurement System

Principles of SK DBL Measurement

1. Measurement of All Business Activities
- Measurement of all corporate activities, including product development, production, sales, HR, and collaboration with business partners
- Measurement of both positive(+) and negative(-) outcomes

2. Outcome Measurement (Impact-Oriented)
- Measuring changes in beneficiaries' lives through the actual outcomes of business activities
- Pursuit of evaluating the value of societal impact

3. Principle of Conservatism
- Measurement based on objective and conservative standards and data (enhancing validity and reliability)

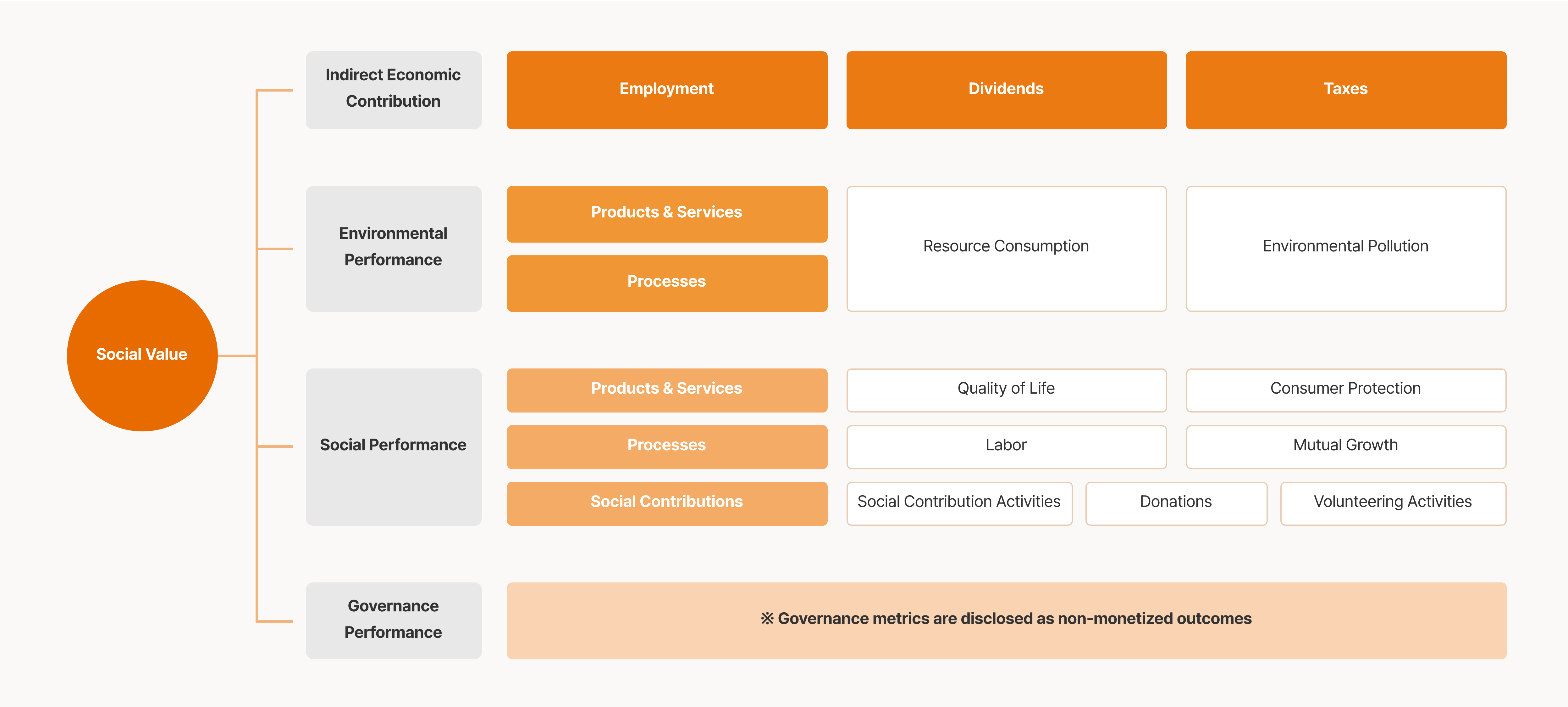
Impact Pathway for Social Value Measurement

Input → Activity → Output → Outcome → Impact

- Since 2018, SK Group has monetized and disclosed its social value, along with the relevant calculation methodologies, to enhance transparency and credibility
- SK Inc. measures social value based on the SK Group's methodology, which comprehensively reflects the impact of its business operations on various stakeholders, including the environment, employees, suppliers, and local communities

Social Value Measurement System

- The social value measurement system is aligned with ESG perspectives to enhance stakeholders' understanding
- It is categorized into three areas: indirect economic contribution, environmental performance, and social performance



01 Indirect Economic Contribution

- Employment: Amount paid in wages and employee welfare-related expenses
- Dividends: Cash dividend payments and retained earnings reduction due to treasury share retirement
- Taxes: Tax payments including national and local taxes

02 Environmental Performance

- Products & Services: Positive environmental impact generated through eco-friendly products and services
- Processes: Negative environmental impact from water consumption, greenhouse gas emissions, and pollutant discharge during production and operational processes

03 Social Performance

- Products & Services: Value created by improving quality of life and promoting public interest through product manufacturing and service delivery
- Labor / Mutual Growth: Value created through improving employee working conditions and promoting mutual growth with suppliers
- Social Contribution: Value generated through community contribution and inclusive social engagement activities

2025 Social Value Measurement Results

※ Scope of Measurement: SK Inc. and five domestic direct subsidiaries (SK Forest, SK Pinx, SK Biotek, SK Signet, SK REITs Management)

Indirect Economic Contribution

(Unit: KRW 100 million)

Employment	Dividends	Taxes	Total
6,751	5,255	5,733	**17,739**

- Employment: A 4.2% year-over-year increase due to hiring growth from new plant expansions at direct subsidiaries
- Dividends: A 2.4% year-over-year decrease due to the base effect of including treasury share retirement performance in 2024
- Taxes: A 1,834.7% year-over-year increase due to higher tax payments resulting from portfolio rebalancing

Environmental Performance

(Unit: KRW 100 million)

Products & Services	Processes	Total
1,967	△141	**1,826**

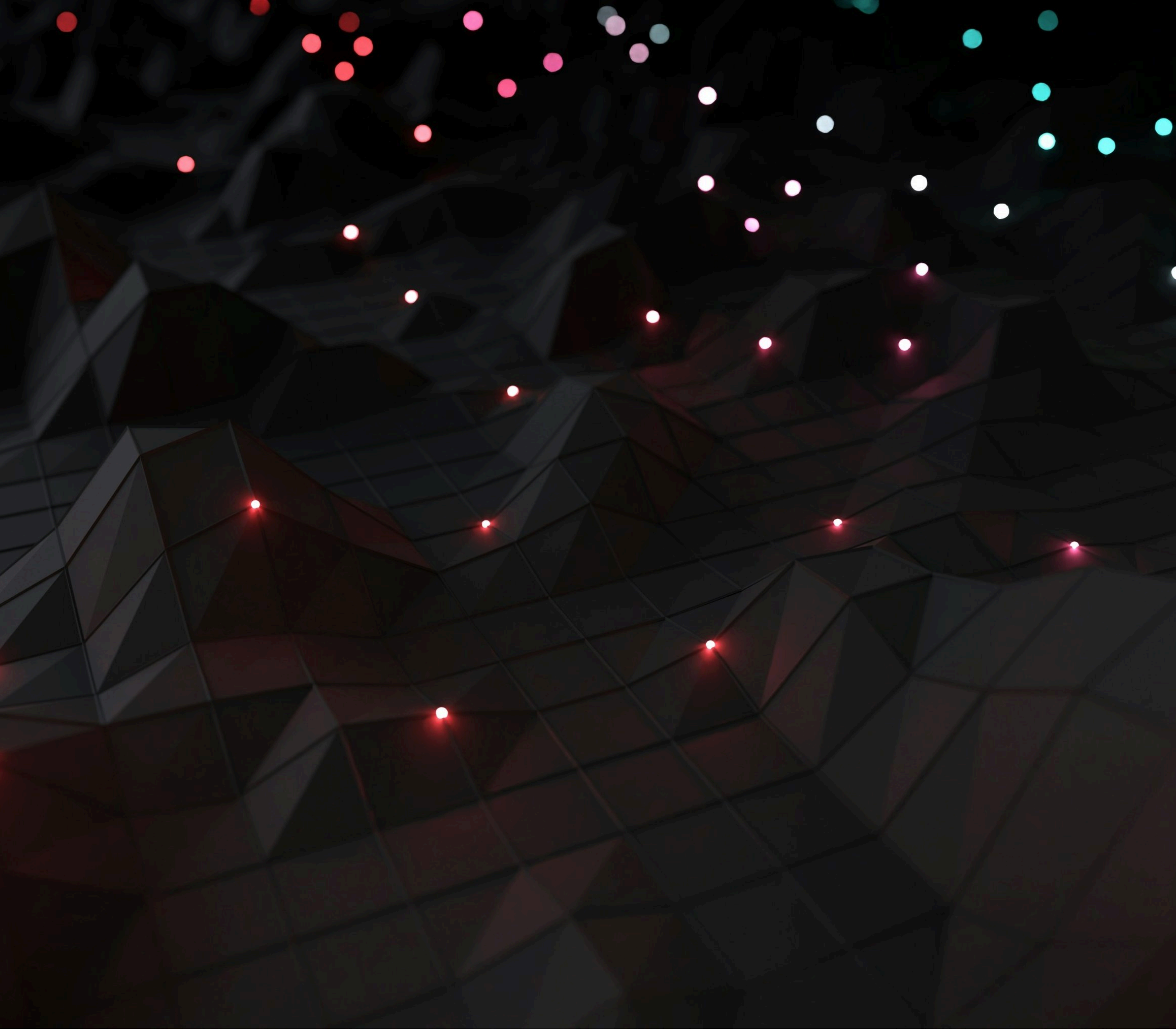
- Products & Services: A 28.9% year-over-year increase due to the cloud business and material savings from process improvements
- Processes (Resource Consumption / Environmental Pollution): A 28.1% year-over-year increase due to the impact of the Pangyo Data Center divestiture

Social Performance

(Unit: KRW 100 million)

Products & Services	Processes	Social Contribution	Total
152	324	65	**542**

- Products & Services: A 1.3% year-over-year decrease due to the impact of partial business unit rebalancing
- Processes (Labor / Mutual Growth): A 12.9% year-over-year decrease due to the shortening of payment terms for suppliers and an increase in total payment amounts
- Social Contribution: A 13.3% year-over-year decrease due to a reduction in donations



Materiality

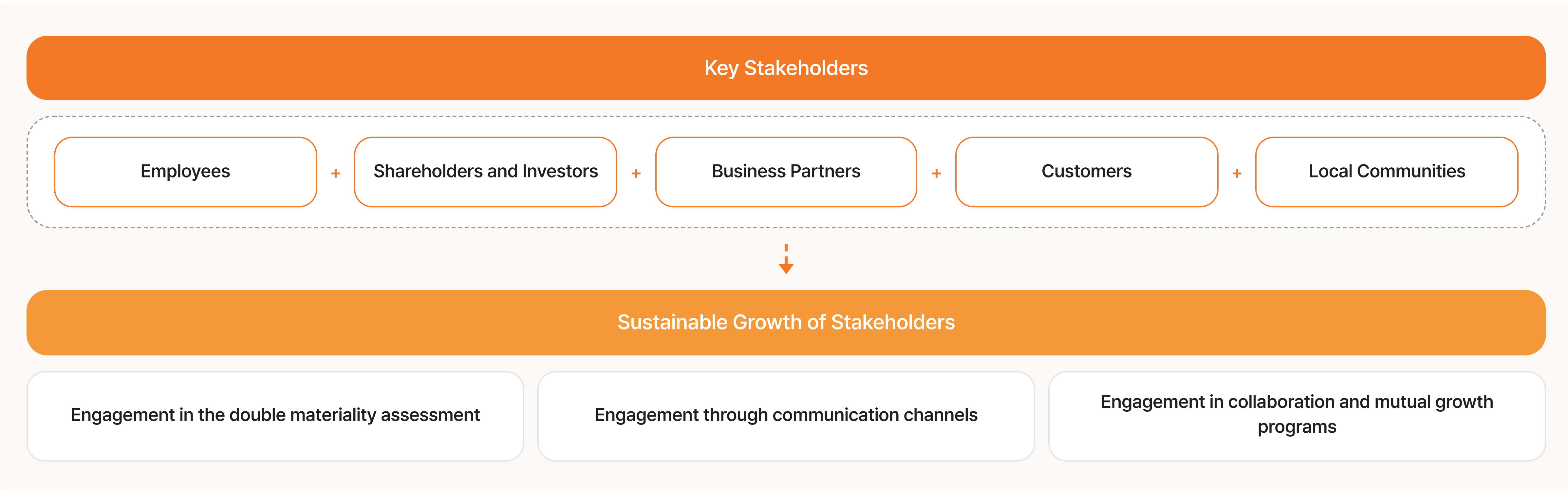
Stakeholder Engagement

SK Inc. systematically identifies key stakeholders whose interests are closely tied to its business, aiming to integrate their expectations into its management practices. The ESG-related expectations of these stakeholders are regularly gathered and reported to the management and the Board of Directors. The insights are then incorporated into strategic and operational decisions, fostering open communication and building trust with stakeholders.

Stakeholder Engagement Policy

Key Stakeholders

SK Inc. seeks to understand the level of awareness and interest that stakeholders have in ESG issues related to its business and to incorporate these insights into its management practices. To identify the ESG-related concerns of stakeholders, SK Inc. recognizes five key stakeholder groups: employees, shareholders and investors, business partners, customers, and local communities. Key stakeholder expectations are regularly reviewed to develop appropriate response strategies, with findings reported to the management and the Board of Directors. Feedback from the management and the Board is reflected in business operations and forms the basis for continued engagement with stakeholders.



Stakeholder Communication Channels

- The company treats stakeholder communication as a critical part of management and operates a range of tailored channels
- Key issues identified by stakeholders are disclosed transparently each year through the sustainability report and official channels
- The company continuously improves its disclosure and communication channels to make information more accessible

List of Communication Channels

Stakeholder	Communication Channels	SK Inc.'s Response Strategy
Employees	Evaluation/Coaching Program	• Diversifying and specifying discussion topics and formats • Expanding programs based on employee feedback and data
	Communication with Management	• Gathering and discussing employee opinions on happiness • Building an integrated online/offline communication platform
	Employee Participation/Networking	• Promoting employee-led initiatives such as Self-design Sessions • Facilitating team-level communication
	Happiness-related Programs	• Providing personalized happiness assessments and solutions and conducting organizational happiness workshops • Building happiness data and references
	Hangarae	• Securing ESG/Stakeholder Account content • Enhancing bulletin board functionality • Running regular events
	H.App	• Building and strengthening two-way communication channels • Fostering ongoing improvements in employee-led initiatives
Shareholders and Investors	Analyst and Investor Meetings	• Supporting publication of business reports • Visiting key business sites and hosting IR events
	General Shareholders' Meeting	• Diversifying communication channels • Developing into an event that meets shareholder expectations
	Disclosures and Performance Announcements	• Announcing earnings in accordance with regulatory guidelines and expanding the sharing of detailed performance data
Business Partners	Win-Win Day Biz. Partner CEO Seminar	• Providing ESG risk management and support programs for suppliers • Expanding mutual growth programs for suppliers • Creating tangible shared results while strengthening the competitiveness of both parties
Customers	VOC Collection and Follow-up	• Establishing regular survey and interview practices • Presenting discussion points
	Operation of Team Leader Consultative Body	• Holding regular meetings and networking activities • Providing regular insight reports
	Customer Satisfaction Survey	• Conducting surveys on a regular basis and expanding target companies and scope
Local Communities	Participation in Community Consultative Councils	• Developing strategic CSR-linked programs based on local community issues
	Local Governments/Schools/Institutions	• Continuing to develop and operate environmental education programs for vulnerable groups

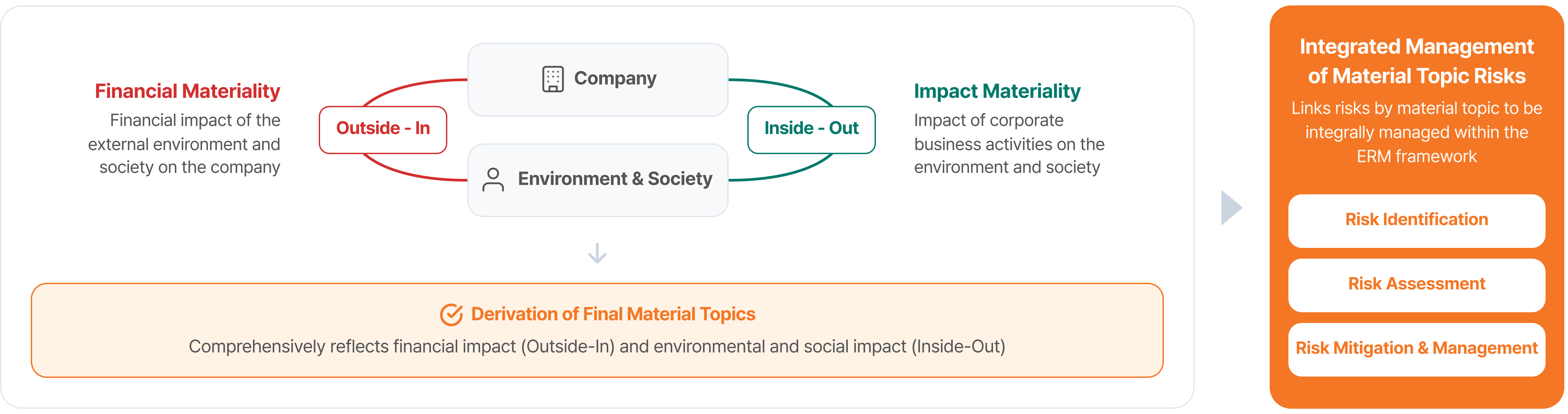
Double Materiality Assessment

SK Inc. conducts an annual double materiality assessment to formulate its sustainability management strategy with greater precision. Through this process, the company identifies key issues related to corporate sustainability and reflects them in strategic decision-making and risk management to promote sustainable growth.

Materiality Assessment Process

Overview of Double Materiality Assessment

- Conducts an annual materiality assessment from two perspectives: Impact Materiality—the impact of corporate activities on the external environment and society—and Financial Materiality—the financial impact of each ESG issue on the company
- Identifies material topics by analyzing the impacts, risks, and opportunities (IROs) of each ESG issue
- Designed an assessment process in accordance with the European Sustainability Reporting Standards (ESRS) and the Global Reporting Initiative (GRI) Universal Standards 2021, and secured the reliability and objectivity of the assessment by completing verification of the process by an independent third-party organization



Assessment Process

Double Materiality Assessment Process

- Performs multi-dimensional comprehensive environmental analysis, including global disclosure standards and evaluation index analysis, and peer benchmarking
- Secures objectivity of assessment results through engagement with affected stakeholders

STEP 01 Understanding Corporate Context	STEP 02 Identifying Impacts, Risks, and Opportunities	STEP 03 Materiality Assessment	STEP 04 Selecting and Reporting Material Topics
Identifies stakeholders across the company's business activities, business relationships, and the entire value chain **Internal Environment Analysis** • Analyzes business and financial status (business strategy, financial statements, etc.) • Conducts impact assessment of products, services, and geographic locations • Identifies stakeholders within the upstream and downstream value chain	Identifies actual and potential impacts, risks, and opportunities based on the sustainability context • Categorizes by own operations or value chain areas for each issue • Identifies positive and negative impacts and their likelihood of occurrence	**Impact Materiality Assessment** • Assess likelihood and scale of impact **Financial Materiality Assessment** • Assess the potential scale of financial risks and opportunities	• Finalizes impact-material and financially material topics • Reports to the Board of Directors/management and establishes/implements response strategy • Integrates and manages risks for each material topic within the Enterprise Risk Management (ERM) framework

Materiality Assessment Results

- Selected four topics each (top ~25%) from the perspectives of impact and financial materiality as material topics, based on assessment scores for each topic
- Integrated the derived material topics into SK Inc.'s Enterprise Risk Management (ERM) process to prioritize them during risk identification, assessment, response, and monitoring phases
- Selected an equal number of material impact topics and financial materiality topics to ensure balanced decision-making

Sustainability Topic List

● Impact Material Topics ● Financial Material Topics

E Environment	Impact Material Topics	Financial Material Topics
Climate Change Response (Mitigation/Adaptation)	●	
Energy Transition and Efficiency		●
Water and Waste Management, and Resource Circulation		

S Social	Impact Material Topics	Financial Material Topics
Talent Development and Human Capital Management	●	●
Occupational Safety and Health Management		
Service Quality Management		
Sustainable Supply Chain Management		
Respect for & Protection of Human Rights		
Community Contribution		

G Governance	Impact Material Topics	Financial Material Topics
Information Security and Data Privacy	●	●
Protection of Shareholder Rights & Value Enhancement		●
Fair Trade and Compliance	●	
Business Ethics and Anti-Corruption		
Board of Directors Independence and Expertise		

Material Topic Selection Results

Rank	Impact Material Topic	Change YoY
1	Climate Change Response (Mitigation/Adaptation)	=
2	Talent Development and Human Capital Management	▲1
3	Fair Trade and Compliance	▼1
4	Information Security and Data Privacy	▲7

Rank	Financial Material Topic	Change YoY
1	Information Security and Data Privacy	▲5
2	Protection of Shareholder Rights & Value Enhancement	▲3
3	Talent Development and Human Capital Management	▲2
4	Energy Transition and Efficiency	▲5

Impact Material Topics

Realizing sustainable management requires systematically identifying and assessing the actual and potential impacts arising across the environmental, social, and governance (ESG) dimensions. Because impact material topics can significantly influence the direction of corporate strategy, they call for careful assessment and proactive response. Through the systematic management of impact material topics, SK Inc. seeks to minimize negative impacts on external stakeholders and the environment while maximizing positive value, thereby fulfilling both its long-term growth ambitions and its responsibility to society and the environment.

Impact Material Topic Analysis

- Four key impact material topics were identified by assessing the scope and scale of impact, likelihood of occurrence, and recoverability for each topic in the issue pool

Impact Material Topics

Material Topic	Scope of Impacted Value Chain	Impact Type (Positive/Negative)	Impacted Areas and Stakeholders	Assessment of Environmental and Social Impacts	Output Metric	Impact Measurement Metric
① Climate Change Response (Mitigation/ Adaptation)	Business sites, Products/Services, Supply chain	Positive - Negative	Environment, Customers (end users), Suppliers	**Increase and decrease in environmental value** • Aggravation of the climate crisis due to fossil fuel use • Reduction of negative environmental impact and social cost through greenhouse gas reduction	• Greenhouse gas emissions • Greenhouse gas emission reduction	• Negative environmental impact/social cost resulting from greenhouse gas emissions (GHG emissions tCO_2eq × Social Cost of Carbon proxy, measured as a negative value) • Positive impact/social cost savings from products and services that contribute to emission reduction
② Talent Development and Human Capital Management	Business sites, Supply chain	Positive	Society, Suppliers	**Contribution to improving the quality of life of vulnerable worker groups** • Education and employment linkage for local communities • Creation of jobs for vulnerable groups, including people with disabilities	• Number of community education graduates • Number of non-capital-area education hubs and programs • Number of employees from vulnerable worker groups, including people with disabilities	• Social value measurement : Social value created through youth employment support in local communities : Social value created through job creation for vulnerable groups (reflecting average salary, cost saved by substituting for private job-placement services, and the employment rate))
③ Fair Trade and Compliance	Business sites, Supply chain	Positive - Negative	Society, Customers (end users), Suppliers	**Establishment of fair market order and transactional trust** • Contribution to protecting suppliers' rights and to mutual growth • Undermining of market fairness and erosion of social trust in the event of violations	• Number of fair-trade law violation reports and sanctions	• Social cost of fair-trade violations (market distortion cost)
④ Information Security and Data Privacy	Business sites	Negative	Society, Customers (end users)	**Securing a foundation for digital safety** • Infringement of privacy rights when personal data of customers and stakeholders is breached • Erosion of social trust and digital infrastructure stability due to data leakage	• Number of personal data breach and leakage incidents	• Social cost of a personal data leakage incident (estimated loss per victim × number of victims)

※ Impact Type (Positive/Negative): While both positive and negative impacts exist for each topic, the direction of the impact deemed more likely to materialize in practice is indicated

Impacts and Responses

Impact Material Topics

1. Climate Change Response (Mitigation/Adaptation)

Response Status and Plans

Actual/ Potential Impact	Greenhouse gas emissions from SK Inc.'s business activities, such as data center operations, directly affect the global climate system. Limiting the global average temperature rise within 1.5°C requires energy transition efforts from data center operators that consume large volumes of electricity, and SK Inc. contributes to climate stabilization and to the achievement of the Nationally Determined Contribution (NDC) through renewable energy transition, energy efficiency optimization, and supply chain decarbonization. The effects of the low-carbon transition on the employment and livelihoods of suppliers and workers in related industries are also recognized as a potential risk factor.
Response Strategies and Achievements	**1) Climate Risk Management System** ◦ Identification and assessment of physical and transition risks and scenario analysis based on the TCFD framework and the Korea Sustainability Standards Board (KSSB) climate disclosure standards ◦ Integrated operation of a company-wide climate strategy reflecting policy changes, industry trends, and stakeholder expectations ◦ Establishment and operation of a climate change governance system at the Board and top-management levels ◦ Operation of internal carbon pricing (ICP) and internalization of climate costs in new investment decisions **2) Renewable Energy Expansion and GHG Reduction** ◦ Implementing and planning of diverse procurement options—including green premium purchases and PPAs—to meet RE100 ◦ Achievement of a 34.1% RE100 implementation rate in 2025 ◦ Execution of climate-related investments, such as replacing the Daedeok Data Center HVAC (heating, ventilation, and air-conditioning) system with high-efficiency equipment and purchasing green premiums ◦ Eco-friendly transition of the corporate vehicle fleet (35% of vehicles owned as of the end of 2025)
Mid- to Long-Term Plans	• Establishment of Scope 1 & 2 reduction targets to achieve 2040 Net Zero: 60% reduction by 2030 (Near-Term) and Net Zero by 2040 (Long-Term) • 90% reduction of total Scope 3 emissions by 2050

Impact Material Topics

2. Talent Development and Human Capital Management

Response Status and Plans

Actual/ Potential Impact	SK Inc. contributes to improving the quality of life in local communities by creating quality jobs for vulnerable worker groups. In strengthening talent development and human capital management, the company revitalizes local economies by providing education and vocational training opportunities to communities, and it promotes social integration and inclusive growth by expanding employment opportunities for socially disadvantaged groups, including people with disabilities. In addition, the AI and digital capability development opportunities offered to local youth support their stable entry into society, helping build a sustainable growth foundation for future generations.
Response Strategies and Achievements	**1) Providing Community Education** ◦ Expansion of AI education opportunities—previously concentrated in the Seoul metropolitan area-to job-seeking youth in other regions through SKALA ◦ Operation of programs led by SK Inc.'s in-house AX experts, with the phased expansion of education infrastructure to regions such as Jeonnam, Busan, and Ulsan, based at the Ulsan and Gwangju hub centers ◦ Achievement of a 79.6% employment rate among cumulative graduates of the second cohort; with the fourth cohort currently being recruited, continued expansion of AI capability building and labor-market entry support for external youth **2) Employment of People with Disabilities** ◦ Expansion of access to quality jobs for young people with disabilities through SIAT, and diversification of graduates' career launches ◦ Provision of AI-based, job-tailored training and employment linkage in fields such as software engineering, digital administrative support, and software testing ◦ Achievement of a 91% rate of social entry among young people with disabilities who completed the program over nine years
Mid- to Long-Term Plans	• Phased expansion of AI education hubs beyond the Seoul metropolitan area and a target of raising the job placement rate of AI education graduates • Continued expansion of AI talent development and social-entry support for young people with disabilities

Impact Material Topics

3. Fair Trade and Compliance

Response Status and Plans

Actual/ Potential Impact	Fair trade and compliance play a key role in maintaining fair competition in the market, protecting consumer rights, and establishing sound trading practices across the supply chain. SK Inc. internalizes fair trade principles and a compliance system across its business operations and supply chain management, complying with relevant laws such as the Monopoly Regulation and Fair Trade Act and the Fair Transactions in Subcontracting Act. On this basis, the company builds a solid foundation for mutual growth with suppliers and strives to provide fair value to customers. Establishing fair trading practices strengthens the management stability of suppliers within the supply chain and, further, contributes to increasing social benefit by fostering a sound competitive environment across the market as a whole. Conversely, unfair trading practices within the supply chain risk undermining suppliers' profitability and weakening their transactional base, ultimately disrupting market order. They may further give rise to social distrust of corporate ethics and spread negative perceptions across the industry.
Response Strategies and Achievements	**1) Operating Compliance Systems** ∘ Operation of a Fair Trade Compliance Program (CP) based on eight core elements (standard-setting, top-management commitment, training, sanctions, improvement, etc.) ∘ Attainment of an AA rating in the 2025 CP rating assessment **2) Employee Training and Internalization** ∘ Provision of training for all employees on matters such as accepting improper money, gifts, or entertainment and reporting methods, and an annual signing of the voluntary compliance pledge ∘ Regular compliance training (at least once a year) on the Monopoly Regulation and Fair Trade Act, the Fair Transactions in Subcontracting Act, the Act on the Protection of Temporary Agency Workers, and related laws for priority groups such as PM, business management, and sales functions ∘ Distribution of the CEO's Compliance Letter, appointment of voluntary compliance managers, encouragement of participation in compliance training, and emphasis on adherence to principles
Mid- to Long-Term Plans	• Driving non-compliance toward zero in unfair trade and unfair competition by 2030 through training and internalization • Maintenance and renewal of the CP rating; continued operation of an integrated management system based on ISO 37001 (anti-bribery management system) • Expansion of the anti-bribery management system across the entire supply chain

Impact Material Topics

4. Information Security and Data Privacy

Response Status and Plans

Actual/Potential Impact	As the sensitivity of customer data handled by companies rises sharply with the acceleration of digital transformation, thorough information security and compliance with relevant laws such as the Personal Information Protection Act and the Act on Promotion of Information and Communications Network Utilization and Information Security has become a core corporate responsibility and a foundation of stakeholder trust. SK Inc. protects the personal data of customers and stakeholders by establishing an advanced information security management system across its business sites. It further contributes to advancing information security technology across society through the development of AI-based security systems. Conversely, the proliferation of new technologies such as AI is giving rise to novel cyber threats. If a data leakage or cyber breach occurs due to a flaw in the information security system, it not only infringes on customers' and stakeholders' right to control their personal data but also carries the potential for serious secondary harm, such as identity theft and financial fraud. Beyond reputational damage and business-continuity risks such as business suspension and certification revocation, such large-scale security incidents can cause social distrust of digital services as a whole, potentially hindering the nation's digital transformation.
Response Strategies and Achievements	**1) Strengthening Information Security Governance** ∘ Establishment of a top-management-level security accountability system through the appointment of a CISO (Chief Information Security Officer) and a CPO (Chief Privacy Officer) ∘ Continued strengthening of information security capabilities by expanding information security specialists and establishing a Red Team (cyber threat analysis team) **2) Enhancing Personal Information Protection** ∘ Lifecycle management of personal data—collection, use, and destruction—and prevention of misuse ∘ Real-time threat detection and response through the operation of a 24/7 Security Operations Center
Mid- to Long-Term Plans	• Driving personal data leakage incidents toward zero • Continued renewal of global security certifications such as ISMS-P and ISO 27001/27017/27018 • Advancement of a real-time threat prediction and response security system through the introduction of an AI-based monitoring system • Establishment of a Zero Trust multi-layered defense system

Financial Material Topics

In the face of a rapidly evolving business environment, SK Inc. is exposed to a variety of financial risks and opportunities. Factors such as global economic volatility, interest and exchange rate fluctuations, supply chain risks, and regulatory changes can significantly affect financial performance. To ensure sustainable growth, it is essential to conduct in-depth analysis and implement proactive response strategies.

Financial Material Topic Analysis

- Four Financial Material Topics were identified by assessing the likelihood of risks and opportunities and the potential scale of their financial impact for each topic in the issue pool

Financial Material Topics

Topic	Financial Impact Item*	Risk Impact		Opportunity Impact		Mid- to Long-Term Goal
		Impact Level**	Impact Period	Impact Level**	Impact Period	
① Information Security and Data Privacy	Cost Risk	High	Short-term	Low	Medium-term	• Sustaining a zero-incident level of personal data leakage • Continuously renewing global security certifications such as ISMS-P and ISO 27001/27017/27018
② Protection of Shareholder Rights and Value Enhancement	Cost Risk	High	Medium-term	Mid	Medium-term	• Providing a minimum annual dividend of KRW 5,000 per share by 2027 (FY2026), and conducting share repurchases/retirements or additional dividend payments equivalent to 1–2% of market capitalization utilizing proceeds from asset sales and other sources
③ Talent Development and Human Capital Management	Cost Revenue	Mid	Medium-term	High	Medium-term	• Developing experts with top-tier core competencies in Korea by 2030 • Enhancing employees' AI expertise and cultivating specialized AI talent • Establishing an employee-led work–life balance culture
④ Energy Transition and Efficiency	Cost Revenue	Low	Medium-term	High	Long-term	• Achieving 60% RE100 by 2030 and 100% RE100 by 2040 (through the phased diversification of procurement via self-generation, green premiums, and PPAs)

※ The impact level is indicated according to the effect of each material topic on SK Inc.'s earnings and financial position.

* Financial Impact Item: Cost / Revenue / Risk

** Impact Level: High, Mid, Low

Risk Management and Strategy

Financial Material Topics

1. Information Security and Data Privacy

Response Status and Plans

Risk/Opportunity Analysis	**1) Cost** ◦ Direct financial losses such as damages, regulatory fines and penalties, and litigation costs in the event of a security incident ◦ Increased compliance costs due to the strengthening of global data protection regulations (GDPR, the Personal Information Protection Act, the EU AI Act, etc.) **2) Risk** ◦ Decline in corporate value from customer attrition and reputational damage in the event of a personal data leakage or hacking incident ◦ Weakened competitiveness and impaired business continuity in the event of leakage of core technologies and intellectual property
Response Strategies and Achievements	**1) Operating Global Security Certification Systems** ◦ Attainment of ISMS-P (Personal Information & Information Security Management System) and ISO 27001 (information security management system) certifications ◦ Maintenance of the international information protection certifications ISO 27017 and ISO 27018 across the cloud service operating environment **2) Information Security Monitoring** ◦ Maintenance of an incident prevention and standing response system through the round-the-clock operation of a Security Operations Center (SOC) ◦ Proactive detection of increasingly sophisticated new attack techniques using the latest domestic and international threat intelligence ◦ Proactive detection of hacking attacks through preemptive measures such as collecting and disseminating the latest security vulnerabilities and applying emergency security patches ◦ Achievement of zero personal data leakage incidents in 2025
KPI	• Continued maintenance of a zero-incident level of personal data leakage incidents • Continued renewal of global security certifications such as ISMS-P and ISO 27001/27017/27018 • Reflected in a company-wide KPI linked to the compensation of the CEO and all executives
Mid- to Long-Term Plans	• Advancement of the security monitoring and threat intelligence system and continued expansion of information security investment

Financial Material Topics

2. Protection of Shareholder Rights and Value Enhancement

Response Status and Plans

Risk/Opportunity Analysis	**1) Cost** ◦ Increased financial burden from expanding dividends and strengthening the shareholder return policy ◦ Alleviation of the financial burden through efficient dividend and share-buyback strategies **2) Risk** ◦ Risk of declining corporate value from heightened stock price volatility if shareholder expectations are not met ◦ Possibility of an increased financial burden and a downgrade in financial institutions' credit ratings if shareholder returns are overly focused on the short term ◦ Contribution of shareholder return and capital efficiency strategies to sustainable corporate value enhancement and to securing market trust
Response Strategies and Achievements	**1) Improving Capital Efficiency** ◦ Advancement of Operational Improvement (O/I) initiatives and execution capabilities ◦ Advancement of a portfolio rebalancing strategy and improvement of the financial structure **2) Shareholder-Oriented Management** ◦ Strengthening of transparent shareholder communication through advance notice of general meetings and the exercise of voting rights ◦ Realization of shareholder trust and returns through a consistent dividend policy and the acquisition of treasury shares ◦ Golden shares for government institutions are not issued, ensuring equal rights for all shareholders ◦ Amendment of the Articles of Incorporation by special resolution of the general meeting of shareholders (Articles 433 and 434 of the Commercial Act)
KPI	• Corporate value (stock price) at the end of the evaluation year reflected in a company-wide KPI linked to the compensation of the CEO and all executives
Mid- to Long-Term Plans	• Target of achieving a price-to-book ratio (PBR) of 1.0 after 2027 from a long-term perspective

Financial Material Topics

3. Talent Development and Human Capital Management

Response Status and Plans

Risk/Opportunity Analysis	**1) Cost** ◦ Increased cost burden for recruiting high-level personnel as competition for top talent intensifies ◦ Short-term financial burden from enhanced welfare benefits aimed at preventing talent loss ◦ Expansion of benefits to improve employee satisfaction and talent retention, potentially reducing turnover and recruitment costs if it leads to higher long-term retention **2) Revenue** ◦ Improved operational efficiency and creation of new business opportunities through enhanced AI/digital capabilities ◦ Increased employee productivity and work efficiency through capability development, improving the speed of new service launches and expanding market share
Response Strategies and Achievements	**1) Employee Support Programs** ◦ Operation of a mindfulness program to enhance employees' mental health and work engagement, and regular diagnosis of employees' psychological state and organizational health through job stress assessments and the Happiness Survey ◦ Contribution of improved work engagement and productivity—driven by stronger psychological stability—to reduced turnover, lower recruitment and retraining costs, and enhanced organizational competitiveness **2) Providing Reasonable and Fair Compensation** ◦ Operation of a reasonable and fair compensation system reflecting job performance and market value for all employees, driving motivation and continued growth ◦ Operation of recognition programs such as the 'Pride Award' and the 'SKMS Practice Award' for top performers, in addition to base salary and incentive bonuses **3) Employee Capability Development Programs** ◦ Upgrading employees' AI/digital capabilities and developing specialized AI talent through systematic AI training programs ◦ Phased in-house training and certification for all employees—AI Literacy (Lv.1), AI Bootcamp (Lv.2), and AI Master Class (Lv.3): in 2025, 2,442 employees completed training and obtained certification (aggregate of those completing/certified across Lv.1–Lv.3)
KPI	• Systematic talent development activities carried out in accordance with the annual business planning and execution management process, with targets and implementation levels reflected in a KPI linked to management compensation • A 2026 target of a cumulative 6,560 employees completing AI training programs and obtaining certification (aggregate across Lv.1–Lv.3) • Annual measurement and scoring of employee satisfaction (Culture Survey – 'Happiness' score), reflected in a company-wide KPI linked to the compensation of the CEO and all executives
Mid- to Long-Term Plans	• Innovation of the talent development and human capital management structure and processes for future growth • Enhancement of employees' AI expertise and development of specialized AI talent • Establishment of a corporate culture that supports work–life balance for employees

Financial Material Topics

4. Energy Transition and Efficiency

Response Status and Plans

Risk/Opportunity Analysis	**1) Cost** ◦ Possible increase in operating electricity costs from rising data center power demand driven by the spread of AI services ◦ Concern over increased cooling energy consumption and higher cooling-equipment maintenance costs amid intensifying extreme temperatures ◦ Increased CapEx for building high-efficiency cooling equipment and renewable energy infrastructure to improve energy efficiency **2) Revenue** ◦ Strengthened competitiveness of eco-friendly data center services and a secured basis for attracting clients through RE100 performance and the attainment of Green Data Center certification (Gold)
Response Strategies and Achievements	**1) Low-Carbon Energy Transition** ◦ Operation of 560kW on-site solar power generation at the Daedeok Data Center (approximately 740,000kWh generated annually, saving about KRW 80 million in electricity costs per year) ◦ Achievement of a 34.1% RE100 implementation rate in 2025 through green premium purchases **2) Energy Efficiency Optimization** ◦ Setting PUE and the air-conditioning power ratio as core KPIs and operating a regular reporting system to management ◦ Improvement of cooling efficiency through the establishment of a cooling-equipment monitoring system and the installation of aisle containment and operation of a water-misting system ◦ Green Data Center certification: upgraded from Silver to Gold (Korea Data Center Council)
KPI	• 60% reduction of greenhouse gas emissions (Scope 1 & 2) by 2030 compared to the base year • Achievement against the annual greenhouse gas emissions target reflected in a company-wide KPI linked to the compensation of the CEO and all executives
Mid- to Long-Term Plans	• (By 2030) Achievement of 60% RE100 implementation rate and diversification of renewable energy procurement (from a green premium focus to the phased introduction of PPAs) • (By 2040) Achievement of 100% RE100 implementation rate (approximately KRW 8 billion in cumulative RE100-related investment planned)

Environmental

Climate Change Response (TCFD)

SK Inc. reports its climate change response in accordance with the TCFD framework, covering governance, strategy, risk management, and metrics and targets. Climate change response strategies are developed and implemented based on scenario analyses conducted for both the investment and business divisions.

Governance

Climate Oversight System

Climate Oversight System and Capabilities of the Board of Directors

At the Board level, SK Inc. manages and oversees the strategic direction and implementation plans for climate-related risks and opportunities. The Board of Directors deliberates and resolves on major management matters related to climate change, including short- and long-term business strategy and risk management, and serves as the highest decision-making body for sustainability. Reporting to the Board, the Strategy and ESG Committee discusses key decisions from an ESG perspective in support of the company's sustainable growth over the mid-to long-term. Specifically, the committee reviews strategy and both financial and non-financial risks relating to the company's environment, social value, and corporate governance, and is briefed on ESG-related plans and performance, including those concerning climate change. The functions and authority of the Strategy and ESG Committee in overseeing climate-related risks and opportunities are set out in the Regulations of the Strategy and ESG Committee.

Functions and Roles of the Strategy and ESG Committee

Managing and overseeing ESG performance	Reviewing business strategy	Reviewing internal transactions and administering related regulations
Managing and overseeing implementation plans and performance for major ESG activities, including the climate change response	Reviewing the company's mid- to long-term business strategy and annual business plan (KPIs)	Reviewing internal-transaction matters other than those under Article 26 of the Monopoly Regulation and Fair Trade Act
	Reviewing matters related to investment, planning, accounting, and financial management	
Activities to advance social value	Managing and overseeing financial and non-financial risks	Administering the enactment, amendment, and repeal of the Corporate Governance Charter and the regulations of the Board of Directors and its committees

Regulations of the Strategy and ESG Committee

Regulations of the Strategy and ESG Committee PDF ↗

The composition, functions, authority, and operating procedures of the Strategy and ESG Committee are set out in the Regulations of the Strategy and ESG Committee. Article 2 (Function) and Article 8 (Matters subject to Discussion) specify the major ESG matters that the committee manages and oversees, including climate-related risks and opportunities.

Category	Content
Article 2 (Function)	1. As a preliminary deliberation body on major matters to be decided by the Company in accordance with the management principles centered on the Board of Directors, the Committee shall review and analyze strategies and major matters concerning strategy, environment, social values and corporate governance as well as the Company's financial and non-financial risks to help the Company achieve long-term sustainable growth.
Article 8 (Matters subject to Discussion)	The Committee may discuss any of the following matters: 1. Principal management strategies of the SK Group ("SK Group" herein refers to the group of companies which have agreed to share management philosophy based on SKMS and to mutually cooperate in the management activities according to its own necessity and judgment); 2. Business promotion strategies of the Company by industry; 3. Activities to increase the social value of the Company; 4. Financial and non-financial risks of the Company and management plans to prevent such risks; 5. Other managerial matters of the Company having a material effect on the Company's strategy and assessment, etc.; 6. Matters related to the management principles of SK Group including SKMS, etc.; 7. Plans for business ethics practices of the Company; 8. Matters requested for discussion by the Chairperson or the Company, such as social issues, etc. that may affect the Company's management; and 9. Implementation plans and performance management for major ESG activities (in this regulation, "ESG" means ESG in general, including environment and climate change response, information security, safety and health, human rights, supply chain, risk management, etc.).

Status of Climate-Related Expertise on the Board of Directors

Governance > Corporate Governance > Board Expertise, Independence, Diversity Link ↗

SK Inc. has introduced a Board Skills Matrix (BSM) to disclose the capabilities and expertise of individual directors. The matrix comprises seven categories: leadership; core industries (e.g., semiconductors, AI and digital, energy, and bio); finance, accounting, and risk management; law and public policy; M&A and capital markets; international relations; and ESG.

Climate-Related Reporting System

The Strategy and ESG Committee receives reports on climate-related agenda items through the dedicated sustainability organization (the Brand Management Group of the Investment Division). This organization prepares reports on climate-related matters and, after a preliminary review by management, submits them to the committee for reporting and deliberation. SK Inc. aims to have climate-related items discussed by the committee regularly, at least once a year, and such items have been reported three times over the past three years.

Climate Change-Related Reporting Agendas of the Strategy and ESG Committee (Past 3 Years)

Date of Meeting	Agenda Item	Attendance Rate
October 20, 2023	Results of the portfolio climate change risk analysis	100%
September 25, 2024	ESG response status and future plans	100%
September 25, 2024	ESG disclosure and regulatory trends and response directions	100%

※ Separately from the above, SK Inc. reports its Net Zero targets and implementation status each year through the "SK Inc. KPI Establishment and Evaluation" agenda item.

Target Setting and Progress Oversight

SK Inc. has established its mid- to long-term climate change response goals by declaring "2040 Net Zero (on a Scope 1 & 2 emissions basis)," in line with the 1.5°C target of the Paris Agreement. To reinforce the execution of its climate change response strategy, it sets annual KPIs each year for climate-related targets and for progress against the greenhouse gas emissions targets under the Net Zero roadmap, and it factors these into the performance evaluation of all executives and employees, including the CEO. The KPI establishment and evaluation agenda for each year is reviewed in advance by the Strategy and ESG Committee and resolved by the Board of Directors, and follow-up measures are implemented in line with the Board's feedback. The results of the evaluation of climate-related KPI achievement are linked directly to the evaluation and compensation (incentives) of all executives and employees, including the CEO.

Company-wide climate-related performance indicators — CEO, all executives and employees

KPI Indicator (2025)	Details	KPI Weight
Developing a response strategy for sustainability (climate) consolidated disclosure	Diagnosing readiness and developing a master plan for sustainability (climate) consolidated disclosure at the SK Group level	2%
Strengthening Net Zero execution	Progress against Net Zero roadmap targets (greenhouse gas emissions for the current year)	3%

Climate-Related Performance Compensation Framework*

Target	Details
CEO	Incentives reflect performance in advancing key strategic tasks, such as progress on the climate change response including Net Zero and RE100, together with the outcomes of external ESG evaluations that cover the climate change response.
ESG Executive (Chief Sustainability Officer, CSO)	KPI targets for the company-wide level of ESG management are set in connection with the CEO's KPIs, and the degree of achievement is reflected in incentive decisions.
Employees	Employee incentives are paid on a differentiated basis according to year-end individual performance evaluations and KPI achievement, with the level of Net Zero target achievement and ESG indicator performance applied as adjustment factors.

*Incentive Type: a cash incentive (performance-based pay)

Management-Level Climate Governance Framework

Roles and Responsibilities of Management

The CEO regards stakeholders' (e.g., investors, customers, and governments) demands for climate action as having a material impact on corporate management, and leads sustainable growth strategies by identifying eco-friendly business models and expanding the business. The CEO also chairs the Environmental Business Committee of the SUPEX Council, SK Group's highest deliberative body, and, through the Net Zero TF under that committee, reviews the group-wide Net Zero roadmap and receives regular reports on the status of and plans for target achievement.

In addition, a dedicated sustainability executive(Chief Sustainability Officer, CSO) organization reports directly to the CEO and oversees the work of setting climate change response targets, managing implementation performance, and disclosing information. The dedicated sustainability executive(CSO) reports key climate-related issues to the CEO and the Strategy and ESG Committee, strengthening company-wide execution under the Board's oversight framework.

Management Controls and Procedures

Drawing on the company-wide environmental management system (ISO 14001), the CEO of SK Inc. receives regular reports on environmental risks at business sites and on internal audit findings, and manages and oversees environmental performance indicators each quarter. To ensure that climate change response targets and performance are managed systematically, the dedicated sustainability executive integrates the operational management of performance across key organizations and of climate disclosure overall.

To control climate-related risks and opportunities on a preemptive basis, management operates an integrated enterprise risk management system grounded in the ISO 14001 environmental management system and the ISO 31000 methodology. Climate-related risks identified from scientific data are assessed for their likelihood and business impact by the Risk Management Council; where a risk is judged to be material, it is reported immediately to the CEO and the Board of Directors and reflected in the company-wide response framework. In addition, an independent body, the Risk Oversight Council, together with internal and external audits conducted at least once a year, rigorously verifies that these risk management and control procedures are being carried out appropriately.

Data on climate-related risks and opportunities is first collected and generated by the business departments and the departments that manage each site. The dedicated sustainability organization then consolidates and cross-checks this data to ensure its consistency and reliability. Its accuracy is subsequently confirmed through third-party verification before it is reported to management and the Strategy and ESG Committee.

Strategy

Identification of Risks and Opportunities

SK Inc. reviewed climate-related policy and regulatory trends, technological change, and market conditions as a whole to select a short list of 15 issues, and analyzed the impact of each on its business and value chain across the short, medium, and long term. As a result, due to the high electricity consumption characteristic of data center operations among SK Inc.'s business areas, issues related to the strengthening of carbon regulations and the acceleration of renewable energy transition were identified as major transition risk factors, while the surge in power demand driven by the expansion of AI services was classified as a transition risk factor stemming from technological change.

Among physical risks, the rising frequency of extreme weather events such as heavy rainfall and heatwaves was identified as a factor that could affect the continuity of data center operations. At the same time, growing demand for energy efficiency and data center optimization solutions arising from advances in AI technology was identified as an opportunity.*

*For the criteria and detailed process used to select the principal climate-related risks and opportunities, refer to the Risk and Opportunity Management section.

Short List of Climate-Related Risk and Opportunity Issues

Type	Category	Climate-Related Risks and Opportunities	Business and Value Chain Impact	Time Horizon*	Value Chain
Transition Risks	Policy/Legal	Higher electricity rates from tighter carbon regulation	As the share of paid allocation under the ETS is expanded in stages, power generators' costs of purchasing carbon emission allowances** may be passed through to electricity rates, indirectly raising the electricity rates that data centers pay.	Short/Medium term	Upstream/ Own Operations
	Policy/Legal	Volatility in RE100 implementation policy	Volatility in Korea's renewable energy policy may affect the cost of procuring renewable energy and the mix of procurement methods used to meet RE100 targets.	Short/Medium/Long term	Upstream/ Own Operations
	Policy/Legal	Potential litigation over failure to meet GHG reduction targets	A failure to meet greenhouse gas reduction targets could draw concentrated demands for environmental accountability from stakeholders—including investors, customers, and environmental groups—raising the risk of legal disputes.	Long term	Own Operations
	Technology	Surge in data center power demand from the spread of AI	Rising power demand driven by the expansion of AI infrastructure increases both the operating burden of electricity costs and the cost of procuring the renewable energy needed to meet RE100 targets.	Short/Medium term	Upstream/ Own Operations
	Technology	Failure to adopt low-carbon data center transition technologies	If the adoption of energy-saving technologies such as high-efficiency cooling is limited, electricity costs may rise and data center operating efficiency may be affected.	Medium/Long term	Own Operations
	Market	Stronger customer demands for supply chain carbon reduction	Purchasing IT equipment for data center operations can increase carbon emissions within the supply chain, requiring a supply chain carbon management strategy to meet global customers' demands for low-carbon procurement.	Medium/Long term	Upstream/ Downstream
Physical Risks	Acute	Inundation from heavy rainfall or river flooding	Heavy rainfall or river flooding can inundate a data center, triggering a chain of power outages, equipment damage, and service disruptions, and giving rise to recovery costs and customer compensation.	Long term	Own Operations
	Acute	Power outages and facility damage from typhoons or strong winds	Typhoons and strong winds may disrupt a data center's power supply and damage its facilities, which can lead to service disruptions.	Long term	Own Operations
	Acute	Power supply disruptions from heatwaves	When heatwaves cause a surge in national power demand, transmission and distribution grids may become overloaded, disrupting the external power supply and potentially interrupting data center services.	Medium/Long term	Upstream/ Own Operations
	Chronic	Reduced operational stability of data centers from abnormal temperatures	As abnormal temperatures intensify, cooling energy costs may rise, and higher failure rates and shorter replacement cycles for cooling equipment may increase the burden of facility investment.	Long term	Own Operations
	Chronic	Water shortage risk from drought	Reduced water availability caused by worsening drought may create operational constraints, such as degraded performance and service disruptions from server overheating.	Medium/Long term	Upstream/ Own Operations
Opportunities	Resource Efficiency	AI-based data center energy optimization solutions	SK Inc. can build on its experience and expertise in data center energy optimization to develop AI-based energy optimization solutions and use them to expand its external business.	Short/Medium term	Own Operations/ Downstream
	Resource Efficiency	A circular-economy framework for data center IT equipment	A circular-economy framework that reuses and recycles IT equipment such as servers and storage replaced in data centers can reduce electronic waste and carbon emissions.	Medium/Long term	Upstream/ Own Operations
	Energy Source	Expanded use of renewable energy	By diversifying its RE100 procurement portfolio through self-generation, Green Premium, and PPAs, SK Inc. can ease the volatility of electricity costs and build a favorable basis for attracting global customers.	Short/Medium/Long term	ALL
	Market/Product	Early leadership in the AI-based low-carbon transition solution market	By using AI to provide data center energy efficiency optimization, greenhouse gas inventory automation, and climate disclosure solutions, SK Inc. can secure a leading position in the climate solution market.	Short/Medium term	Downstream

*The time horizons for the impact of climate-related risks and opportunities are defined as short term (through 2027), medium term (through 2030), and long term (through 2040). Each horizon was set in view of SK Inc.'s 2040 Net Zero target, business planning cycles, and asset useful lives.

**Power generators' cost of purchasing carbon emission allowances: the cost of the allowances that power generators must buy for the CO_2 emitted during power generation (in meeting their obligations under the emissions trading scheme).

Materiality Assessment

The company conducted a materiality assessment on the short-listed issues based on their likelihood and impact to identify key climate-related risks and opportunities (a total of seven items, including three transition risks, three physical risks, and one opportunity).

Materiality Assessment of Climate-Related Risks and Opportunities

Type	Category	Climate-Related Risks and Opportunities	No.
Transition Risks	Policy/Legal	Higher electricity rates from tighter carbon regulation	T1
	Policy/Legal	Volatility in RE100 implementation policy	T2
	Policy/Legal	Potential litigation over failure to meet GHG reduction targets	T3
	Technology	Surge in data center power demand from the spread of AI	T4
	Technology	Failure to adopt low-carbon data center transition technologies	T5
	Market	Stronger customer demands for supply chain carbon reduction	T6
Physical Risks	Acute	Inundation from heavy rainfall or river flooding	P1
	Acute	Power outages and facility damage from typhoons or strong winds	P2
	Acute	Power supply disruptions from heatwaves	P3
	Chronic	Reduced operational stability of data centers from abnormal temperatures	P4
	Chronic	Water shortage risk from drought	P5
Opportunities	Resource Efficiency	AI-based data center energy optimization solutions	O1
	Resource Efficiency	A circular-economy framework for data center IT equipment	O2
	Energy Source	Expanded use of renewable energy	O3
	Market/Product	Early leadership in the AI-based low-carbon transition solution market	O4

Strategic Directions for Climate Risks and Opportunities

SK Inc. grouped the seven principal risks and opportunities by strategic similarity to define its response directions. Data centers have a structural characteristic whereby HVAC accounts for a large share of total power consumption; accordingly, SK Inc. has set power usage effectiveness (PUE) and the HVAC power ratio as key performance indicators (KPIs) and manages them over the mid-to long-term. These KPIs serve not only to manage environmental performance but also as indicators for executing strategy—optimizing the operating cost structure through improved power efficiency and mitigating the financial impact of climate change—thereby continually strengthening the climate resilience of data center operations.

Principal Climate-Related Risk or Opportunity		Strategic Direction
T1 Higher electricity rates from tighter carbon regulation T2 Volatility in RE100 implementation policy	→	Responding to carbon regulation and implementing Net Zero
T4 Surge in data center power demand from the spread of AI	→	Data center energy transition and power management
P1 Inundation from heavy rainfall or river flooding	→	Flood-disaster response and infrastructure protection
P3 Power supply disruptions from heatwaves P4 Reduced operational stability of data centers from abnormal temperatures	→	Extreme-weather response and stronger infrastructure resilience
O1 AI-based data center energy optimization solutions	→	Climate-response technology innovation and business opportunity creation

Climate Transition Plan

SK Inc. has established an RE100 2040 roadmap and declared Net Zero 2040 on a Scope 1 & 2 basis, in line with the 1.5°C target of the Paris Agreement. To this end, it has set and is pursuing a near-term target of cutting Scope 1 & 2 emissions by 60% by 2030 against a 2023 baseline. This is a science-based target set in accordance with the absolute contraction approach of the SBTi Net-Zero Standard, and the 60% reduction by 2030 relative to 2023—an annual average of about 8.6%—exceeds the minimum reduction rate of 4.2% per year required by the SBTi.

2040 Net Zero Target

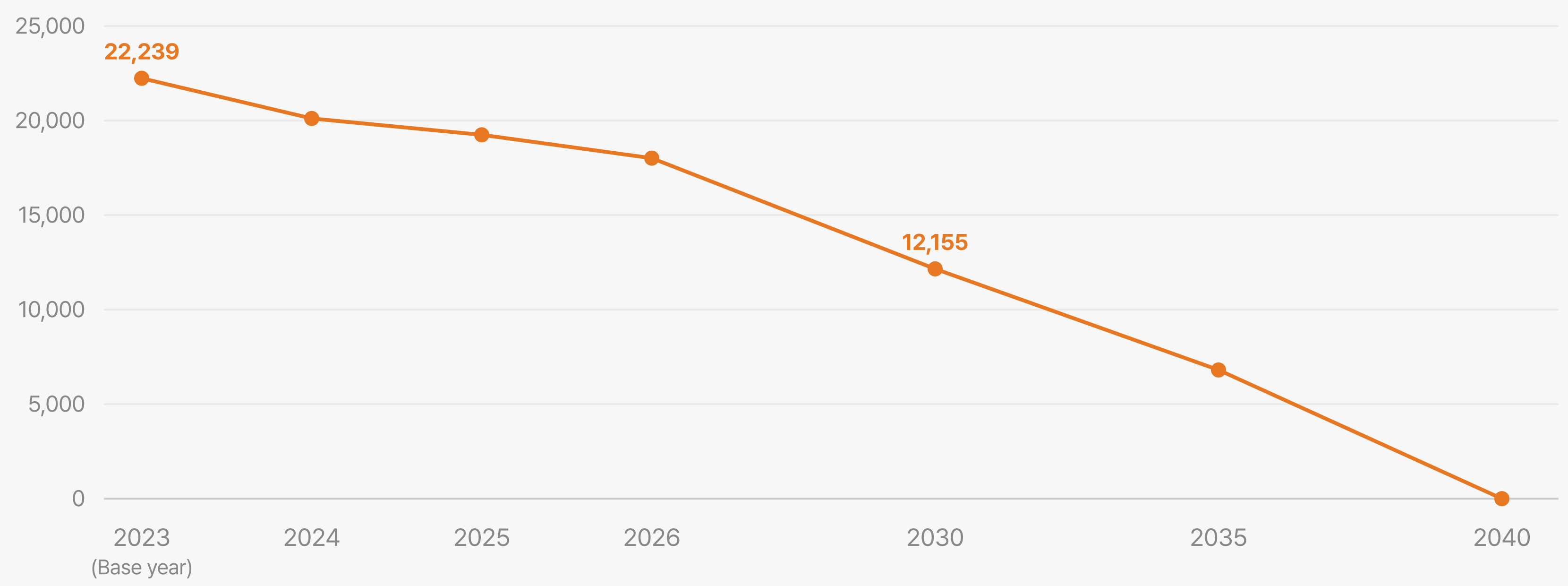
SK Inc. has set "Net Zero roadmap target emissions" as a key KPI, reviews greenhouse gas emissions by site each month, expands low-carbon strategic investments—such as raising the renewable energy share at data centers and improving the efficiency of cooling equipment—in stages, and regularly evaluates progress toward its targets. In connection with the expanded use of renewable energy, a principal means of achieving Net Zero, it has established a 2040 RE100 target and plans to advance solar self-generation at the Daedeok Data Center, Green Premium purchases, and the introduction of PPAs in a phased manner. The cumulative investment associated with RE100 procurement through 2040 is estimated at approximately KRW 8 billion.

Scope 1 & 2 Reduction Target (Net Zero)

Category	Details
Long-Term Target	Achieve Scope 1 & 2 Net Zero by 2040 (base year 2023)
Near-Term Target	Reduce emissions by 60% by 2030 (against total emissions in base year 2023)

Net Zero Roadmap (Net Emissions Basis)

(Unit: tCO_2eq)



※ The Net Zero roadmap was recalculated to reflect the change in the organizational boundary following the sale of the Pangyo Data Center in 2025.
※※ Any final residual emissions generated after emission reduction efforts will be addressed using high-quality carbon credits to achieve Net Zero.

Target Emissions and Performance

(Unit: tCO_2eq)

Category	2023	2024	2025
Net Zero Roadmap Target (Net Emissions)	22,239	20,112	19,246
Scope 1 + Scope 2 (Location-Based)	28,857	27,033	24,991
Scope 1 + Scope 2 (Market-Based)*	23,925	20,803	17,159

* GHG emissions reflecting renewable energy consumption (purchase volume)

※ Following the sale of the Pangyo Data Center in 2025 (a change in the organizational boundary), emissions for 2023 and 2024 were recalculated to exclude the Pangyo Data Center.

Operation of Eco-Friendly Corporate Vehicle Fleet

To cut carbon emissions from its corporate vehicles, SK Inc. is progressively replacing internal-combustion vehicles with eco-friendly (electric and hybrid) vehicles as part of its Scope 1 greenhouse gas reduction efforts. It supports employees' voluntary use of eco-friendly vehicles by providing charging infrastructure and dedicated parking areas at its offices. As of the end of 2025, 43 of the 123 vehicles it owns were eco-friendly, a ratio of 35%.

Total Vehicles Owned	Eco-Friendly Vehicles	Eco-Friendly Vehicle Ratio
123 vehicles	43 vehicles	35%

※ As of the end of 2025

Scope 3 Reduction Targets

Scope 3 Reduction Strategy and Implementation Framework

As the group's holding company, SK Inc. had more than 85% of its Scope 3 emissions concentrated in Category 15 (Investments) as of 2025, and these emissions originate from the Scope 1 & 2 emissions of the subsidiaries and sub-subsidiaries that operate their own businesses. Accordingly, SK Inc. compiles and manages the Scope 1 & 2 emissions of its major subsidiaries and, through the Environmental Business Committee—the group-wide body that oversees Net Zero and is chaired by the CEO of SK Inc.—reviews each company's reduction plans and implementation status. It also requires each subsidiary to reflect its greenhouse gas reduction targets in its own KPIs, reviews the degree of achievement each year through the Environmental Business Committee, and, at the holding company level, regularly manages and oversees each company's progress on its Net Zero roadmap.

Since 2021, SK Inc. has calculated and disclosed emissions for the 10 principal applicable Scope 3 categories. It has set a mid- to long-term target of reducing Scope 3 emissions by 90% by 2050 against a 2021 baseline* and operates a detailed management system—covering quantitative diagnostics, supplier surveys, and encouraging the setting of reduction targets—for investees, purchased products, and the use and disposal of products, which together account for more than 90% of Scope 3 emissions.

* 2021 Emissions: 13,391,021.0 tCO_2eq

Supplier Engagement

To strengthen climate risk management across the supply chain, SK Inc. is steadily expanding environmental and climate engagement with its suppliers. Through ESG screening applied to all suppliers, it manages and monitors climate-related indicators such as greenhouse gas emissions, energy consumption, and environmental management. For the significant suppliers identified through screening, it conducts an in-depth ESG assessment, requires suppliers with identified shortcomings to draw up improvement plans, and monitors their implementation. For high-performing suppliers, it provides ESG consulting and supports the acquisition of global certifications such as EcoVadis, thereby building ESG management capabilities across the supply chain. As part of its CDP engagement, it also surveys suppliers on their level of climate management and identifies their SBTi commitment status and whether they have set greenhouse gas reduction targets, monitoring the state of the climate response within the supply chain in a systematic way.

Stakeholder Engagement

To accelerate the Net Zero transition, SK Inc. is broadening the engagement of stakeholders across the value chain—suppliers, government, industry associations, and civil society—and pursuing greenhouse gas reduction on all fronts. With suppliers, it tracks greenhouse gas reduction across the full cycle of purchasing, using, and disposing of products and actively encourages them to set and meet reduction targets. On the industry front, it participates in the Korea Data Center Council (KDCC) and the Corporate Renewable Energy Foundation (CREF), regularly discussing ways to expand renewable energy with industry peers. It also communicates continually with the government and relevant ministries, submitting SK Group's proposals for institutional improvements in the environment and energy fields each year.

Key Examples of Stakeholder Engagement Activities

Activity	Description	Start Year
Improving Renewable Energy Procurement Systems	[Government] Took part in a government-led RE100 policy roundtable	2021
Building a Renewable Energy Ecosystem	[Association] As a member of the Corporate Renewable Energy Foundation (CREF), took part in public-private cooperation to expand the supply base of Korea's renewable energy market	2022

Case. **Just Transition**

Creating Environmental and Social Value Through the Circulation of Legacy IT Assets

Rather than simply scrapping the legacy IT equipment inevitably replaced as digital infrastructure moves to a low-carbon footing, SK Inc. AX approaches this as a just transition, one that delivers environmental performance and social value together. Working with the Happy ICT Foundation—a government-certified social enterprise that maintains a mandated minimum employment rate for people with disabilities and supports vocational rehabilitation—it donated 2,275 legacy IT assets (as of 2025), including laptops, desktops, and servers, for use in remanufacturing and recycling. This sustains employment for people with disabilities while keeping digital resources in circulation. Using the funds generated through this work, SK Inc. and the Happy ICT Foundation are also creating new jobs for vulnerable groups amid the digital and AI transition, including training 45 people as AI data annotators and helping 31 people change roles.

Subsidiary Case. SK Innovation **Just Transition**

SK Innovation's Just Transition Support by Key Stakeholder

SK Innovation recognizes that both the process and the outcomes of the transition to a low-carbon economy must be fair. Mindful of the effects of innovating its business model, it creates quality jobs and supports its key stakeholders in line with the principles of a just transition.

- **[Employees] Support for Job Transitions**
  Through the group learning platform mySUNI, SK Innovation provides training in the specialized knowledge needed for the low-carbon economy transition, such as Net Zero and the circular economy. For employees who complete their organization's job training, it uses O! JobS to support job moves and career transitions from the traditional energy and chemicals businesses into fields such as batteries and materials.
- **[Supply Chain] Supplier Risk Assessment and Support for Carbon Reduction**
  Building on ESG risk assessments of suppliers, SK Innovation provides suppliers under management with support in building greenhouse gas inventories and with energy audit consulting. Based on the findings, it supports the introduction of carbon-reduction equipment to improve energy efficiency across the supply chain.
- **[Local Communities] Strengthening Partnerships in the Eco-Friendly Innovation Ecosystem**
  Through a partnership with the Korea Institute of Startup and Entrepreneurship Development, SK Innovation runs the "EGG" program, which discovers and nurtures promising startups in low-carbon and eco-friendly fields, helping to build a collaborative innovation ecosystem.

Scenario Analysis

To quantify the financial impact of climate-related transition risks, physical risks, and opportunities on its data center operations—and to reflect the results in its mid- to long-term response strategy and decision-making—SK Inc. conducted its analysis using internationally recognized climate scenarios.

Transition Risk Analysis

SK Inc. carried out a transition risk and opportunity scenario analysis to examine the mid- to long-term sustainability of the Daedeok Data Center's operations, against a backdrop of tightening carbon regulation and an accelerating energy transition. The qualitative and quantitative analyses drew on the scenarios published by the International Energy Agency (IEA) together with Korea's domestic policy pathway as set out in the notified RPS mandatory ratios. As of the publication date of this report, SK Inc. is not directly subject to allocation under the K-ETS; it is a regulated entity under the Greenhouse Gas and Energy Target Management System and complies with the applicable regulations. Even so, the expansion of paid allocation for the power generation sector under the ETS, higher RPS mandatory ratios, and movements in electricity rates can indirectly affect power purchase costs, and SK Inc. therefore manages these as major transition risks. Combined with higher renewable energy procurement costs to meet RE100 targets and rising data center power demand, these factors mean that SK Inc.'s power-related financial burden may grow over the mid- to long-term.

Scenario Analysis Overview

Target of Analysis	SK Inc. AX Daedeok Data Center (Yuseong-gu, Daejeon)
Applied Scenarios*	IEA NZE 2050, IEA APS, IEA STEPS
Time Horizon	Short-term (2027) / Medium-term (2030) / Long-term (2040)
Parameters	RPS mandatory ratio, ETS paid allocation ratio, climate and environment charge, data center electricity consumption, etc.

*Low-carbon (IEA NZE 2050): assumes strong policy intervention, such as a rapid increase in the share of renewable energy and an early rise in the RPS mandatory ratio.
Intermediate (IEA APS): assumes full implementation of announced policies and pledges, such as the government's 2035 NDC (a 53–61% reduction) and the 4th Emissions Allowance Allocation Plan. (Because the release of the IEA's latest APS scenario has been delayed, the existing version was applied first, and updates will be reflected once the scenario is refreshed.)
Current (IEA STEPS): reflects only the policies now in force, assuming implementation of the statutory RPS pathway (25% in 2030) and no further policy tightening.

Key Assumptions Used in Scenario Analysis

Electricity Baseline	Annual electricity consumption of Daedeok Data Center and the prevailing 2025 electricity unit price
RPS* Mandatory Ratio	Applies the values confirmed in the notice of the Ministry of Trade, Industry and Resources: 13.5% in 2024 → 17.0% in 2027 → 25.0% in 2030
ETS Paid Allocation and Indirect Pass-Through**	15% in 2026 → 20% in 2027 → 50% in 2030 (applying the paid allocation ratio for the power generation sector). As an electricity consumer, SK Inc. is not directly subject to K-ETS allocation as of 2026; the analysis assumes that the carbon costs arising from expanded paid allocation in the power generation sector are reflected in electricity rates (including the climate and environment charge) and thereby passed through indirectly.

*RPS (Renewable Portfolio Standard): a scheme requiring power generators above a certain size to supply a set share of their total generation from new and renewable energy.
**ETS (Emissions Trading Scheme): a scheme that sets emission allowances for greenhouse gases emitted from sites above a certain size and settles emissions above or below the allowance through the trading of allowances.

Responding to Carbon Regulation and Implementing Net Zero

SK Inc. has declared that it will achieve Scope 1 & 2 Net Zero by 2040, a decade ahead of Korea's national carbon-neutrality target of 2050. For the Daedeok Data Center, where electricity accounts for a large share of costs, tighter carbon regulation feeds through a structure in which power generators' cost burdens are passed on as higher electricity rates, such as the climate and environment charge, indirectly affecting operating costs. Should higher RPS mandatory ratios and constraints on renewable energy supply combine during the course of RE100 implementation, the volatility of power procurement costs could increase. In response, SK Inc. is pursuing an energy procurement strategy that expands a range of renewable energy procurement methods—self-generation, Green Premium, and PPAs—in stages, seeking to secure a stable power supply and meet its carbon-neutrality target at the same time.

T1 Higher Electricity Rates from Tighter Carbon Regulation

Category: Policy / Legal | **Time Horizon:** Short-term / Medium-term

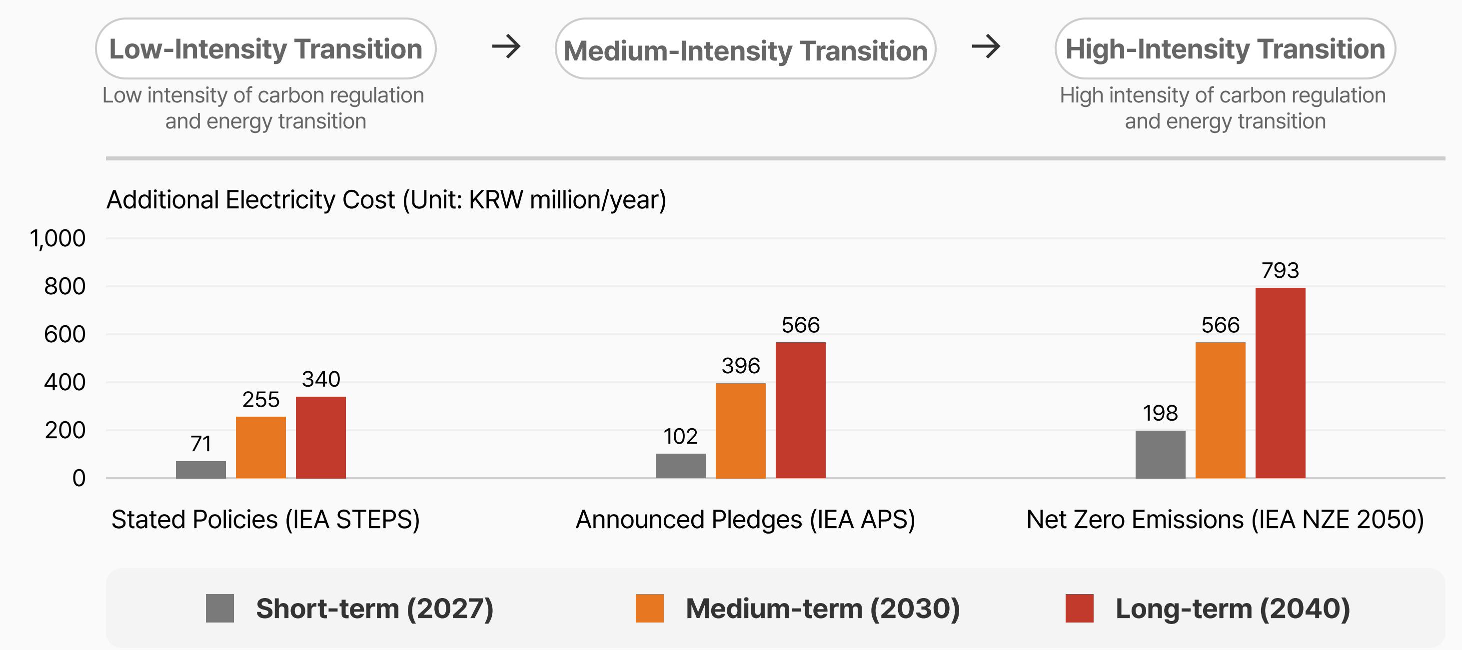
Background and Business Impact

- The Daedeok Data Center consumes approximately 34,000 MWh of electricity a year, so movements in electricity rates have a direct effect on operating costs.
- The Renewable Portfolio Standard (RPS) mandatory ratio is expected to rise from 13.5% in 2024 to 25.0% by 2030, and the paid allocation ratio under the emissions trading scheme to expand from 15% in 2026 to 50% by 2030.
- The renewable energy procurement costs and carbon costs of the power generation sector are reflected in the climate and environment charge that the Korea Electric Power Corporation (KEPCO) levies on consumers; this charge, currently around KRW 9.0/kWh, is expected to keep rising over the long term, and the resulting cumulative cost burden is projected to have a financial impact on data center operations, which consume large volumes of electricity.

Financial Impact Analysis by Scenario

- The financial impact of higher electricity rates from tighter carbon regulation on the Daedeok Data Center's operating costs was calculated for each scenario, with the incremental cost estimated from the current electricity unit price and annual electricity consumption.
- Under the baseline scenario (IEA STEPS), in which only current legislation applies with no further policy tightening, an additional cost of approximately KRW 340 million a year is expected by 2040; under the low-carbon scenario (IEA NZE 2050), which assumes a strong shift toward carbon regulation, this rises to approximately KRW 793 million at the same point—about 2.3 times as much.

Outlook for Additional Data Center Electricity Costs by Scenario



Response Status and Strategy

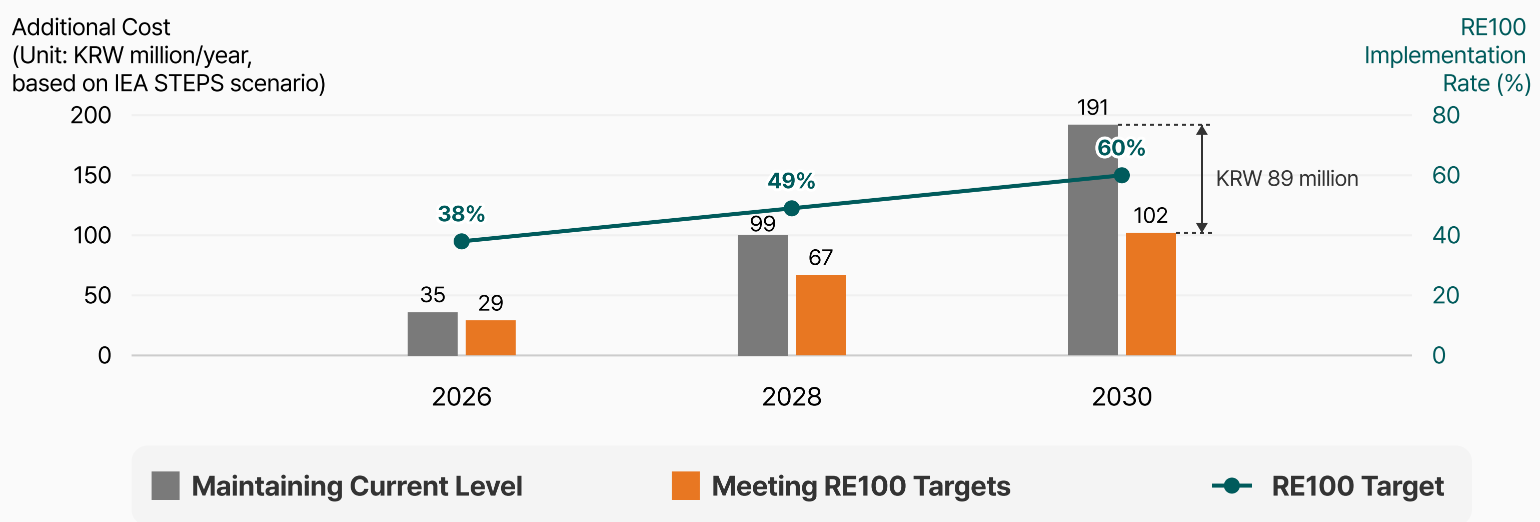
Electricity Cost Risk Response Strategy

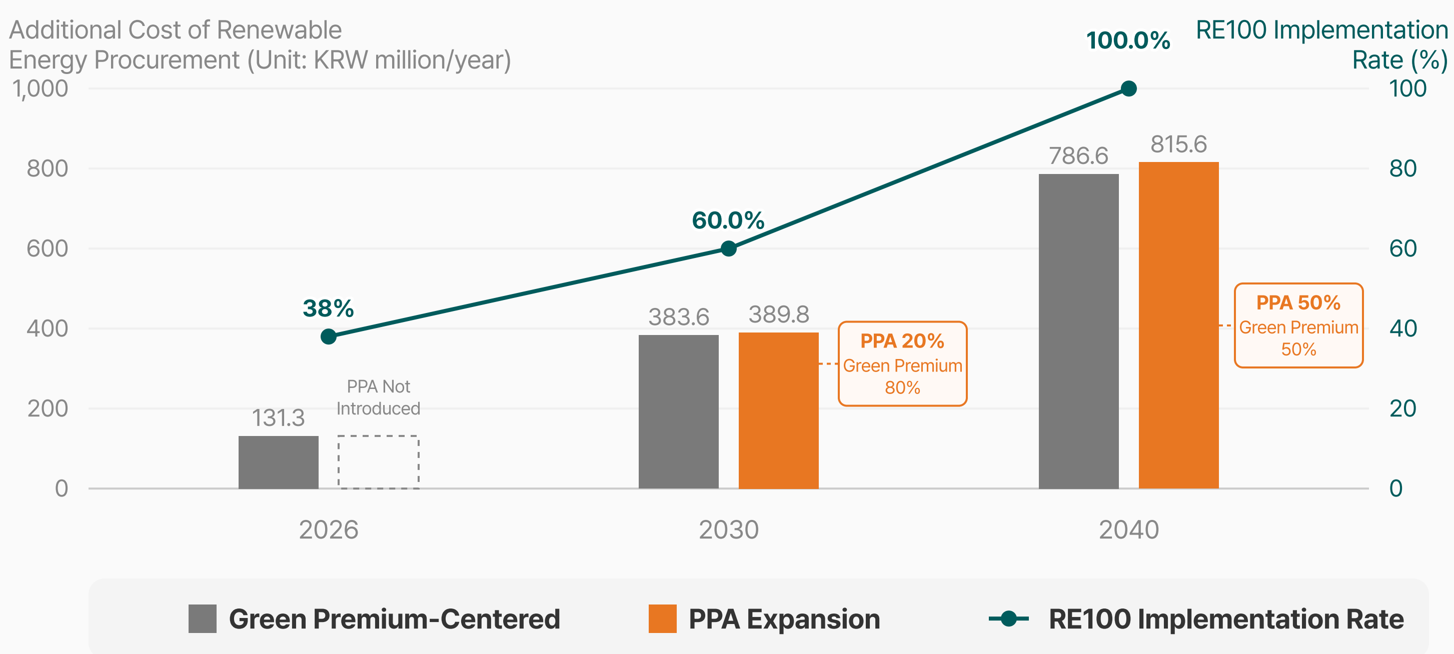
- To respond to the risk of rising electricity costs, the company is expanding the share of renewable energy procurement in connection with its RE100 implementation plan, utilizing Green Premium in the short term and planning to introduce PPAs as part of its procurement methods in the mid-to-long term.
- Through these measures, the company expects to mitigate the impact of rising electricity costs caused by stricter carbon regulations, such as the expansion of paid allocations under the ETS and increases in climate and environment charge, thereby stabilizing operating expenses in a highly volatile electricity rate environment.

Analysis of Strategic Resilience

- Expanding the share of renewable energy in line with the 2040 RE100 target pathway can save an additional electricity cost of approximately KRW 89 million by 2030 compared to a scenario that maintains the 2024 renewable energy procurement share (25.2%) (representing a savings of approximately 47% compared to maintaining the current level under the IEA STEPS scenario).
  However, this analysis does not reflect the additional costs associated with procuring renewable energy, such as the Green Premium and PPAs, and the actual net benefit may decrease when these are included.
- This analysis is intended to confirm the effect whereby a higher RE100 share reduces KEPCO electricity purchases, thereby structurally reducing exposure to rising electricity costs.
  However, because the Green Premium is structured such that standard KEPCO electricity rates are still charged, it is difficult to directly hedge against the risk of rising electricity costs, and the actual effect may vary depending on the share of PPAs and self-generation.

Annual RE100 Targets and Additional Cost Outlook



T2 Volatility in RE100 implementation policy	Category: Policy / Legal — Time Horizon: Short-term / Medium-term / Long-term
Background and Business Impact	• The Daedeok Data Center must continually raise its share of renewable energy toward the goal of 100% procurement by 2040, and volatility in RE100-related policy and in renewable energy procurement costs is judged to be a significant financial risk during that process. • As higher domestic RPS mandatory ratios push up demand for renewable energy, any failure of capacity expansion to keep pace could raise procurement prices and add to costs.
Financial Impact Analysis by Scenario	• This analysis calculates the volume of renewable energy to be procured at each point in time based on SK Inc.'s RE100 targets (38% by 2026, 60% by 2030, and 100% by 2040) and estimates the additional procurement cost by reflecting the share and unit-price movements of each procurement method (Green Premium and PPAs). The PPA expansion scenario assumes the PPA share of procured renewable energy rises to 20% by 2030 and 50% by 2040, with each unit price subject to change according to market supply and demand. • The cost gap between the two scenarios is small through the short to medium term, but in 2040, when the PPA share expands in earnest, the PPA expansion scenario (approximately KRW 816 million) exceeds the Green Premium-centered scenario (approximately KRW 787 million) by about KRW 29 million—an indication that the procurement mix directly affects the long-term financial burden. **Estimated Additional Cost of Renewable Energy Procurement for 2040 RE100 Implementation** 
Response Status and Strategy	• SK Inc. operates a 560 kW solar self-generation facility at the Daedeok Data Center, generating approximately 740,000 kWh a year and yielding roughly KRW 80 million in annual electricity savings along with reduced CO_2 emissions; the scope for expanding the site further remains under review. • It procures renewable energy in stages according to its RE100 targets, currently relying mainly on Green Premium. • Because introducing PPAs may add to costs, it plans to monitor market and policy developments continually and adjust the balance among procurement methods flexibly.

Data Center Energy Transition and Power Management

As the spread of generative AI and high-performance computing drives data center power demand up quickly, business expansion such as the buildout of AI data centers could push power demand and renewable energy procurement above current levels. SK Inc. has set PUE and the annual aggregate HVAC power ratio as key management KPIs and plans to respond to rising power demand while continuing to implement RE100, by adopting high-efficiency cooling technologies and diversifying renewable energy procurement in stages.

T4 Surge in data center power demand from the spread of AI	Category: Technology — Time Horizon: Short-term / Medium-term
Background and Business Impact	• According to the IEA's "Energy and AI" report (2025), global data center power demand is projected to rise by about 128%, from 415 TWh in 2024 to 945 TWh by 2030, as AI services spread. • In line with growing demand for AI infrastructure, power demand at SK Inc.'s data centers is likewise likely to increase over the mid-to long-term, which has been identified as a major transition risk for RE100 implementation and carbon emissions management.
Financial Impact Analysis by Scenario	• Applying the IEA's AI demand growth scenarios, this analysis estimates how far power demand at the Daedeok Data Center could rise and, assuming achievement of the 2030 RE100 target (60%), calculates the cost of purchasing the grid electricity* needed for the remaining 40% not covered by renewable energy. • The additional power cost in 2030 is estimated at approximately KRW 1.4 billion under the low-growth scenario, KRW 2.9 billion under the intermediate scenario, and KRW 4.6 billion under the high-growth scenario; the longer the RE100 target achievement is delayed, the greater the reliance on grid electricity and the heavier the cost burden may become. • This is a scenario analysis reflecting global AI trends and does not represent the Daedeok Data Center's actual expansion plans or confirmed demand. *Grid electricity: commercial power supplied through the transmission and distribution network of the Korea Electric Power Corporation (KEPCO).

Analysis of Additional Power Costs by IEA Demand Growth Scenario (As of 2030)

Scenario	Power Demand Growth Rate	Additional Power Demand	Additional Power Cost
High Growth (Lift-Off)	+203%	70,159 MWh	Approx. KRW 4.6 billion/year
Base Case	+128%	44,238 MWh	Approx. KRW 2.9 billion/year
Low Growth (Headwinds)	+61%	21,082 MWh	Approx. KRW 1.4 billion/year

	Strategic Initiative	Key Details
Response Status and Strategy	Thermal Management Simulation and Cooling Efficiency	• Operates fixed and mobile containment systems and established a cooling facility monitoring system to address the increased heat load from AI server expansion • Manages cooling and power costs, which are major components of data center operating expenses, as key management priorities
	Facility Energy Efficiency	• Manages peak loads through power and HVAC monitoring systems and replaces cooling equipment with high-efficiency facilities • Operates a rooftop water spraying system to prevent outdoor unit overload during the summer season
	Structural Risk Mitigation Based on RE100	• Gradually expands the share of renewable energy procurement to achieve 60% renewable energy by 2030, addressing the structural risk of increased grid electricity dependence as power consumption rises with AI demand • Expects to reduce reliance on grid electricity by expanding renewable energy procurement, thereby mitigating financial exposure to rising power costs even under AI demand growth scenarios
	KPI-Based Linkage of Operations and Finance	• Selected annual average PUE (a long-term indicator to verify structural improvements across facilities, IT, and power infrastructure) and the annual cumulative HVAC power ratio (a short-term indicator to monitor monthly operational efficiency improvements) as key KPIs to manage energy efficiency performance at the Daedeok Data Center • Reports KPI achievement levels regularly to management in connection with power cost savings and RE100 procurement reduction effects, using them as a basis for investment decisions regarding energy infrastructure, such as high-efficiency cooling systems

Physical Risk Analysis

For the physical risk analysis, SK Inc. used CLIMADA, a climate risk assessment model developed by ETH Zürich. Applying the four SSP scenarios of the IPCC's Sixth Assessment Report (SSP1-2.6, SSP2-4.5, SSP3-7.0, and SSP5-8.5) to the Daedeok Data Center (Yuseong-gu, Daejeon), it assessed the impact of climate risks on asset value from 2030 to 2050. The analysis covered seven hazards: typhoons and strong winds, river flooding, heavy rainfall, wildfire, drought, extreme heat, and water scarcity.

The calculation method was tailored to each hazard's characteristics. For acute hazards, it reflected occurrence frequency, structural damage, and business-interruption losses; for chronic hazards, it was based on the increase in operating costs. To keep the scenarios comparable, all results are expressed as a percentage of asset value.

Overview of Physical Risk Analysis

Subject of Analysis	SK Inc. AX Daedeok Data Center (Yuseong-gu, Daejeon)
Analysis Methodology	CLIMADA (developed by ETH Zürich)
Scenarios Applied	Four IPCC AR6 SSP scenarios (SSP1-2.6, SSP2-4.5, SSP3-7.0, SSP5-8.5)*
Time Horizon	2030–2050
Analyzed Risk Types	Acute (typhoon/strong wind, river flooding, heavy rainfall, wildfire); chronic (drought, extreme heat, water scarcity)
Loss Metric	Expected annual damage (EAD) relative to asset value

* SSP1-2.6 is a sustainable development pathway—a low-emission scenario in which the global average temperature rises by about 1.8°C above pre-industrial levels by 2100.
SSP2-4.5 is a current-policy pathway—an intermediate-emission scenario with a rise of about 2.7°C.
SSP3-7.0 is a regional-rivalry pathway—a high-emission scenario with a rise of about 3.6°C.
SSP5-8.5 is a fossil-fuel-dependent pathway—the highest-emission scenario, with a rise of about 4.4°C.

Physical Risk Analysis Results by Scenario

The analysis found that expected annual damage at the Daedeok Data Center from acute physical hazards—typhoons, river flooding, heavy rainfall, and the like—remains below 1% of asset value throughout 2030–2050, even under the most extreme SSP5-8.5 scenario, indicating a low likelihood of direct asset damage. Including chronic hazards such as higher cooling loads from extreme heat, however, total expected annual damage reaches up to about 2.8% by 2050 under SSP1-2.6 and up to about 6.7% under SSP5-8.5. Extreme heat was therefore identified as the most material physical risk. These results are subject to change owing to the uncertainty of climate models and the limits of estimation. Recognizing these limits, SK Inc. plans to continue refining its scenario analysis process to build a more precise physical risk assessment framework.

Expected Annual Damage Rate Relative to Asset Value (Based on Expected Annual Damage, EAD)*

Category	Description	Type	Scenario	2030	2040	2050
Typhoon/Strong Wind	Compound damage from strong winds and heavy rain caused by intense tropical cyclones	Acute	SSP1-2.6 (1.8°C)	0.04%	0.04%	0.04%
			SSP5-8.5 (4.4°C)	0.06%	0.07%	0.08%
River Flooding	Damage from prolonged rainfall and upstream runoff	Acute	SSP1-2.6 (1.8°C)	0.24%	0.25%	0.25%
			SSP5-8.5 (4.4°C)	0.29%	0.31%	0.33%
Heavy Rainfall	Inland flooding damage from short, intense rainfall	Acute	SSP1-2.6 (1.8°C)	0.26%	0.27%	0.28%
			SSP5-8.5 (4.4°C)	0.30%	0.33%	0.36%
Wildfire**	Wildfire damage under hot, dry, and windy conditions	Acute	SSP1-2.6 (1.8°C)	0.00%	0.00%	0.00%
			SSP5-8.5 (4.4°C)	0.00%	0.00%	0.00%
Drought**	Depletion of water resources from prolonged lack of precipitation	Chronic	SSP1-2.6 (1.8°C)	0.00%	0.00%	0.00%
			SSP5-8.5 (4.4°C)	0.00%	0.00%	0.00%
Extreme Heat	Higher cooling loads from extreme temperatures such as heatwaves	Chronic	SSP1-2.6 (1.8°C)	1.25%	1.75%	2.25%
			SSP5-8.5 (4.4°C)	3.26%	4.56%	5.86%
Water Scarcity	Operational disruption from a shortfall of water supply relative to demand	Chronic	SSP1-2.6 (1.8°C)	0.02%	0.02%	0.02%
			SSP5-8.5 (4.4°C)	0.06%	0.08%	0.09%

* This table presents the results of the lowest-emission (SSP1-2.6) and highest-emission (SSP5-8.5) scenarios to show the minimum and maximum expected losses.

** Since the Daedeok Data Center is located in an area with low exposure to wildfire and drought, the risk of these hazards leading to asset loss was assessed as low, even taking climate change projections through 2050 into account.

Extreme-Weather Response and Stronger Infrastructure Resilience

The physical risk analysis identified how extreme weather could affect the continuity of the Daedeok Data Center's operations. Higher cooling loads from intensifying abnormal temperatures were confirmed as a chronic financial risk that raises equipment failure rates and operating costs, while national grid overload during heatwaves was identified as an acute risk that threatens the external power supply and service reliability. In response, SK Inc. is strengthening infrastructure resilience by monitoring and improving the efficiency of cooling equipment, providing redundant emergency generators and UPS systems, and operating emergency response procedures.

P4 Reduced operational stability of data centers from abnormal temperatures | **Category:** Chronic | **Time Horizon:** Long-term

Background and Business Impact

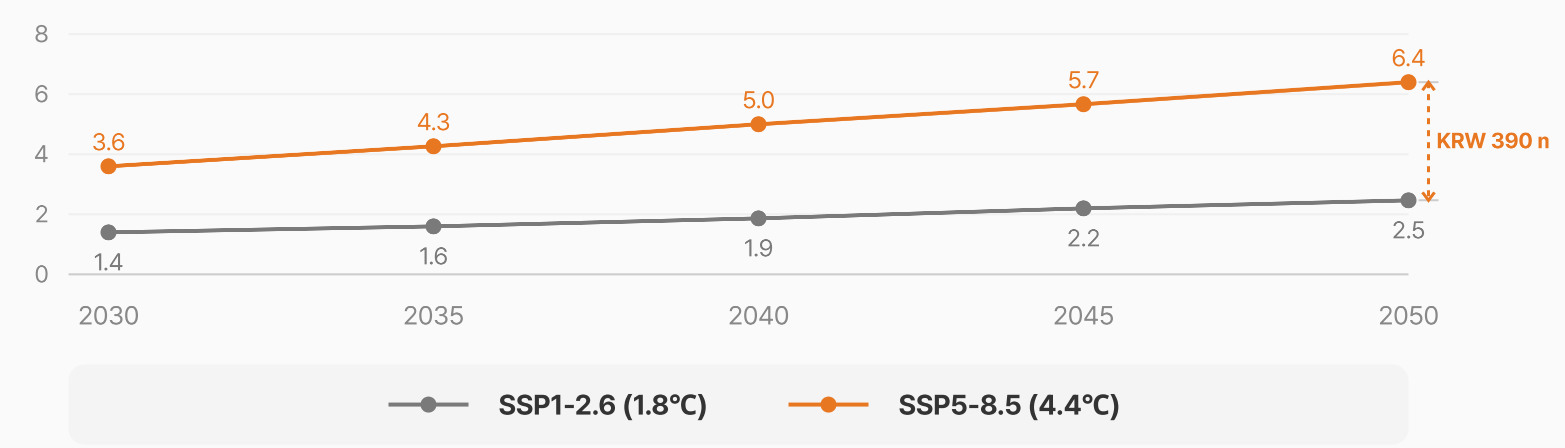
- As global warming intensifies, more frequent and severe abnormal temperatures (heatwaves) raise cooling demand and directly affect the Daedeok Data Center's operating costs, and the burden of cooling operating costs is expected to grow gradually over the mid-to long-term.
- More frequent abnormal temperatures may also raise failure rates for cooling equipment such as chillers and for core equipment such as UPS units and batteries, shortening replacement cycles and adding to infrastructure maintenance costs.

Potential Financial Impact

- The scenario analysis puts the expected annual damage—the monetary value of the increase in cooling energy consumption as temperatures rise—at approximately KRW 250 million under the low-emission scenario (SSP1-2.6) and approximately KRW 640 million under the high-emission scenario (SSP5-8.5) by 2050, a difference of up to about 2.6 times depending on the level of temperature rise.
- These figures reflect only the increase in cooling energy costs; taking into account the additional facility investment needed as cooling equipment fails and replacement cycles shorten, the actual financial burden could be higher.

Estimated Annual Damage Due to Abnormal Temperatures

(Unit: KRW 100 million/year)



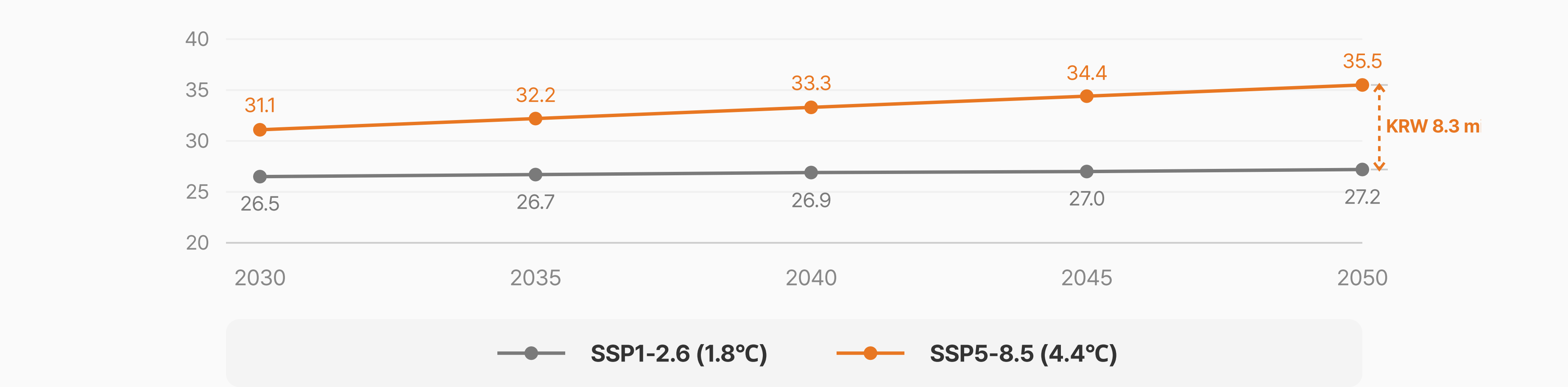
Response Status and Strategy

- Optimizes HVAC efficiently, without overcooling, through a cooling equipment monitoring system and management of the server room PUE (the ratio of cooling load to IT power load).
- In preparation for heatwaves, operates rooftop water-spray systems for outdoor units and minimizes cold-air loss by installing fixed and mobile containment.

P3 **Power Supply Disruptions Due to Heatwaves**	**Category:** Acute **Time Horizon:** Medium-term / Long-term
Background and Business Impact	• According to the IPCC AR6 report, extreme high-temperature events such as heatwaves are projected to continuously increase globally, including in East Asia, which is expected to raise the likelihood of large-scale power outages due to surging electricity demand and transmission and distribution overloads. • Data centers are facilities that require uninterrupted 24-hour operation, meaning external power supply disruptions directly lead to service interruptions. In particular, during prolonged heatwaves, the simultaneous occurrence of emergency generator fuel depletion and cooling system overload can lead to system failures and delays in service recovery.
Potential Financial Impact	• In the event of power supply disruptions due to heatwaves, direct financial burdens such as surging fuel costs and equipment recovery costs from long-term operation of emergency generators may occur, along with indirect losses from compensation for SLA violations, customer churn, and contract terminations (the scope of compensation is determined in accordance with individual contracts and SLAs).
Response Status and Strategy	• Monitors power supply and demand conditions at all times through a real-time power management system, and maintains a structure where UPS immediately supplements power in the event of an outage, followed by the automatic startup of emergency generators after one minute. Through substation redundancy, the system automatically switches to a backup substation in the event of a main substation failure, and emergency generators have a continuous operation capacity of up to 60 hours. • Continuously strengthens response capabilities based on the Business Continuity Plan (BCP) through annual emergency generator operation training, regular inspections of electrical installations (statutory cycle of three years), and quarterly reviews of training results. • Operates a system to promptly disseminate information to client companies via email and emergency contact networks in the event of a disaster.

Flood-Disaster Response and Infrastructure Protection

Given its structural characteristics, the Daedeok Data Center could experience power outages, equipment damage, and service disruptions if it were inundated by heavy rainfall or river flooding. It has therefore put in place proactive disaster-prevention infrastructure, including drainage facilities, mobile flood barriers, and waterproofing works.

P1 **Inundation from Heavy Rainfall and River Flooding**	**Category:** Acute **Time Horizon:** Long-term
Background and Business Impact	• As the frequency and intensity of heavy rain increase due to climate change, the risk of compound flooding, in which urban sewers and rivers overflow simultaneously, is becoming a reality. • Due to the structural characteristics of data centers, which typically utilize underground spaces, they are particularly vulnerable to such flooding. In the event of flooding, cascading damage leading to power outages, equipment damage, and service disruptions can occur. • Considering customer compensation costs resulting from service disruptions, additional financial burdens may arise in addition to direct facility recovery costs.
Potential Financial Impact	• As a result of the river flooding scenario analysis, the expected annual damage for all periods is less than 0.5% in both scenarios, indicating that the likelihood of direct asset damage is currently assessed to be low. • However, under the high-emission scenario (SSP5-8.5), the expected annual damage shows a gradual upward trend from approximately KRW 31.1 million in 2030 to approximately KRW 35.5 million in 2050. This is approximately KRW 8.3 million higher than the low-emission scenario (SSP1-2.6, approximately KRW 27.2 million) at the same point in time (2050), highlighting the need for continuous monitoring of the potential expansion of long-term threats due to intensifying climate change. **Expected Annual Damage From River Flooding** (Unit: KRW million/year) 
Response Status and Strategy	• Equips drainage facilities capable of handling heavy rainfall, and preemptively prevents damage by inspecting and reinforcing key facilities such as drainage pumps and channels when weather advisories are issued • Maintains large mobile water barriers at all times in areas vulnerable to underground flooding and potential external penetration points, and continuously monitors for flooding through leak detection lines • Maintains structural waterproofing performance by periodically conducting underground and rooftop waterproofing work • Subscribes to disaster insurance to prepare for physical damage caused by climate disasters

Case.

Other Climate-Related Physical Risks

Climate scenario analysis assessed the financial impact of physical risks from typhoons, strong winds, and drought on the Daedeok Data Center's business as limited, and these are not currently classified as high-priority risks. SK Inc. nonetheless maintains a standardized response framework and monitors them continually as potential operational risks.

- Typhoons and strong winds can cause physical damage such as destruction of outdoor structures, damage to outdoor cooling equipment, and disruption of the power supply, which may briefly interrupt services; SK Inc. maintains typhoon and heavy-rain response procedures for such events. It operates a proactive response framework that includes drainage facilities capable of handling heavy rainfall, flood barriers and emergency supplies kept on hand at all times, and pre-summer inspections of its facilities.
- Worsening water stress from drought could hamper the securing of cooling water, but because the Daedeok Data Center uses air cooling, it is structurally less dependent on water and its risk exposure is limited.

Opportunity Analysis

Climate Response Technological Innovation and Business Opportunity Creation

The climate change response is expanding beyond risk management into new business opportunities. Across industry, the rising heat density of data centers driven by increasingly dense AI servers and GPUs, coupled with higher electricity rates, has made the efficiency of cooling and power operations a decisive factor in data center competitiveness. Drawing on the energy management experience and technical capabilities built up through its data center operations, SK Inc. is progressively improving the efficiency of its cooling and power operations and expanding these capabilities into climate-response solution opportunities.

01 AI-Based Data Center Energy Optimization Solution

Category: Resource Efficiency | **Time Horizon:** Short-term / Medium-term

Background and Business Impact

- The Daedeok Data Center is a facility that consumes approximately 34,000 MWh of electricity annually, where fluctuations in electricity rates and energy efficiency levels directly impact operational costs, and cooling facilities (thermo-hygrostats and ice thermal storage systems) account for a significant portion of total electricity consumption.
- The company is establishing energy efficiency improvement strategies by progressively reviewing measures from operational improvements to facility and infrastructure investments, and is also internally reviewing the introduction of next-generation technologies.

Financial Impact Analysis by Scenario

- Advancing facility and infrastructure-based efficiency, such as replacing aging cooling equipment and improving Data Center Infrastructure Management (DCIM), can save approximately 2,300 to 5,400 MWh annually, which is analyzed to generate net cost savings based on internal reviews. (These figures are calculated based on actual and projected data from the Daedeok Data Center regarding energy efficiency.)
- A pilot study by the California Energy Commission (CEC, 2024) reported that AI-based server operation optimization (deep learning-based server operation optimization) can reduce data center power costs by 25%. If AI-based operation optimization is additionally introduced after facility efficiency improvements, an additional reduction of approximately 8,600 MWh (approximately KRW 1.4 billion) per year is estimated to be achievable.

Estimated Power Cost Savings by Stage

Classification	Scenario Description	Power Savings	Power Cost Savings
Efficiency Improvement Stage	Replacing aging cooling equipment and improving DCIM	Approx. 2,300–5,400 MWh	**Approx. KRW 400–900 million/year**
AI-Based Additional Savings	Additional potential savings from introducing AI-based server operation optimization after completing efficiency improvement (referencing external pilot cases)	+Approx. 8,600 MWh	**Approx. KRW 1.4 billion/year**

※ Cost savings = Saved power (MWh) × Electricity unit price* (*Based on the 2025 electricity unit price of the Daedeok Data Center)
※ AI-based additional savings: CEC (2024), CEC-500-2024-035 demonstrated a 25% reduction in power costs when applying a DNN-based server load balancing algorithm.

Response Status and Strategy

- The company is commercializing climate response solutions, such as a GHG inventory management platform, AI-based energy optimization for manufacturing, and cloud-based integrated operational data analysis, and is supporting the carbon-neutral transition of small and medium-sized manufacturing enterprises in 51 countries through cooperation with the ASEM SMEs Eco-Innovation Center (ASEIC).
- PUE management, cooling system optimization, and real-time energy monitoring activities underway at the Daedeok Data Center serve as the internal verification foundation for AI-based energy optimization solutions, with accumulated operational data and expertise utilized as reliable references for external customers.
- The company is receiving external recognition for its energy efficiency improvement achievements by upgrading its KDCC Green DC Certification from Silver to Gold.

Risk Management

Risk and Opportunity Management

In line with the TCFD framework and the KSSB climate-related disclosure standard (Standard No. 2), SK Inc. operates a process to identify, assess, prioritize, and monitor climate-related risks and opportunities. Drawing on its environmental management system (ISO 14001), it identifies environmental and climate issues that reflect the nature of its business, such as IT services and data center operations; identifies and prioritizes the principal risks and opportunities through a climate materiality assessment; and assesses and manages how each factor affects business strategy through scenario analysis. The principal climate-related risks and opportunities so identified are incorporated as sustainability issues within the enterprise risk management framework and managed in connection with the oversight of the Board of Directors and management.

Process for Identifying Climate-Related Risks and Opportunities and Reflecting Them in Strategy

SK Inc. identifies climate-related risks and opportunities and reflects them in its business strategy. Given the nature of its data center operations, it distinguishes transition risks from physical risks and assesses the potential financial impact of each on a scenario basis. The process runs through four steps, from deriving risks and opportunities to reflecting them in business strategy.

01 Deriving Risks and Opportunities	02 Materiality Assessment	03 Selecting Key Risks and Opportunities	04 Reflecting in Business Strategy
• Building an issue pool • Identifying transition risks (policy and legal, technology, market, reputation) • Identifying physical risks (acute, chronic)	• Analyzing likelihood • Considering potential financial impact • Conducting scenario-based assessment	• Consolidating the materiality assessment results • Selecting the principal climate-related risks • Deriving core business opportunities	• Linking to business strategy • Formulating risk mitigation measures • Executing strategies to create opportunities

Risk and Opportunity Identification and Materiality Assessment

SK Inc. identifies climate-related issues across transition and physical risks and derives an initial long list by weighing ESG assessment indicators and peer-industry cases. It then builds a short list by considering relevance to the business model, value chain impact, and the level of financial impact, and finalizes the principal risks and opportunities by assessing the likelihood and impact of each issue. For the issues selected, it derives quantitative financial impacts through scenario analysis and reflects the results directly in strategy formulation and decision-making. In this reporting period, SK Inc. refined its physical risk analysis methodology and newly applied the CLIMADA climate model.

Step 1. Building the Long-List	Step 2. Deriving the Short-List	Step 3. Prioritization Assessment
• Deriving candidate climate-related risk and opportunity issues • Climate-related indicators in ESG disclosure standards; indicators from global rating agencies • SK Inc.'s existing climate-related risks and opportunities • Peer benchmarking (nine domestic and overseas companies) • Analysis of domestic and overseas climate-related legislation and media	• Verifying and filtering for business relevance • Reviewing business model impact, value chain impact, and financial impact	• Calculating a combined score for the likelihood and scale of impact of each issue

Selection of Key Risks and Opportunities

SK Inc. sets the priority of climate-related risks and opportunities by weighing the nature, likelihood, and impact of the issues it has identified. Likelihood and impact are each assessed on a five-point scale, and the scales are further refined by the type of risk or opportunity.

The likelihood of transition risks is measured with indicators differentiated by detailed type: policy and legal risks by whether domestic regulation is in force, and technology risks by the state of low-carbon technology adoption, among others. The impact of transition risks is scaled by the ratio of the financial impact to SK Inc.'s non-consolidated revenue. The likelihood of physical risks is measured with weather and climate statistics by type: for acute risks, the return period of each weather event serves as the main indicator, and for chronic risks, objective weather statistics from the Korea Meteorological Administration's Climate Information Portal. Impact is calculated from the scale of asset damage and service disruption.

Scenario Analysis Parameters

For the transition risk analysis, SK Inc. applied the IEA's NZE 2050, APS, and STEPS scenarios to calculate, for each scenario, the financial impact of tighter carbon regulation, higher electricity rates, and changing RE100 implementation costs. For the physical risk analysis, it used the CLIMADA climate model to estimate, for the Daedeok Data Center, the expected annual damage rate relative to asset value from 2025 to 2050 across four scenarios: SSP1-2.6, SSP2-4.5, SSP3-7.0, and SSP5-8.5.

Input Variables and Parameters	Data Sources
Greenhouse gas emission factors	Guidelines for the Reporting and Certification of Emissions under the Greenhouse Gas Emissions Trading Scheme; IPCC 2006
Energy consumption and greenhouse gas emissions	Statements prepared under the Guidelines for the Reporting and Certification of Emissions under the Greenhouse Gas Emissions Trading Scheme
Electricity rates and carbon allowance prices	Ministry of Climate, Energy and Environment; Korea Electric Power Corporation; IEA
Renewable energy procurement unit prices (PPAs and Green Premium)	Korea Electric Power Corporation; energy market outlook data
Industry trends and market outlook	Domestic and overseas corporate sustainability reports; industry trend analyses from external research institutions

Monitoring System

By linking its ISO 14001 environmental management system with the ISO 31000 risk management guidelines, SK Inc. manages climate-related risks through an integrated "identify–analyze–respond–evaluate and improve" process. Internal and external audits conducted at least annually assess the suitability and effectiveness of the process.

Climate Risk Management Approach

Category	Management Approach
SK Inc.	Integrated climate risk assessment based on the ISO 31000 framework linked with ISO 14001; management of climate KPIs such as greenhouse gas emissions and RE100 implementation
Suppliers	• Carrying out support activities to improve suppliers' environmental management, such as distributing the Supplier's Code of Conduct and supporting capacity development for responding to ESG due diligence programs • Conducting greenhouse gas reduction engagement focused on the manufacture of HW/NW equipment, the principal upstream emission sources • In 2023, requested eco-friendly product certification, LCA information, and business continuity plans (BCPs) for climate risks based on the climate risk management framework

Integration With Enterprise Risk Management Framework

SK Inc. operates the process of identifying, assessing, and monitoring climate-related risks and opportunities as an integral part of its enterprise risk management framework. Climate risk management is grounded in the ISO 14001 environmental management system and, in connection with an integrated enterprise risk management framework based on the ISO 31000 methodology, runs as an "identify–analyze–respond–evaluate and improve" process.

Climate risks identified through ISO 14001 are incorporated as risk factors within the integrated enterprise risk management framework. The Risk Management Council then reviews their likelihood, severity, and business impact as a whole to establish a response strategy, and internal and external audits conducted at least once a year verify the risks' suitability and effectiveness. Material environmental and climate risks are reported to the CEO and the Board of Directors so that a company-wide response can be secured and reflected in major decisions.

Climate Risk Management Process

Linkage with Enterprise Integrated Risk Management Framework

- **Stakeholder Materiality Assessment** — Environmental Issues
- **Human Rights Impact Assessment** — Environmental Rights Response Status
- **Compliance Management System** — Environmental Laws and Regulations

Based on Climate Change Scenarios (TCFD) - BAU vs. 1.5℃ Scenario

- **Transition Risks** — Policy, Legal, Technology, Market, Reputation
- **Transition Opportunities** — Resource Efficiency, Products, Markets
- **Physical Risks** — Acute, Chronic

Environmental Risk Assessment (ISO 14001)

Internal/External Issues, Stakeholder Needs, Compliance Matters
↓
Identification of Risks and Opportunities
↓
Inherent Risk Analysis/Determination
↓
Current Response Level Assessment
↓
Residual Risk Analysis/Determination
↓
Residual Risk Treatment and Effectiveness Assessment

Metrics and Targets

Metrics

GHG Emissions

When calculating its greenhouse gas emissions, SK Inc. includes its business sites both in Korea and overseas and obtains third-party verification in accordance with the ISO 14064-1 and ISO 14064-3 standards.

Scope 1 & 2 Emissions

Scope 1 & 2 emissions are calculated by applying the Guidelines for the Reporting and Certification of Emissions under the Greenhouse Gas Emissions Trading Scheme and the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, and Scope 2 emissions are calculated and disclosed separately on a location-based and a market-based basis. About 95% of total emissions come from electricity use (Scope 2), and data centers account for approximately 70% of total electricity consumption.

Category	Unit	2023	2024	2025
Scope 1 & 2 (Location-based) Emissions (Total)	tCO_2eq	28,857	27,033	24,991
Scope 1	tCO_2eq	1,329	1,178	1,179
Scope 2 (Location-based)	tCO_2eq	27,528	25,855	23,812
Scope 2 (Market-based)*	tCO_2eq	22,596	19,625	15,980

* Greenhouse gas emissions reflecting renewable energy consumption (purchased volume).
※ Following the sale of the Pangyo Data Center in 2025 (a change in the organizational boundary), emissions for 2023 and 2024 were recalculated to exclude the Pangyo Data Center.

Scope 3 Emissions

Scope 3 emissions are divided into upstream and downstream in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, and emissions are calculated for the categories applicable to the company, such as commuting, business travel, and use of sold products. To date, emissions have been calculated for 10 categories in total, and the scope of management continues to expand. As of 2025, about 85% of Scope 3 emissions arise from Category 15 (Investments).

(Unit: tCO_2eq)

Classification	Category	2022	2023	2024	2025
Total	**Total Scope 3 Emissions**	**11,529,818**	**13,860,200**	**14,210,016**	**14,585,910**
Upstream	Category 1: Purchased Goods and Services	7,854	8,307	22,533	128,626
	Category 2: Capital Goods	1,840	1,701	351	163,731
	Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	8,402	9,877	21,016	1,943
	Category 4: Upstream Transportation and Distribution	7	13	23	25
	Category 5: Waste Generated in Operations	1	8	3	3
	Category 6: Business Travel	2,129	3,013	2,596	2,261
	Category 7: Employee Commuting	1,900	942	743	693
Downstream	Category 11: Use of Sold Products	61,926	65,500	111,791	1,871,023
	Category 12: End-of-Life Treatment of Sold Products	291	307	277	2,498
	Category 15: Investments*	11,445,468	13,770,532	14,050,684	12,415,107

* Calculated from the disclosures and internally managed data of major subsidiaries among the investee companies

Energy Consumption

To join international efforts to reduce greenhouse gases, SK Inc. became a member of the Global RE100 initiative in December 2020 and set a target to source 100% of its electricity from renewable energy by 2040. It currently procures renewable energy mainly through its own solar generation and Green Premium purchases, and plans to diversify the scale and mix of its procurement in stages by expanding PPAs (Power Purchase Agreements) and RECs (Renewable Energy Certificates) in the future.

Classification	Unit	2023	2024	2025
Total Energy Consumption	TJ	704.95	693.86	521.76
Non-Renewable Energy Consumption	TJ	599.95	561.73	355.44
Renewable Energy Consumption	TJ	105.01	132.13	166.32

※ Following the sale of the Pangyo Data Center in 2025 (a change in the organizational boundary), energy consumption for 2023 and 2024 was recalculated to exclude the Pangyo Data Center.

Internal Carbon Pricing

SK Inc. operates an internal carbon price (ICP) system to reflect climate-related transition risks systematically in its business decisions. In decisions such as new investments and portfolio management, it uses a shadow-pricing approach as a risk management tool to internalize, in advance, the potential costs of greenhouse gas emissions. The scope of application ranges from the company's own Scope 1 & 2 emissions to Scope 3, which covers the supply chain and the investment portfolio. In setting the price, SK Inc. takes into account the previous year's closing price for allocated allowances (KAUs) and international carbon price outlooks based on the NGFS 1.5°C scenario, and it updates and applies the mid- to long-term carbon price outlook through 2040 on a regular annual basis. As of 2025, the internal carbon price is KRW 11,066/tCO_2eq (approximately USD 8.2/tCO_2eq).

Investment Decision-Making Process

01 Drafting Proposal → 02 Requesting Investment Review → 03 RM Review → 04 Investment Approval → 05 Investment Execution Management → 06 Investment Performance Evaluation (Closure)

Investment Decision-Making Process Applying Internal Carbon Pricing (ICP)

STEP 1 Basic Analysis	STEP 2 Carbon Cost Integration	STEP 3 Financial Impact Analysis	STEP 4 Decision-Making Integration
Assessing financial feasibility with a focus on facility efficiency, construction costs, and operating costs	Calculating the climate cost (internal cost) by applying the internal carbon price to expected GHG emissions	Reviewing the financial impact of greenhouse gas costs and reflecting it in profit-and-loss simulations	Using the results in strategic decisions to conduct a TCFD-based risk and opportunity assessment and ensure alignment with ESG investment

Case. **Internal Carbon Pricing**

Investment Decision Using Internal Carbon Pricing

Before building a new data center, SK Inc. reviewed the project's feasibility by applying its internal carbon pricing (ICP) investment decision-making process.

Internal Carbon Pricing Application Method	**1. Basic Analysis**	Financial feasibility assessment focusing on facility efficiency, construction costs, and operating expenses
	2. Carbon Cost Integration	Including climate costs (internal costs) calculated as expected carbon emissions × internal carbon price
	3. Financial Impact Analysis	Reviewing GHG emissions and their financial impacts to reflect them in profit and loss simulations
	4. Decision-Making Integration	Reflecting the results in investment decision-making through financial impact simulations
Profit and Loss Estimation Results	• Estimating profit and loss by reflecting internal carbon pricing prior to major decisions, such as investments • Judging that the estimated profit and loss impact would be significant as carbon prices increase between 2027 and 2031, the actual co-location service period of the data center	

Assets Exposed to Climate-Related Risks

The climate-related risk analysis identified the Daedeok Data Center as the principal asset directly owned and operated by SK Inc. As an energy-intensive facility, it is exposed both to higher electricity costs driven by stricter carbon regulation and to potential facility damage from extreme weather events. As of the end of 2025, the carrying amount of its buildings and structures stood at KRW 7.5 billion, equivalent to approximately 2.0% of non-consolidated tangible assets; as core infrastructure for the IT service business, however, it is directly tied to business continuity and revenue generation, and it therefore carries high significance for climate-related risk management. The specific response strategy is described in detail in the Strategy section.

Costs Associated with the Low-Carbon Transition

SK Inc. is implementing related investments in stages to address climate-related risks and meet its low-carbon transition targets. Capital expenditure (CapEx) is directed primarily toward facility investments aimed at improving data center energy efficiency; in 2025, high-efficiency thermo-hygrostat equipment was introduced at the Daedeok Data Center. Operating expenditure (OpEx) is allocated primarily to renewable energy procurement, such as Green Premium purchases to implement RE100. SK Inc. plans to keep expanding these investments in stages—including signing direct power purchase agreements (PPAs)—by 2040 in line with its targets of 60% renewable electricity (RE60) by 2030 and Net Zero by 2040.

Type	Description	2025
Renewable Energy Procurement	Green Premium purchases	KRW 593 million
Energy Efficiency Facility Investment	Replacing HVAC at the Daedeok Data Center with high-efficiency equipment	KRW 1,519 million
Total		**KRW 2,112 million**

Targets

Renewable Electricity Transition Target (RE100 by 2040)

As part of its efforts to achieve Net Zero, SK Inc. has set a target to source 100% of its electricity from renewable energy by 2040, with an interim target of at least 60% by 2030. Alongside improving power efficiency at major sites, including data centers, it draws on self-generation and Green Premium purchases, and over the medium-to-long term plans to scale up its renewable energy transition in a phased manner through the introduction of PPAs (Power Purchase Agreements).

SK Inc. uses market-based emissions, which reflect renewable energy purchases such as Green Premium, as the basis for measuring its Net Zero and RE100 performance. International standards recommend applying the residual mix to grid electricity consumption; however, as the relevant framework and data have not yet been established in Korea, SK Inc. currently applies the national average grid emission factor as a proxy. It plans to adopt a calculation method consistent with international standards in stages once the framework is in place.

2040 RE100 Target

Category	Description
Long-Term Target	Source 100% of electricity from renewable energy by 2040
Near-Term Target	Source 60% of electricity from renewable energy by 2030

Performance against RE100* Targets

Category	2023	2024	2025	2026	2030	2035	2040
Target	16%	23%	30%	38%	60%	80%	100%
Performance**	19.1%	25.2%	34.1%	-	-	-	-

* This is the ratio of renewable electricity self-generation plus Green Premium purchases to total electricity consumption.

** The previous RE100 performance figures were 18.1% in 2023, 24.5% in 2024, and 33.5% in 2025, but figures were restated following the recalculation of base-year data after the divestment of the Pangyo Data Center.

Monitoring Target Achievement

Environmental > Climate Change Response (TCFD) > Board Climate Oversight System Link ↗

To systematically monitor progress toward its climate targets, SK Inc. reports on a regular basis to the Strategy and ESG Committee under the Board of Directors. It links its GHG reduction targets, GHG reduction initiatives, and energy efficiency improvements to the key performance indicators (KPIs) of the CEO and all executives and employees, and discloses the details transparently through the climate-related performance metrics presented in the Governance section.

Clean Technology/Business Investment

Amid the accelerating push for decarbonization, demand for clean technologies and related investment is on the rise. In response, SK Inc. has defined clean technology innovation as a key strategic goal, established four core areas in clean technology, and set corresponding investment strategies and expansion targets.

Clean Technology Investment Strategy

Core Investment Areas

- SK Inc. is actively developing Green Business as a core engine for future growth, reinforcing strategic investments in Cleantech centered on four core areas: Clean Energy Transition, CO_2 Management, EV Materials & Infrastructure, and Digital Products & Services for Climate Action
- By setting and executing investment directions and targets for each Cleantech sector, the company proactively responds to the decarbonization transition and secures long-term business opportunities
- To combat climate change, SK Inc. actively invests in technologies that contribute to carbon emission reduction and clean energy transition
- It aims to enhance synergies among businesses within the SK Group and drive the growth of the green economy

Green Business Portfolio

Clean Energy Transition	CO_2 Management	EV Materials/Infrastructure (EV Ecosystem)	Digital Products/Services for Climate Action
Nuclear Energy	CCUS	Copper Foil	CodeGreen
Energy Solutions	Carbon Credit	SiC Anode Materials	Eco-Friendly R&D
Renewable Energy		Ultra-fast EV Charging	Eco-friendly Data Center
Clean Fuel (e.g., Hydrogen)			

Investment/Development Strategy by Clean Technology Area

Area	Detailed Strategies
Clean Energy Transition	• Nuclear power: Secure next-generation SMR (Small Modular Reactor) technologies and develop domestic and international SMR projects to establish a foothold in the global carbon-free power generation market • Energy solutions: Expand electrification-related businesses in the U.S. market - (e.g., Smart Grid, Residential ESS, Microgrids) • Clean Fuel (e.g., hydrogen): Secure core technologies and business foundation to replace fossil fuels
CO_2 Management	• Create synergies by investing in CCUS technologies/infrastructure and leveraging SK's owned assets • Invest in global carbon credit developers to meet SK Group's carbon offset demand and ensure a stable supply of high-quality voluntary carbon credits
EV Materials/Infrastructure	• Copper foil / SiC anode materials: Extend EV driving range by improving battery performance through the supply of advanced materials that lead the global market • EV charging: Promote EV adoption by developing and expanding the supply of next-generation, high-reliability ultra-fast chargers
Digital Products/Services for Climate Action	• Expand digital technologies centered around the 'CodeGreen' brand to enable more efficient and accurate execution of ESG initiatives • Increase R&D investment in eco-friendly solutions, including energy savings and carbon emissions reduction • Promote revenue growth in eco-friendly products and services within the IT services business segment

Investment Performance and Targets

Investment Portfolio Overview

Investment Portfolio by Clean Technology Area

Area	Details
Clean Energy Transition	• Entered the SMR business as a decarbonized baseload power source through an investment in TerraPower, a U.S.-based company specializing in the design of sodium-cooled fast reactors • Secured an early foothold in the turquoise hydrogen and eco-friendly Carbon Black Portfolio through an investment in Monolith, a U.S.-based plasma technology company • Invested in Lunar Energy, a U.S. residential energy storage system (ESS) company
CO_2 Management	• Invested in Ecosecurities, a global top-tier carbon credit developer • Invested in Summit Carbon Solutions, the developer of the world's largest CCS project
EV Materials/Infrastructure	• Invested in Wason, a global leader in copper foil manufacturing—a key material for EV batteries • Completed construction of a JV plant for SiC anode materials, a next-generation solution for improving EV battery performance • Acquired a controlling stake in SK Signet, a company engaged in the manufacturing of ultra-fast EV chargers and in the operation of EV charging businesses
Digital Products/Services for Climate Action	• Since 2020, each business unit has established mid- to long-term eco-friendly business goals and promoted the development of green solutions and platform-based businesses • In 2024, the CodeGreen brand was launched to support Digital ESG, offering 12 solutions across key areas such as energy savings, greenhouse gas reduction, resource circulation, and safety management

Clean Energy Transition

- SK Inc. entered the decarbonized baseload SMR (Small Modular Reactor) power generation market by investing in TerraPower, a U.S.-based company with next-generation SMR design capabilities utilizing sodium-cooled fast reactor technology
- An investment was made in Monolith, a U.S. plasma technology company, to secure turquoise hydrogen production capabilities and gain an early lead in the eco-friendly Carbon Black Portfolio

Investee Company	Key Technology	Investment Amount	Investment Year
PlugPower	Water electrolysis equipment and hydrogen fuel cells for green hydrogen production	Approx. KRW 1.8 trillion (Joint investment with SK Innovation E&S)	2021
Monolith	Methane pyrolysis for hydrogen and commercial solid carbon production (No CO_2 emissions)	Undisclosed	2021
TerraPower	Design technology for next-generation SMRs using sodium-cooled fast reactors	Approx. KRW 325 billion (Joint investment with SK Innovation)	2022

Subsidiary Case. SK earthon **CCS (Carbon Capture & Storage)**

SK earthon's Global CCS Business Development

In response to the acceleration of carbon neutrality and energy transition, SK earthon, a subsidiary of SK Innovation, is building competitiveness in the CCS sector based on geological analysis and storage exploration technologies accumulated through its existing E&P business. By capturing carbon dioxide from the atmosphere and safely sequestering it in underground storage sites, the company reduces carbon emissions and contributes to building a sustainable energy future.

• Executing Domestic CCS National Projects

By executing domestic CCS national projects, the company is laying the groundwork for business development, including discovering carbon dioxide storage sites and establishing performance-based storage selection criteria.

• Jointly Promoting Global Cross-border CCS

As the necessity of CCS as a carbon reduction measure grows, the company is preparing for market commercialization by jointly promoting global cross-border CCS projects in regions such as Malaysia and Indonesia.

EV Materials/Infrastructure

- SK Inc. invested KRW 380 billion in Wason, the largest copper foil manufacturer in China, to support the advancement of high-performance copper foil production and battery technologies. This investment is expected to drive market growth by enabling an annual production capacity of 180 kt
- SK Inc. acquired a 53.4% stake (KRW 293 billion) in SK Signet (formerly Signet EV), a company specializing in ultra-fast charging technology, and invested an additional KRW 145 billion in 2025 to further expand the domestic and international supply of fast chargers and lead the eco-friendly energy solution market

Investee Company	Key Technology	Investment Amount	Investment Year
Wason	Copper foil manufacturer	Approx. KRW 380 billion	2019, 2020
SK Signet	EV ultra-fast charger manufacturing	Approx. KRW 440 billion	2021, 2025

Clean Technology Investment and Development Targets

Clean Technology Investment Targets

- Based on a clean technology-focused strategy, SK Inc. has established mid- to long-term investment amount, revenue, and EBITDA targets for clean technologies and businesses by 2030 to drive sustainable growth and enhance corporate value

2030 Target

Clean Energy Transition	**Cumulative Investment:** KRW 14 trillion	**Revenue:** KRW 10.8 trillion	**EBITDA:** KRW 2.6 trillion
EV Materials/Infrastructure	**Cumulative Investment:** KRW 1 trillion	**Revenue:** KRW 2.9 trillion	**EBITDA:** KRW 0.5 trillion

※ The 2030 targets are forward-looking statements based on current expectations and are subject to change depending on future business environment conditions

2030 Clean Technology Development Targets

- The company continues to develop core technologies that extend driving range and reduce charging time to support EV adoption by 2030

Copper Foil

Improvement of battery energy density by 3.5% and performance by 5% through next-generation ultra-thin copper foil manufacturing technology

SiC Anode Materials

Increase in battery capacity by up to 50% through the application of next-generation battery technology

EV Charging

Reduction of charging time by more than 70%, from 1 hour to under 20 minutes, through the development of ultra-fast charging technology

Environmental Impact Management

In response to climate change and increasing global environmental regulations, SK Inc. has formulated the Green AX 2040 strategy, which outlines its Net Zero 2040 and RE100 2040 targets. Guided by this strategy, the company is systematically advancing environmental management practices in alignment with international environmental standards.

Environmental Management Framework

Environmental Policy

Environmental Management Principle and Policy PDF ↗

- SK Inc. places environmental protection and respect for life at the core of its management values and embeds these principles throughout all business activities
- The company formulates and implements policies to address key environmental issues—such as climate change, circular economy, and pollutant reduction—based on its Environmental Management Policy
- An environmental management system aligned with ISO 14001 has been established to systematically manage environmental impacts at each business site
- Efforts are being made to minimize environmental impact across all aspects of the business, while strengthening ESG-based decision-making to drive sustainable growth

Environmental Management Implementation Framework

Green AX 2040

- Under the Green AX 2040 strategy, SK Inc. is advancing its supply chain environmental management system by measuring Scope 3 emissions, monitoring carbon reduction progress, and conducting BCP assessments
- By engaging suppliers and disclosing information in line with global initiatives such as RE100 and TCFD, the company builds stakeholder trust

Strengthening Execution of Environmental Management through the Green AX 2040 Strategy

1	2	3	4
Climate Change (Energy/Greenhouse Gas)	Circular Economy (Waste/Water Resources)	Eco-Friendly Biz.	Management Infrastructure / Stakeholder Communication
Net Zero 2040, RE100 2040	Enhancement of Resource Efficiency	Expansion of AX-Based Eco-Friendly New Biz.	Continuous Improvement of Environmental Management System (ISO 14001)
Expansion of Scope 3 Management	Resource Consumption Reduction through Energy Efficiency Improvement	Supply Chain Engagement	Enhancement of Disclosure (TCFD, CDP)

Company-wide Environmental Management System

- SK Inc. manages and supervises the establishment of environmental management strategies and policies, as well as targets, implementation plans, and performance, through the Strategy and ESG Committee under the Board of Directors
- SK Inc. has established a company-wide environmental management system based on ISO 14001 and implements ESG target setting and performance management through a strategy and operations unit reporting directly to the CEO
- Environmental policies and performance data are shared through the Environmental Management Portal on HiSK, the company's intranet, providing a foundation for company-wide communication
- The Strategic Planning Division oversees ESG strategy and disclosure, while the Cloud Division is responsible for managing greenhouse gas emissions, energy, waste, and water usage, with a focus on data center operations

Environmental Management Governance Structure

Roles of the Environmental Management Organization

Category	Role
CEO	• Oversees company-wide environmental performance by reviewing quarterly environmental management performance metrics • Conducts management review through the company-wide environmental management system (ISO 14001)
Strategic Planning Division	• Serves as the central unit for company-wide ESG strategy, responsible for developing strategies and establishing and operating the performance management system • Makes environmental disclosures such as to CDP, and communicates with internal and external stakeholders, including ESG rating agencies
Cloud Division	• Manages GHG performance of the data center in alignment with company-wide targets • Promotes on-site renewable energy generation, renewable energy procurement, and energy efficiency improvements at data centers • Oversees the management of GHG emissions, energy, and waste, and conducts assessments on compliance with environmental regulations

Environmental Risk Management

Risk Identification and Response

Risk Identification

- Risks are identified through annual analyses of internal and external environmental issues and stakeholder needs
- The appropriateness of response measures for identified risks is evaluated, and mitigation plans are established for any remaining high-risk items

Environmental Impact Assessment

- Although SK Inc. does not own any facilities subject to mandatory environmental impact assessments, it conducts annual evaluations of the environmental impacts associated with business activities and facility operations at each site
- Greenhouse gas emissions from data centers have been identified as a significant environmental impact, and PUE (Power Usage Effectiveness) is managed for each data center in connection with company-wide environmental targets
- Environmental safety risks are monitored in an integrated manner through the ISO 45001-certified safety and health management system, with environmental accidents managed as part of the company-wide safety and health accident response system

Risk Response

Data Center PUE Performance Management

- Power Usage Effectiveness (PUE) is used as an ESG performance metric to quantitatively assess the energy efficiency of data centers and the reduction of Scope 2 greenhouse gas emissions. It is directly linked to power consumption optimization, Scope 2 emissions reduction, and the execution of the Net Zero strategy
- PUE performance at Daedeok Data Center is regularly monitored
- Ongoing efforts to improve PUE include adopting high-efficiency equipment, increasing the share of renewable energy, and strengthening energy management training

Compliance with Environmental Regulations

- Environmental accidents and regulatory compliance risks are managed through periodic compliance assessments of the relevant departments, in connection with the company-wide compliance management system (ISO 37301 – Environmental Protection)
- As a covered entity under Phase 3 (2021–2025) of the Greenhouse Gas Emissions Trading Scheme (ETS), SK Inc. fulfilled its obligations in 2025, including the calculation and verification of greenhouse gas emissions at reporting-subject business sites, the submission of emissions statements, and other allowance-related requirements
- Following changes in its emission sources arising from the divestiture of the Pangyo Data Center, SK Inc. completed the cancellation of its covered entity designation for Phase 4 in March 2026, and it has since managed emissions and energy consumption as an entity under the Greenhouse Gas and Energy Target Management System

Advancing Environmental Data Management

- Key environmental performance data, including greenhouse gas emissions, energy consumption, water, and waste, are collected at the business-site level through the ESG Data Hub system, and environmental risks are systematically managed through data validation and monitoring
- Integrated environmental data are used to strengthen the accuracy and consistency of emissions calculation, reduction performance tracking, and regulatory response (ETS, RE100, TCFD, etc.), enabling the prompt identification of changes and anomalies in key environmental indicators
- Standardized indicators and regular reporting give relevant departments shared environmental data to support data-driven ESG decisions

Enhancing Environmental Management Awareness

Promoting Engagement in Eco-friendly Initiatives

Environmental Awareness Raising Activities

Culture Survey	ESG Portal	Climate Action Practice App 'Hangarae'
Assessing the level of environmental awareness	Raising environmental awareness of employees based on the integrated ESG data management system	Providing Social Value Points as incentives to encourage employee participation in eco-friendly practices
Measuring employees' understanding of Net Zero environmental goals and strategies	Encouraging employee communication and participation by sharing environmental management information	Raising awareness of carbon, water use, and waste through events and educational videos

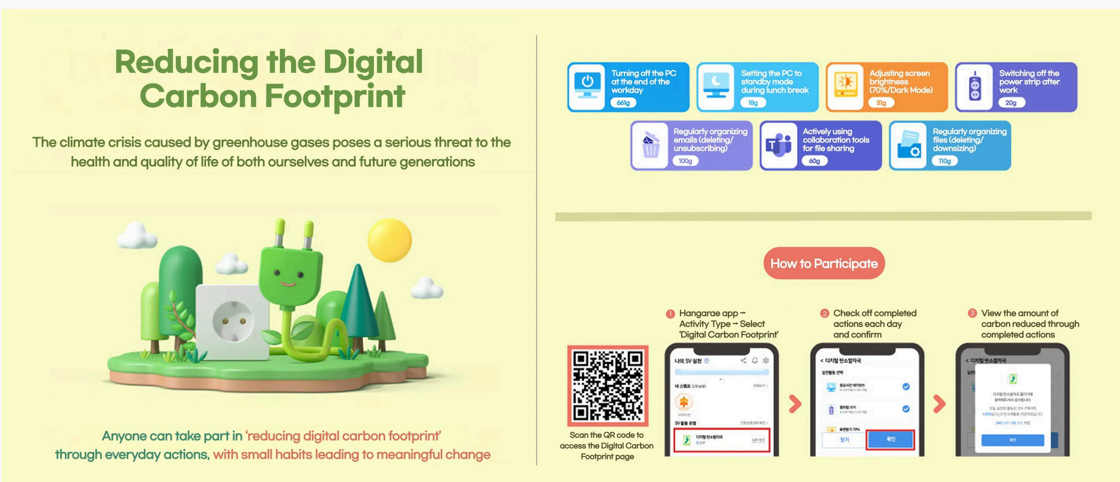
Employee Carbon Footprint Performance (as of 2025)

Category	Number of participants	Cumulative number of actions taken	Cumulative number of steps	Cumulative amount of *SVP provided	Amount of GHG emissions reduced	Estimated cost savings from GHG reduction	Estimated cost savings from resource use reduction	Estimated savings in social costs (e.g., health, social benefits)
Unit	Employees	Activities	Steps	SVP	gCO_2eq	KRW	KRW	KRW
Performance	2,861	725,188	1,001,865,691	47,787,312	214,236,467	22,752,441	63,072,779	93,038,484

* SVP (Social Value Point) is an incentive point within the SK Group for social value activities, and is automatically accumulated based on the type of action taken

Case. **Employee Participation in Eco-Friendly Initiatives**

Digital Carbon Footprint Reduction through 'Hangarae'



- Since 2024, SK Inc. has operated a digital carbon footprint reduction campaign through 'Hangarae,' a participatory action app designed for employee engagement
- The campaign provides carbon reduction guidelines for specific digital behaviors, such as shutting down PCs and monitors, minimizing cloud storage, reducing email attachments, organizing files, and adjusting document viewer settings
- Greenhouse gas reductions based on six key digital behavior standards are automatically tracked and accumulated within the Hangarae platform
- To encourage active participation, SK Inc. promoted employee engagement through company-wide announcements, mobile campaign notifications, and in-app certification features

Employee Capacity Building

- SK Inc. provides regular training and distributes practice guides for all employees on key environmental issues, including RE100, Net Zero, and resource efficiency management (energy, water, and waste)
- The training courses cover efficiency improvement practices applicable to daily work and everyday life, such as resource reduction, reuse, and recycling
- Through 'Hangarae', the employee participation platform for environmental action, SK Inc. runs digital carbon footprint reduction activities and various eco-friendly campaigns
- Company-wide campaigns are conducted at least once a year to raise employees' environmental awareness and broaden participation
- Environmental management capabilities are embedded across the organization by designating environmental management agents for each division and operating an ISO 14001-based training completion system

2025 Environmental Training Records

Education Category	Program Name	Content	Target Audience	Training Period	Method
Climate Change & Energy	Green + Insight Forum: Energy Transition and Corporate Response Strategies	Net Zero, energy saving, energy industry, electricity market, and carbon neutrality issues	All employees	2025.01.01~2025.12.31	Online
Environmental Management	Environmental Management Operations	Greenhouse gas, water reduction, waste reduction, and recycling management systems	Relevant departments	2025.01.01~2025.12.31	Online/Offline
	ISO 14001 Environmental Management System Auditor Training	Understanding ISO 14001 certification and practical audit training	Relevant departments	2025.04.28~2025.05.09	Offline

Case.

Earth Hour and Energy Saving Campaign

- SK Inc. conducts company-wide participatory environmental campaigns in connection with major environmental anniversaries
- To mark Earth Day 2026, the company launched the "Earth Hour Campaign," turning off lights for one hour, along with the "Energy Saving Campaign" encouraging the use of stairs and public transportation

Water

Water Resource Management

- Water withdrawal and recycling rates at owned facilities are managed and disclosed in accordance with international standards
- Wastewater is not discharged, and preventive measures are implemented to avoid water pollution in local communities, with prior consideration of water-stressed areas
- A reclaimed water treatment facility is operated, and daily metering and leakage inspections are conducted to reduce potable water consumption and wastewater generation, establishing a system to prevent water waste in advance

Case.

Water Management Status at Daedeok Data Center

In accordance with the company-wide environmental data management system, Daedeok Data Center measures and manages tap water consumption based on flow meters, and regularly aggregates and manages monthly water consumption.

1. Monitoring

Daily water meter readings and leak inspections

2. Reduction Measures

Operation of reclaimed water treatment facilities and use of eco-friendly detergents

3. Efficient Supply

Management of cooling water supply based on rooftop temperature

4. Facility improvement

Planned replacement of activated carbon filters and membrane units

Waste

Waste Management Standards and Operational Policy

- The waste recycling rate is managed as a key indicator in accordance with international standards such as the World Resources Institute (WRI) and Zero Waste to Landfill (ZWTL)
- Given the nature of the business, which has no manufacturing facilities, most waste generated is municipal solid waste, which is minimized through employee participation programs such as restricting single-use items and reducing food waste
- Non-regularly generated hazardous waste is legally disposed of through specialized contractors, with the path from discharge to final disposal monitored through registration with the Ministry of Environment's "Allbaro System"
- At data centers, waste is sorted directly at the collection point into general waste (volume-based waste bags), other waste (non-recyclable styrofoam, fabrics, and plastics), and hazardous waste (waste oil, waste acid, and waste batteries) to improve resource circulation efficiency
- Discharged general waste is utilized for manufacturing fuel, solid recovered fuel (SRF) products, and intermediate processed products to improve recycling rates and minimize landfilling

Types of Waste Generated by SK Inc.

Category	Type	Details
General Waste	Volume-based waste bags	Incineration (without energy recovery), landfill(basic), recycling (fuel)
	Household batteries	Transferred to and processed at a recycling sorting facility
Hazardous Waste	Waste oil and waste acid	(Liquid) Recycled as fuel material (Solid) Treated by high-temperature incineration
	Used batteries	Recycled to produce regenerated (refurbished) batteries or battery materials

Case.

Waste Management System and Auditing at Daedeok Data Center

SK Inc. operates a systematic waste management and treatment process across the entire lifecycle to minimize environmental impacts arising from the operation of Daedeok Data Center.

Daedeok Data Center is managed as a hazardous waste-generating business site in accordance with the Wastes Control Act, and outsources the entire volume of hazardous waste, such as waste oil generated during building and facility operations and emergency generator maintenance, through the Allbaro System. General waste is also outsourced to government-registered professional waste treatment companies, with top priority given to resource circulation such as recycling or waste-to-energy conversion. Furthermore, as part of waste audits, the company tracks the flow of waste and verifies the final disposal records of external contractors to continuously improve the waste treatment process.

SK Inc. strives to increase the recycling rate through continuous separate discharge management and detailed classification. In the mid-to-long term, the company will further enhance the efficiency and eco-friendliness of waste treatment to establish a sustainable data center operating environment.

1. Target Setting
Establishment of waste treatment standards and a service provider management system

2. Sorting and Discharge
Execution of thorough sorting and discharge at the data center sorting station

3. Contracting and Transportation
Conclusion of contracts with certified treatment providers and transportation through designated companies

4. Treatment
- Treatment focused on recycling (e.g., fuel, recycled materials)
- Handling of designated waste by specialized companies (e.g., used batteries → recycled batteries)

Circular Economy

- SK Inc. operates an IT asset circulation program in collaboration with Happy ICT Foundation, a social enterprise, to prevent obsolete IT equipment from being landfilled or incinerated as e-waste
- Product lifespans are extended through reuse and remanufacturing processes for retired equipment, and non-reusable parts are recovered at the material level by sorting them by resource type
- In 2025, SK Inc. completed the circular processing of 2,275 IT assets, including laptops, desktops, monitors, and servers, reducing e-waste generation

Subsidiary case.

Expansion of ZWTL Certification Across Domestic and Overseas Operations

SK Innovation and its subsidiaries are receiving external recognition for their waste recycling performance by obtaining Zero Waste to Landfill (ZWTL) validation at major global sites, including all domestic sites, SK On's China sites, and SKIET's Poland and China sites. Furthermore, they plan to reduce waste generation intensity at domestic sites by 5% by 2030 compared to the average of the past four years, including the baseline year of 2023.

SKIET, a subsidiary, participates in the Resource Circulation Performance Management System to legally process waste, and its Jeungpyeong site strictly manages its annual performance by setting annual resource circulation targets. As a result, in 2025, it achieved a waste recycling rate of 98.78%, significantly exceeding its original target of 74.26%.

In addition, SKC has consistently maintained ZWTL certification, centered on SK Nexilis and SK picglobal, and plans to gradually expand the scope of certification to all sites, including new business sites, in the future.

Entity		Business Site	Certification Level[1]
SK Innovation	SKE	Ulsan Complex	Silver
	SKGC	Ulsan Complex	Gold
	SKO	Seosan	Certified
		SKOJ	Platinum
	SKEN	Ulsan Complex	Gold
	SKIPC	Incheon Complex	Gold
	SKIET	Jeungpyeong	Gold
		SKBMC	Certified
		SKBMP	Gold
	SKI E&S	Gwangyang Natural Gas Power Plant	Gold
		Paju Energy Service	Silver
		Yeoju Energy Service	Platinum
SKC	SK Nexilis	Jeongeup	Certified
	SK picglobal	Ulsan	Gold

[1] Certification levels are classified based on recycling rates: Platinum (100%), Gold (95–99%), Silver (90–94%), Certified (80–89%)

Biodiversity

Biodiversity Management

Integrated Biodiversity Management

- Biodiversity and deforestation risks are integrated into the Enterprise Risk Management framework in response to the growing importance of the natural environment and biodiversity
- Mid- to long-term goals for natural capital management and biodiversity conservation are established and managed
  - (No Net Loss) The company aims to operate without causing biodiversity degradation or loss by 2050
  - (Net Positive Impact) Investments and initiatives are promoted to conserve, restore, and enhance biodiversity by 2050
- Biodiversity risks and potential impacts in areas surrounding business sites and local communities are assessed, and the mitigation hierarchy is applied

Biodiversity Protection Policy

Biodiversity Policy PDF ↗

- The mid- to long-term goals and scope of application are specified within the biodiversity protection policy
- The policy is reviewed at the Board and executive levels, and in the event of significant biodiversity-related risks arising during business operations, the matter is reported to the Strategy and ESG Committee under the Board for major decision-making

Biodiversity Risk Assessment

Risk Analysis Methodology

- A location-based approach is applied to account for the ecological characteristics and biodiversity risk levels of the areas surrounding business sites
- Biodiversity risk assessments are integrated into the company-wide risk management process and incorporated as a key evaluation factor within the climate change response and environmental management system, thereby enhancing risk responsiveness
- Protected areas, endangered species status, and site risks are analyzed from multiple angles using IBAT and BRF, the internationally recognized assessment tools of the IUCN (International Union for Conservation of Nature) and WWF (World Wide Fund for Nature)
  - IBAT (Integrated Biodiversity Assessment Tool) provides quantitative data on the biodiversity status near business sites based on protected areas, endangered species, and Key Biodiversity Areas (KBAs)
  - WWF BRF (Biodiversity Risk Filter) quantifies biodiversity dependence and impact based on the location, industry type, and materiality of business sites
- IBAT analysis was conducted for the Daedeok Data Center and the key offices in Seorin and Pangyo, which have high greenhouse gas emissions, and WWF BRF risk assessment was completed for major directly operated business sites

Reference **WWF Biodiversity Risk Filter (BRF)**

- WWF designates areas rich in biodiversity as 'Key Conservation Areas,' which represent habitats of endangered species and critical components of ecosystems, and carries out conservation activities in these regions
- Physical and reputational risks are analyzed by comprehensively covering activities in adjacent areas as well, focusing on business sites with high risk levels, and both dependency risks and impact-related risks of business activities are considered in the assessment
- A focused biodiversity risk assessment was conducted for data centers, which have relatively high energy consumption and greenhouse gas emissions

BRF Risk Assessment Process

Input of Site Data	Risk Identification	Risk Analysis
Site Location	12 Dependency Risk Metrics	Physical Risk
Industry Sector Information	12 Impact Risk Metrics	Reputational Risk
Business Materiality		

Risk Analysis Results

- As a result of assessing biodiversity risks, including location sensitivity and impact severity, for SK Inc.'s major directly operated business sites, no risks at the "Very High" level were identified
- The Seorin Office and Pangyo Office are office spaces located in the metropolitan area with no manufacturing or production activities, resulting in low direct dependency and impact on natural capital; however, indirect impacts continue to be monitored in consideration of protected areas and endangered species near the metropolitan ecological axis
- The Daedeok Data Center is not located within a sensitive ecological zone, and there is no habitat destruction during its operation; however, because potential indirect environmental impacts exist due to energy and GHG emission characteristics, the company promotes minimizing potential negative impacts through operational efficiency, such as introducing high-efficiency equipment and reducing energy consumption

IBAT Biodiversity Analysis Results

- Biodiversity-rich areas, including forest lands owned by SK Inc. or its subsidiaries, are monitored by referencing the IUCN Guidelines for Applying Protected Area Management Categories.
- Endangered species likely to inhabit within a 50 km radius of the directly operated business sites—the Seorin Office, Pangyo Office, and Daedeok Data Center—are analyzed using the Integrated Biodiversity Assessment Tool (IBAT), an online platform for integrated biodiversity assessment.
- The analysis confirmed the potential habitat of a total of 102 endangered species near the Seorin Office, 98 species near the Pangyo Office, and 31 species near the Daedeok Data Center, and the business sites are operated in a manner that minimizes ecological impact.

※ The IUCN Red List classifies the extinction risk level of global flora and fauna into nine categories, managing three categories—CR (Critically Endangered), EN (Endangered), and VU (Vulnerable)—as endangered species.

WWF BRF Risk Analysis Results

- The WWF BRF risk level is calculated on a scale of 1 (very low) to 5 (very high) for dependency and impact.
- The business sites subject to assessment are located outside sensitive ecological zones, resulting in no direct habitat destruction, and there are no business sites where mitigation measures have not been implemented (not applicable).

Category	Seorin Office	Pangyo Office	Daedeok Data Center
Physical Risk	Medium	Medium	Low
- Provisioning Services	Very Low	Very Low	Very Low
- Regulating and Supporting Services (Habitat Creation)	Medium	Medium	Low
- Regulating Services (Disaster Mitigation)	Medium	Medium	High*
- Cultural Services**	-	-	-
- Pressures on Biodiversity	Low	Low	Low
Reputational Risk	Low	Low	Low
- Environmental Factors	Low	Low	Very Low
- Socioeconomic Factors	Low	Low	Low
- Other Reputational Factors	Low	Low	Low

* "High" in regulating services (disaster mitigation) indicates a high dependency on natural disaster buffering functions, such as floods and landslides, rather than biodiversity degradation.
** Cultural services assess dependency on and impact of the cultural value of nature, such as natural landscapes and ecotourism, and are not applicable due to the nature of office spaces and data center industries.
※ Risk Assessment Scale: Very Low: 1.0 or more to less than 1.8, Low: 1.8 or more to less than 2.6, Medium: 2.6 or more to less than 3.4, High: 3.4 or more to less than 4.2, Very High: 4.2 or more to 5.0 or less

Subsidiary Case | SK Telecom | **Biodiversity Risk Assessment & Mitigation Execution**

SK Telecom applies the TNFD LEAP framework and ENCORE tool across the entire lifecycle of its network infrastructure (Design-Build-Operate-Decommission) to evaluate natural capital dependencies and impacts across its own operations and the upstream/downstream value chain. Based on this, mitigation measures are implemented following the mitigation hierarchy (Avoid-Reduce-Restore-Transform).

- **Avoidance of Protected & Adjacent Areas**
  - Minimizing ecosystem impacts when building infrastructure in sensitive areas—such as the Namsan Ecological and Landscape Conservation Area in Seoul—by rerouting installations to surrounding areas and leveraging existing facilities
- **Stakeholder Partnerships to Reduce Value Chain Impact**
  - Building a '5G Joint Network' with the Ministry of Science and ICT and other telecom operators to prevent habitat fragmentation and minimize natural capital degradation
  - Signing an MOU with Yuhan-Kimberly (an ESG leader in the environmental sector) and 'Peace Forest' (a forest restoration NGO) to strengthen ESG practices
  - Conducting ecosystem restoration projects focused on rare and nectar-yielding plants based on drone diagnostics in collaboration with ecological restoration startup 'Invelab'

Forest Protection and Prevention of Deforestation

No Deforestation Policy

No Deforestation Policy PDF ↗

- SK Inc. integrates deforestation risks into its company-wide risk management framework, reviewing policies at both the Board and executive management levels, and escalates significant risks arising from business operations to the Strategy and ESG Committee for key decision-making
- Through sustainable forest management and system development, the company seeks to ensure forest stability, adaptability, and diversity, while maintaining and enhancing its public value functions
- Efforts include reducing carbon emissions and addressing the climate crisis through afforestation, as well as conducting deforestation impact assessments and monitoring when launching new businesses or pursuing acquisitions
- A corporate goal has been set to prohibit deforestation by 2050, with continued efforts to prevent, minimize, and mitigate deforestation impacts

Environmental Management Goals

Company-Wide Environmental Goals and Data-Based Performance Monitoring

Establish environmental goals and tasks each year based on analysis of internal and external stakeholder demands, and execute them in linkage with KPIs

Monitor monthly performance on environmental indicators—such as greenhouse gas, energy, waste, and water—through the ESG management system "SVMS" and the integrated ESG data management system "ESG Data Hub"

Social

Human Rights Management

SK Inc. has implemented a Human Rights Management Policy and incorporates it across its business activities to safeguard human rights and ensure responsible management. Through regular human rights impact assessments and due diligence, the company manages human rights risks and fosters a culture of respect for all stakeholders' human rights.

Human Rights Management Governance

Human Rights Management Policy

Human Rights Management Principle and Policy PDF ↗

- SK Inc. supports and complies with international human rights standards, including the "Universal Declaration of Human Rights (UDHR)," the "UN Guiding Principles on Business and Human Rights (UNGPs)," and the "OECD Guidelines for Multinational Enterprises"
- In 2015, the company established its "Human Rights Management Policy" and disclosed the "Detailed Guidelines for Human Rights Management," which cover key areas such as the prohibition of forced labor and child labor, adherence to fair working conditions, humane treatment, non-discrimination, freedom of association, and occupational safety and health
- The Human Rights Management Policy is disclosed on the intranet (HiSK) Human Rights Management Portal for all employees to access at any time, and also published externally on the corporate website
- The policy applies to employees at SK Inc.'s headquarters, all domestic and overseas business sites, and subsidiaries, as well as individuals involved in its business activities—including suppliers, subcontracted workers, women, children, indigenous peoples, migrants, and members of local communities—thereby embedding human rights management across the organization

Human Rights Management Framework

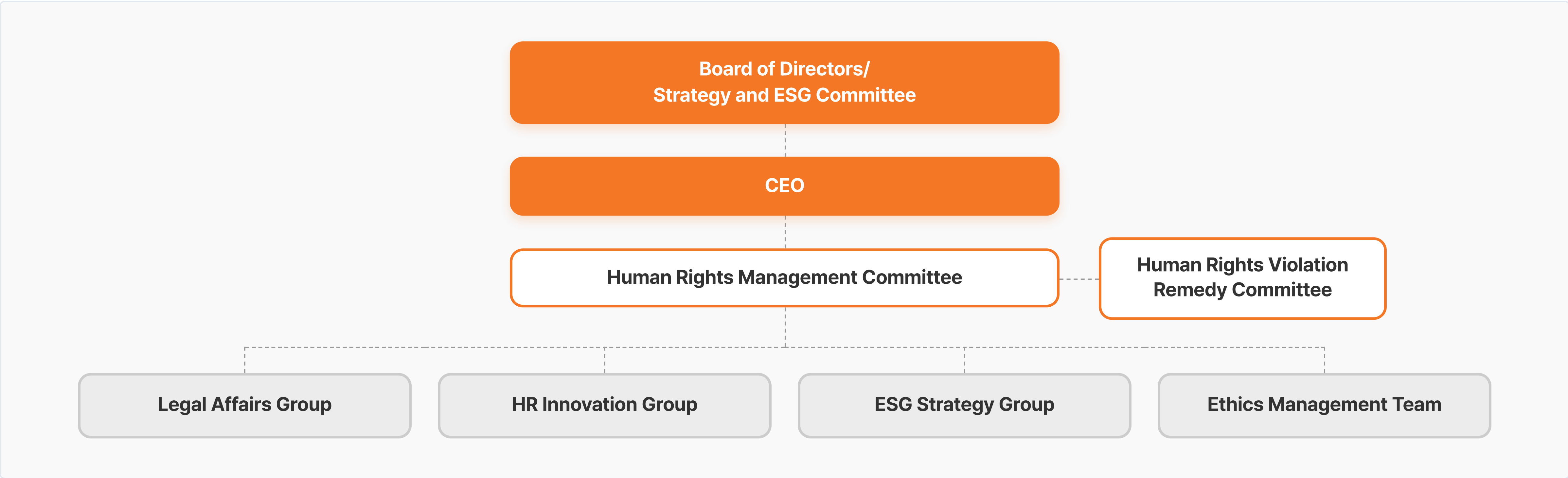
Human Rights Management System

- SK Inc. operates a comprehensive human rights management system that encompasses the entire process, including establishing human rights policies, conducting human rights impact assessments and due diligence, addressing identified issues, and monitoring implementation
- The company obtains third-party certification for its Human Rights Management System (HRMS) and renews it periodically (HRMS certification obtained in 2025)
- Human rights impact assessments are conducted annually, and the findings are prepared as a Human Rights Impact Report and submitted to the Human Rights Management Committee
- Major human rights issues are reviewed by the Human Rights Management Committee and the Human Rights Violation Remedy Committee, and are reported to the Board of Directors through the Strategy and ESG Committee, thereby integrating human rights into executive-level decision-making

Dedicated Organization

- To ensure the effective implementation of human rights management, SK Inc. has formed the Human Rights Management Committee as its highest decision-making body, chaired by a C-level executive who holds management responsibility for the committee

Human Rights Management Governance Structure



Roles of Human Rights Management Bodies

Category	Role Description
Board of Directors	• Reviews human rights risks and related issues through the Strategy and ESG Committee • Makes decisions on key human rights-related matters
Human Rights Management Committee	• Serves as the highest decision-making body on human rights issues and regularly discusses critical human rights matters • Reviews and approves human rights policies, key issues, and improvement plans • Reviews the results of human rights impact assessments and related improvement tasks, and reports to the Strategy and ESG Committee • Secures decision-making independence and objectivity through the participation of external experts
Human Rights Violation Remedy Committee	• Reviews investigations and remediations related to human rights violation cases

Human Rights Due Diligence

Human Rights Impact Assessment(HRIA)

- SK Inc. conducts human rights impact assessments with the goal of establishing a human rights management system aligned with global standards and taking appropriate measures to address human rights risks to stakeholders
- Through these assessments, SK Inc. evaluates its current level of human rights management implementation and continuously improves its practices, with plans to expand the assessment scope to include new business areas such as mergers and acquisitions and joint ventures
- Under the leadership of the HR Innovation Group, the company conducts regular human rights impact assessments and supplier human rights compliance assessments annually in collaboration with third parties, and the Human Rights Management Committee reviews and approves improvement measures

Stakeholders in Human Rights Impact Assessments

- By assessing the needs and expectations of diverse stakeholder groups and evaluating the impact of its business and investment activities, SK Inc. develops concrete measures to safeguard and advance human rights
- Target Stakeholders for Assessment: Employees, supplier employees, subcontracted workers, women, children, indigenous peoples, migrants, local communities, and government entities

Human Rights Impact Assessment Process

STEP 01

Risk Identification & Assessment Planning

- Finalize assessment metrics through business environment analysis and risk screening
- Establish assessment plans led by HR Innovation Group, secure objectivity through collaboration with third-party organizations, and conduct pre-training for personnel in charge

STEP 02

On-site Due Diligence & Desk-based Due Diligence

- Conduct stakeholder interviews for the company and suppliers via on-site due diligence, focusing on verifying implementation performance and remediation procedures
- Supplement and verify items not confirmed during on-site due diligence through desk-based due diligence

STEP 03

Review & Finalization of Assessment Results

- Share Assessment results, gather objections, and collect feedback for revisions
- Finalize the assessment and derive corresponding improvement tasks

STEP 04

Human Rights Risk Monitoring

- Report results to Human Rights Management Committee and establish monitoring plans
- Follow up on outstanding corrective actions

Human Rights Impact Assessment Metrics

- Human rights impact assessment metrics were developed based on the standard human rights impact assessment framework of the National Human Rights Commission of Korea, taking into account the workplace harassment provisions of the Labor Standards Act, ILO Core Conventions, Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, EU Corporate Sustainability Due Diligence Directive, and German Supply Chain Due Diligence Act
- A total of 167 metrics across 12 areas were selected and finalized after incorporating feedback on the operational metrics
- In 2026, a new working environment area was established and 4 core metrics were added to expand the assessment framework, through which the overall working environment of employees, including the guarantee of the right to rest and job stress management, is assessed

Human Rights Impact Assessment Implementation

Identification of Human Rights Risks

- External human rights trends and both positive and negative issues are identified through macro-environmental analysis—covering political, economic, social, and technological factors—and media monitoring
- Internal human rights issues over the past three years are reviewed to assess the occurrence of major cases and the progress of related improvements

Key Human Rights and Sustainability Issues

Category	Relevant Stakeholders	Details
Labor Rights	Employees, women, labor unions, and suppliers (including subcontracted workers)	• Occupational safety and health related issues (e.g., work-related injuries, stress, and fatalities from overwork) • Infringement of the rights to freedom of association and collective bargaining, including unfair labor practices against labor unions • Unreasonable labor practices (e.g., excessive workloads for developers, high-intensity tasks) • Workplace human rights violations (e.g., abuse of power, harassment, sexual harassment, discrimination) • Establishing a basis for, and responding to, collective bargaining under the amended Trade Union Act
Responsible Supply Chain Management	Suppliers (including subcontracted workers)	• Persistence of poor working conditions arising from multi-tier subcontracting structures • Inadequate protection of human rights for workers at supplier and partner companies • Lack of effective sanction measures for human rights violations by suppliers
Environment	Local communities (migrants and indigenous peoples)	• External disclosure of environmental information and greenhouse gas reduction efforts • Expanding eco-friendly data center operations and the use of renewable energy • Establishing response systems for environmental disasters • Managing risks related to global warming
Safety	Employees, labor unions, and suppliers (including subcontracted workers)	• Improving working environments based on workplace environment measurements • Establishing incident reporting systems based on emergency response plans • Strengthening human rights training for security personnel

Stakeholder Needs and Expectations

- Human rights impact assessments are conducted for SK Inc. AX business sites and supplier companies
- Taking into account the characteristics of SK Inc.'s core business in the ICT industry, key stakeholders are identified as employees, labor unions, suppliers, and local communities, with their needs and human rights risks analyzed and reflected in the assessment

Key Expectations by Stakeholder Group

- Employees & Labor Unions: Protecting the working environment and labor rights, including the prohibition of excessive working hours, ensuring the right to rest, preventing discrimination and harassment, and implementing collective bargaining in good faith
- Suppliers & Local Communities: Promoting fair trade, ensuring timely payments, disclosing human rights management processes, and strengthening personal information protection

Implementation Results of 2025 HRIA Improvement Tasks

- Improvement tasks were established for 100% of all human rights issues identified through the human rights impact assessment, with action plans formulated and implementation results disclosed annually

2025 Improvement Tasks and Implementation Status

Identified Human Rights Risk	Improvement Task	Implementation Status	Result
Establishment of Human Rights Management System	Ensuring fairness and objectivity by involving external experts in the Human Rights Management Committee	External members participated in the Human Rights Management Committee meeting held in May 2026	Completed
Responsible Supply Chain Management	Strengthening monitoring of outsourced security service sites	The department in charge of security operations conducted monitoring using a semi-annual checklist (First half of 2026: Completed in March / Second half: Scheduled for September)	Completed
Protection of Workplace Human Rights	Developing and disclosing a workplace sexual harassment prevention and response manual	The manual has been posted on the intranet system (HiSK > Sexual Harassment Counseling Center) for employees to access at any time	Completed

Human Rights Issues Selected for 2026

- In 2026, the human rights impact assessment was successfully completed for 93.6% of all employees
- Establishing grievance remediation procedures and prohibiting workplace sexual harassment were selected as the two key human rights issues
- As improvement tasks for these key issues, 'evaluating the effectiveness of remediation procedures through simulated human rights violation scenarios' and 'ensuring professional counseling staff complete external specialized training on human rights violations' were identified, with detailed response plans to be developed moving forward

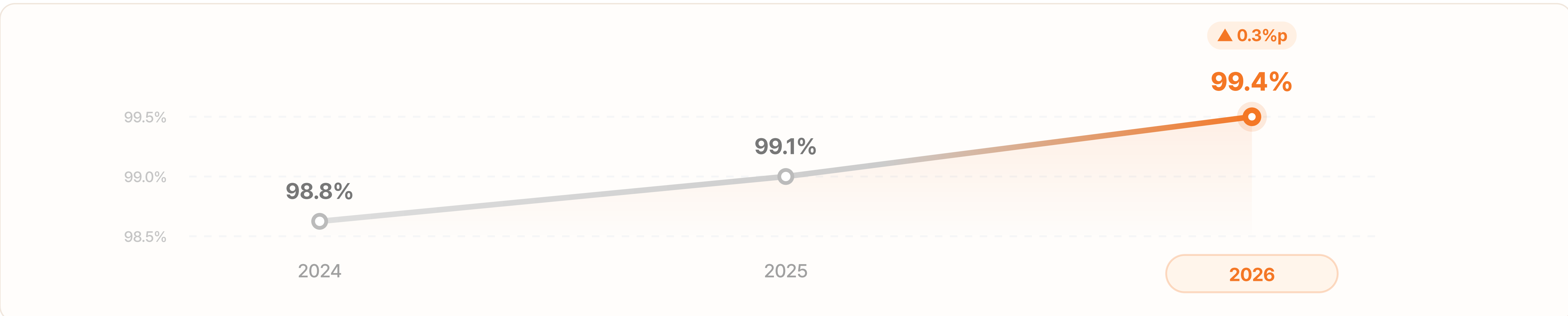
2026 Human Rights Impact Assessment Results

Category	Assessment Metric	Identified Risk	Key Affected Stakeholders
Establishment of Human Rights Management System (Establishing Remediation Procedures)	• Accessibility of remediation procedures, including the ethics reporting website • Documentation of guidelines for human rights violation remediation procedures • Conducting satisfaction surveys for the grievance counseling department	**Evaluating the Effectiveness of Remediation Procedures** • While various remediation procedures are in place, the number of reported human rights violations remains minimal • Need to evaluate the effectiveness of these procedures through mock drills	Employees, suppliers, local communities
Protection of Workplace Human Rights (Prohibiting Workplace Sexual Harassment)	• Presence of full-time female counselors in the workplace • Implementation of initial protective measures upon occurrence of sexual harassment	**Completion of Specialized Training for Counseling Staff** • Professional counseling staff participate in the initial stages of human rights violation remediation, but lack records of completing external specialized training on human rights violations • Need to enhance response efficiency and expertise through specialized training for counseling staff	Employees, women

Three-Year Summary of HRIA Results

- Since 2023, human rights management has been consistently maintained with assessment metric achievement rates exceeding 95%
- Areas such as Freedom of Association and Collective Bargaining, Prohibition of Child Labor, Protection of Local Residents' Human Rights, and Protection of Customer Human Rights have consistently achieved 100% performance since 2021, and the Responsible Supply Chain Management area also achieved 100% performance for the first time in 2026

Annual Achievement Rate of HRIA Metrics



Metric Achievement Rate by Area

Area	2024	2025	2026	Improvement Rate
Establishment of Human Rights Management System	98.6%	98.6%	98.6%	-
Ensuring Non-discrimination in Employment	100.0%	100.0%	100.0%	-
Ensuring Freedom of Association and Collective Bargaining	100.0%	100.0%	100.0%	-
Prohibition of Forced Labor	100.0%	100.0%	100.0%	-
Prohibition of Child Labor	100.0%	100.0%	100.0%	-
Ensuring Occupational Safety	100.0%	100.0%	100.0%	-
Responsible Supply Chain Management	95.8%	95.8%	100.0%	+4.2%p
Protection of Local Residents' Human Rights	100.0%	100.0%	100.0%	-
Ensuring Environmental Rights	100.0%	100.0%	100.0%	-
Protection of Customer Human Rights	100.0%	100.0%	100.0%	-
Protection of Workplace Human Rights	94.1%	97.1%	97.2%	+0.1%p
Working Environment	-	-	100.0%	Newly Established
Total	**98.8%**	**99.1%**	**99.4%**	**+0.3%p**

Supplier Human Rights Compliance Assessment

- Conducting regular human rights compliance assessments annually to identify potential and actual human rights risks among suppliers
- Supporting risk mitigation efforts and improvement activities of suppliers with low compliance rates through training and consulting services (supporting 120 companies in 2026)
    - Supporting the establishment of safety and health management systems aimed at preventing occupational accidents and illnesses to ensure compliance with ESG and human rights requirements
    - Managing supply chain human rights risks by requiring suppliers to sign the Supplier's Code of Conduct, which stipulates in advance that transactions may be suspended or contracts terminated in the event of human rights violations

Results of the 2026 Supplier Human Rights Compliance Assessment

- Completed human rights compliance assessments for 93.8% of all SK Inc. suppliers, maintaining a high overall average compliance rate of 79.8%
- Recorded excellent compliance rates of over 80% across four areas: social goal management, information security, human rights, and labor
- Compliance in the area of safety and health was relatively lower compared to other areas; plans are in place to establish effective improvement strategies and continuously monitor them to strengthen suppliers' safety and health capabilities moving forward

Compliance Non-compliance

Area and Item	Social Goal Management	Information Security	Human Rights	Safety and Health	Labor
Analysis Results	80% / 20%	86% / 14%	87% / 13%	58% / 42%	88% / 12%
Key Checklist Items	• Establishment of social responsibility management goals • Management of short-term and mid- to long-term action plans	• Establishment of personal information protection policies • Implementation of regulatory monitoring	• Possession of human rights and labor regulations • Preparation and delivery of employment contracts • Compliance with the statutory employment rate for persons with disabilities	• Safety and health management policies and assignment of specialized personnel • Establishment of occupational accident prevention and management systems • Safety management system certification	• Compliance with statutory wages and four major social insurances • Possession of grievance handling procedures • Implementation of talent development training

Human Rights Grievance Handling

Whistleblower Protection Program (EAP)

- Operating the Employee Assistance Program (EAP) to protect the safety and rights of whistleblowers, and providing psychological counseling services for individuals reporting human rights violations
- Establishing guidelines for human rights violation remediation procedures and operating the anonymous reporting system at all times

Purpose of Operation

- Strict confidentiality of whistleblower identities and case details
- Prohibition of unfair treatment and retaliation against whistleblowers in the Code of Ethics and Employment Regulations
- Ongoing follow-up to prevent recurrence of human rights violations, and sharing remediation results with all members through the 'Business Ethics Newsletter'

Reporting Channels

- A variety of human rights counseling and reporting channels are in place and accessible at all times to both employees and external stakeholders, including partners

Human Rights Violation Reporting and Remediation Channels

Channel	Details	How to Access
Website and Email	Reporting human rights violations (accessible to external stakeholders at all times)	https://ethics.sk.co.kr skcc.ethics@sk.com
In-house Intranet	Reporting workplace sexual harassment/violence	Intranet [HiSK] → [Sexual Harassment Counseling and Reporting] bulletin board
Mobile App	Employee-led grievance handling and suggestions	Submitting Happiness Design suggestions via the in-house communication app 'H.App'
Dedicated Human Rights Department	Receipt of other human rights violation reports	Remediation process following receipt of complaints by the dedicated human rights department

Reporting and Investigation Process

- Upon receiving reports of human rights violations or harm, SK Inc. operates a prompt and fair grievance remediation process through the Human Rights Violation Remedy Committee to protect victims' rights and adhere to human rights principles
- Reported cases are assigned to the relevant department based on the type and nature of the grievance to initiate an investigation
- After verifying the facts, follow-up actions are implemented, including gathering feedback from victims, developing measures to prevent recurrence, and sharing the remediation results

1. Receipt of Report and Case Classification

- Receipt of reports via the portal, dedicated human rights department email, or anonymous reporting system
- Analysis and classification of the reported case type
- Determination of the department in charge based on case nature and initiation of investigation

→

2. Fact Verification and Investigation

- Verification of the facts of the received grievance
- Collection of relevant data
- Interviews with victims and related parties, if necessary

→

3. Victim Protection and Feedback Collection

- Full reflection of victim feedback and implementation of initial protection measures
- Discussion of policy and institutional improvements to prevent recurrence

→

4. Follow-up Actions and Post-Management

- Monitoring and review of recurrence prevention plans
- Internal training and system refinement
- Sharing of results via the 'Business Ethics Newsletter' to raise awareness among all employees
- Reporting of procedural improvement plans to the Human Rights Management Committee

Status of Human Rights Grievance Handling

- SK Inc. defines human rights grievances (such as workplace harassment, discrimination, and sexual harassment) by category, and implements corrective or disciplinary actions in accordance with internal regulations when issues arise
- In 2025, as a result of continuous efforts to spread a culture of human rights management, the company achieved zero reported cases of sexual harassment, and issued warnings for cases of workplace harassment

Status of Human Rights Grievance Handling

(Unit: case)

Grievance Category	2023	2024	2025	Actions Taken in 2025
Workplace Harassment (Non-sexual)	2	2	2	2 (Warning)
Sexual Harassment	1	2	0	-

Human Rights Management Goals

GOAL **Expanding Supplier Participation in Human Rights Compliance Assessments and Pursuing Zero Human Rights Risk**

2027

Advancement and Internalization of Human Rights Management

- Identify and manage human rights issues by job characteristics
- Build a focused management system for high-risk businesses
- Build a regular reporting system for human rights performance

2028

Expansion of Suppliers' Voluntary Human Rights Capacity-Building Programs

- Support the strengthening of suppliers' human rights violation prevention systems
- Share suppliers' human rights best practices
- Introduce supplier human rights self-assessment checklists and strengthen monitoring

2030

Dissemination of Human Rights Management Performance

- Strengthen the integration of human rights management and ESG strategy
- Expand business by building trusted relationships with relevant organizations
- Enhance competitiveness by establishing human-rights-friendly business standards

Human Rights Management KPI

Key Metric	2026 Target	2027 Target	2030 Target
Participation Rate of Supplier Companies in Human Rights Compliance Assessments*	Achieve **90% participation rate** in supplier human rights compliance assessments	Achieve **93% participation rate** in supplier human rights compliance assessments	Achieve **at least 95% participation rate** in supplier human rights compliance assessments

*Participation rate (%) = (Number of participating suppliers / Total number of suppliers) × 100
※ Total number of suppliers: 1,501 as of 2025

Talent Management

SK Inc. has established a talent management system that enables employees to demonstrate their capabilities and grow amid a changing business environment. The company operates structured competency development programs and fair HR systems, and it regards employee happiness as a core driver of organizational competitiveness to achieve sustainable growth together.

Talent Management Governance

Talent Management Operational Framework

Dedicated Talent Management Organization

- Under the leadership of the CEO, the Chief Human-resource Officer (CHO) reviews and approves key matters across talent management
- Risks and opportunities are weighed in major management decisions across all HR areas—including recruitment, development, performance and compensation, and welfare—supported by a continuous reporting system to senior leadership

Talent Management Organizational Chart

Roles of the Talent Management Organization

Division	Role	Key Areas of Responsibility
CEO	Makes the highest-level decisions and sets the strategic direction for talent management	Overall talent management strategy
Chief Human-resource Officer (CHO, Head of Corporate Culture Division)	Holds overall responsibility for talent management and reviews and approves key matters	Oversees key talent management agendas, including development, diversity, and employee happiness
Operational-Level Unit	Executes and operates HR activities, led by HR specialists	Manage day-to-day operations of recruitment, talent development, performance-based compensation, and employee benefits

Operation of the Management Council

- The Management Council—comprising both management and employee representatives—convenes on a regular basis to strengthen mutual communication
- Council agendas and schedules are set in advance through prior consultation; for 2025, the Council convened quarterly per division, for a total of eight sessions during the year
- Discussions span a wide range of topics, such as key business issues, working conditions, and employee welfare systems, and the resulting resolutions apply to all employees

Discussion Topics of the 2025 Management Council

Division	Date	Key Discussion Points and Implementation Results
Investment Division	1st (March 2025)	• Discussion on overall factors creating an environment for pursuing SUPEX • Establishment/Improvement of physical and mental health programs for employees
	2nd (June 2025)	• Introduction of performance management and coaching competency training for executives • Introduction of an Alumni Program to support employee career development • Execution of the Hanmaeum, Hantteut (One Mind, One Way) Workshop
	3rd (September 2025)	• Introduction of a Digital Infrastructure support system to facilitate AI adoption • Activities to strengthen camaraderie among employees
	4th (December 2025)	• Discussion on strategies to promote a SUPEX pursuit environment for 2026 • Sharing of progress on 2025 discussion topics and setting of the 2026 Management Council agenda
Business Division	1st (January 2025)	• Briefing session and Q&A on the 2024 IB distribution for employees
	2nd (April 2025)	• Increase in domestic business trip accommodation allowance limits • Establishment of a mutual aid association for employees • Introduction of a system to improve resort operations
	3rd (July 2025)	• Sharing of recent company and group management environments, and Q&A between employee and management representatives
	4th (November 2025)	• Support for preschool children (support for RSV vaccination costs for children under 12 months and expansion of daycare support periods) • Expansion of bereavement (condolence) support (expansion of funeral wreath coverage and introduction of a convenience goods program for bereaved families)

Talent Attraction and Retention

Fair HR System

Fair Recruitment Framework

- Since 2020, a company-wide Recruitment Committee has conducted objective evaluations based on competency-related factors
- AI agent-based innovation across the recruitment process has established a fair and efficient hiring system

Recruitment AI Agent

- In 2024, SK Inc. introduced a recruitment AI agent for the first time among major Korean companies, expanding it group-wide (SK Careers) from 2025 to strengthen fairness across the entire recruitment process
- Detailed recruitment stages—including document screening, written tests, and interviews—are carried out with the support of the AI agent
- Introducing the AI agent cut the cover-letter screening period from the previous seven days to four hours, improving overall recruitment efficiency
- A Global AI capability verification process further advanced the job-fit-centered recruitment system
- Throughout the AI utilization process, a Human Oversight system remains in place, with interviewers making the final hiring decisions directly

Building an In-House AI Talent Pipeline: SKALA (SK AI Leader Academy)

- A roughly five-month, practical AI-focused program designed and taught directly by SK Inc.'s active AX experts, operated in connection with the Ministry of Employment and Labor's K-Digital Training program
- Through the second cohort, 196 participants completed the program with a 79.6% employment rate; combined with a special preferential-recruitment track for graduates, this has built a stable system for securing AI talent

Fostering an Inclusive Organizational Culture

Employment Change Management

- When significant changes in workforce operations, such as restructuring, are anticipated, SK Inc. guarantees prior consultation with employees and a minimum notice period, thereby sustaining trust-based HR operations.

Expanding Gender Diversity

- Objective evaluations are conducted during the recruitment process to prevent gender bias, focusing on competency-based criteria (career vision, expertise, and growth potential, etc.)
- Leadership candidates (mid-level manager/team leader) are identified based on competency, qualifications, and performance, regardless of gender, and are supported through tailored career development plans

Performance-Based HR System

Fair HR System

Category	Details
Role-based workforce management	All employees perform challenging and outcome-oriented tasks from an equal position, regardless of job grade or tenure, based on their capabilities and expertise
In-depth review of capabilities and performance	To ensure fairness in evaluation, GROW Session is held twice a year (in the first and second half), during which employees' competencies and performance are thoroughly reviewed and assessed
Compensation based on roles and performance	Compensation levels are determined based on individual capabilities, contributions, and performance rather than job grade or tenure
Advancement of the job structure	Multi-competency and multi-role capabilities are encouraged through the introduction of a structured competency management system and a job grade

Evaluation Criteria for Appointing Mid-Level Managers

Position Requirements	Leadership Requirements

• Appropriateness of the assigned work's scope and difficulty appropriateness
• Level of self-directed task execution
• Number of direct reports under supervision
	• Assessment of expertise and sufficient hands-on experience in the relevant field
	• Evaluation of leadership potential as a manager
	  ◦ Ability to set and execute ambitious work-related goals
	  ◦ Communication, collaboration, consideration, and leading by example with peers

Fostering Work-Life Balance (WLB)

Employee WLB Policy

- To foster a culture of work-life balance (WLB) for employees, SK Inc. establishes and systematically implements policies
- In accordance with Article 60 of the Korean Labor Standards Act, annual paid leave is granted to all employees at the beginning of each year, and the use of annual paid leave is encouraged by setting mandatory usage days and periodically notifying employees of unused leave
- To ensure employees can fully recharge, the company encourages the use of leave by providing leave guides and calendars for establishing annual vacation plans
- Support is provided for balancing work and life for all employees, including permanent and contract employees, with employee feedback and survey results actively reflected in policy design
- Key focus areas have been identified to promote employee-led improvements in the working environment, and continuous advancement is underway

Overtime Compensation

- In accordance with Article 53 of the Korean Labor Standards Act, maximum working hours for all employees are kept within domestic legal requirements
- Working hours are recorded in real time in 30-minute increments and monitored continuously through a web- and mobile-based integrated attendance system (My Time IT System)
- For all overtime, night, and holiday work logged in the system, statutory premium allowances are calculated and paid in accordance with relevant laws and internal regulations, ensuring appropriate compensation for the work performed

Enhancing Employee-Driven Work Environment

- To address the growing need for better health management and innovation in work practices, smart work systems have been actively implemented
- Efforts are focused on enhancing organizational efficiency while enabling employees to complete their tasks through self-directed work

Smart Work

Category	Definition	Internal System
Space	**Expansion of Spatial Concept** - Improvement of working environment, expansion of shared offices	**ABC Program (Anywhere But Connected)** • Operating a remote work system that allows employees to work from anywhere—such as home or any location that enables efficient work—as long as productivity is maintained
Time	**Flexible and optimized use of time** - Flexible, remote, part-time work, etc.	**My Time Program (Flexible Working Hours System)** • Supporting employees to adjust their working hours on a monthly basis according to individual needs such as academic pursuits, childcare, or family care
Work System	**Diversification of work systems** - Strengthening the remote work environment, etc.	**External Satellite Offices** • Providing workspaces near employees' residences to support those who wish to work remotely but lack a suitable home environment

Expanding Support for a Stable Post-Retirement Life

Operation of the Retirement Pension System

- The retirement pension system is applied equally to all employees who meet the retirement benefit payment requirements under the Korean Labor Standards Act, regardless of employment type (regular, contract, rehired retirees, etc.)
- Both DB (Defined Benefit) and DC (Defined Contribution) pension plans are offered, allowing employees to choose based on their individual circumstances
- In August 2025, with the introduction of the DC-type management performance bonus, a portion of the performance bonus is contributed to the retirement pension for employees who wish to participate
- Retirement benefits, equivalent to 100% of the estimated amount, are deposited with an external financial institution in compliance with legal standards and paid either as a lump sum or in the form of a pension

Career Transition and Re-employment Support for Retirees

- **Career Transition Support Program**: Provides a '2nd Life Preparation Period' starting six months prior to retirement, and offers opportunities for career exploration and aptitude development, as well as customized career transition support programs (re-employment, entrepreneurship, life planning, etc.)
- **Post-Retirement Re-employment Program:** Operates a post-retirement re-employment program to create an environment where senior employees can continue to leverage their diverse experience and expertise

Career Transition Support Program

Category	Result
Participants	14 retirees as of 2025
Satisfaction Score	4.9 points (out of 5)
Employment and Start-up Rates	50.0 %

Post-retirement Re-employment Program

1. Eligibility Requirements	2. Eligible Applicants
• **Basic Principle :** employees whose contribution and level of work engagement are recognized by the company • **Contribution:** employees whose work contributions are recognized based on their performance evaluations throughout their tenure • **Utilization:** employees whose work participation and contribution rates meet or exceed a certain criteria throughout their tenure	• Employees who possess the professional capabilities and accumulated experience required for business operations, and are willing to continuously contribute to the company • Employees recommended by the organization who meet the basic requirements * Considering organizational workforce plans and RoHC

Enhanced Care for Employees' Families

- Life-stage-tailored non-salary welfare programs are provided to all employees (including permanent, contract, and part-time staff) and their immediate family members
- Based on the current year's living wage announced by each local government, wages are paid at a level exceeding the living wage to help employees and their families maintain a basic standard of living

Support for Immediate Family Members

Category	Details
In-house childcare center	Supports the enrollment of children aged 0 to 3 in the in-house daycare center, along with financial assistance, to prevent career interruptions due to childcare and enhance work focus
Child education support	Provides financial support for children's education (ages 5 through university) to ease the financial burden and promote work-life balance for employees
Gifts for children entering elementary school or university, or taking the college entrance exam	Provides gifts to celebrate school admission and to support children taking the college entrance exam
Support for special education expenses for children with disabilities	Covers 100% of special education expenses up to the age of 25
Family event support	Provides leave and congratulatory payments to celebrate major family events, including parents' 60th/70th/80th birthdays, siblings' weddings, and the birth or marriage of an employee's child
Family care program	Helps employees care for family members in need—due to illness, injury, etc.—while continuing to pursue their own careers • Family care leave (10 days) / long-term family care leave (up to 1 year) / reduced working hours (up to 2 years) • Leave of absence for elementary-aged child care (up to 6 months) and paid leave (5 days) for children entering elementary school • Support for family-related counseling (parenting, marital issues, domestic violence, etc.)
Family bereavement support program	Offers condolence leave, condolence payments, funeral supplies and services, mutual aid support, and post-bereavement counseling to provide comfort following the loss of a family member

Strengthening Maternity Protection for Employees

Category	Details

Parental leave	• Grants parental leave to male and female employees with infants or toddlers aged 8 or younger, or in the second grade of elementary school or below (key welfare benefits such as medical expense coverage are maintained during the leave period)
	  ◦ Provides a paid parental leave period of 1 year for both primary and non-primary caregivers
	  ◦ Extends the leave to 1 year and 6 months if both parents each take 3 months or more, or for single parents or parents of children with severe disabilities

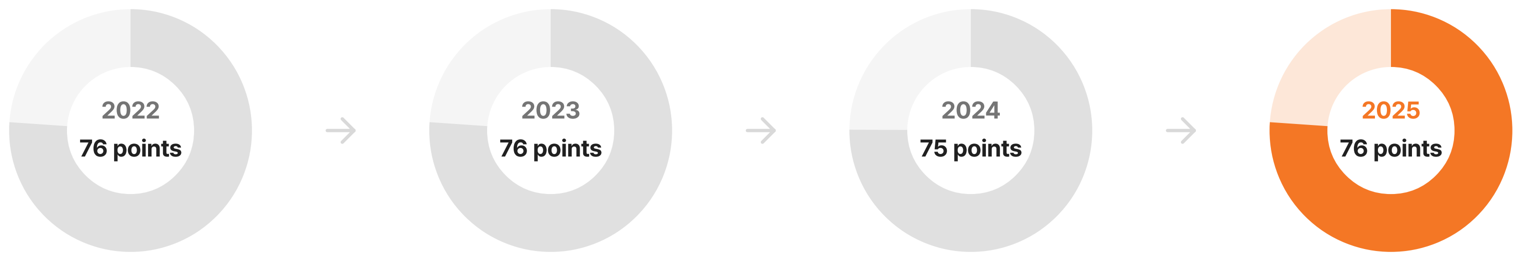
Paternity leave (Spouse's childbirth leave)	• Supports postpartum care, including the spouse's psychological stability and recovery (up to 20 days)
Maternity leave	• Provides 90 days before and after childbirth, extended to 100 days for premature births and 120 days for multiple births
Support for infertility treatment	• Reimburses actual infertility treatment costs up to an annual limit of KRW 10 million • Covers in-vitro fertilization (IVF) treatment costs up to KRW 5 million per session, twice a year • Grants paid leave (up to 9 days) and unpaid leave of absence (up to 1 year) for infertility treatment
Miscarriage leave	• Grants leave to support psychological stability and recovery (up to 90 days)
Reduction of working hours	• **Pregnancy Period:** Provides 2 hours of reduced work per day for pregnant employees throughout pregnancy • **Childcare Leave:** Offers reduced working hours to eligible employees during the childcare period (reduced hours count as working hours when calculating annual leave) ◦ Extends up to 3 years for employees with children aged 12 or younger (1 year + any unused parental leave period)
Operation of breastfeeding area and rest areas	• Operates a separate lounge for pregnant and breastfeeding employees ◦ Equips it with breast milk storage refrigerators, medical devices, etc.
Menstrual leave	• Grants menstrual leave to female employees (1 day per month)

Employee Happiness Support

- SK Inc. conducts an annual Culture Survey to assess employees' understanding and practice of the SKMS management philosophy
- The survey includes items that assess employee happiness (life satisfaction, satisfaction with the company, future outlook), sense of purpose (SUPEX goals and the To-be Model), work engagement, job satisfaction and stress levels to evaluate their impact on overall employee satisfaction
- Improvement initiatives are carried out based on survey results and collected feedback
- The 'Happiness Index' (employee satisfaction score) from the Culture Survey is incorporated into the KPIs of senior leadership, including the CEO, and is linked to performance-based compensation to drive continuous improvement in employee satisfaction

Employee Satisfaction Management

4-Year Trend of Employee Satisfaction (Culture Survey) – Happiness Score



※ 2025 Average Response Rate: 79%

※※ Survey Scope: SK Inc. and its listed consolidated subsidiaries, including SK Innovation, SK Telecom, SK Networks, SK Square, SKC, and SK Biopharmaceuticals

Job Stress Assessment

- Recognizing mental health as a core element of employee well-being, SK Inc. provides psychological counseling services based on its proprietary job stress assessment developed in 2022
- Upon request, employees receive in-house counseling services or referrals to external EAP(Employee Assistance Program) professionals, with the company covering the cost for up to 8 sessions per person annually
- As of 2025, a total of 125 job stress assessments have been conducted with counseling provided to 116 of those assessed

Mindfulness Program

- Recognizing the importance of employees' mental well-being, SK Inc. introduced the 'Mental Vitality Program'
- The program is designed to promote fundamental mindset shifts and psychological recovery
- Practice-based 'Mindfulness' meditation workshops help relieve anxiety, improve emotional control, and foster emotional connection

Mindfulness Program Overview

Category	Details	
Objective	To provide continuous Mental Vitality Care that leads to fundamental mindset shifts beyond short-term effects	
Program	Mind Training Academy	• Special lectures by invited experts (self-reflection, motivation, etc.) • Conducted bi-monthly, five times a year in total
	Mindfulness	• Meditation workshops for stress and burnout management • Conducted for voluntary participants and teams

Employee Welfare and Benefit System

- A wide range of welfare programs are offered to all employees, including permanent, contract, and part-time workers
- The programs are designed to enhance quality of life by supporting physical and mental health, work-life balance, personal development, and financial stability, with a focus on high-impact non-monetary benefits
- Regular feedback is gathered from employees to create a more autonomous and satisfying work environment through initiatives such as flexible work arrangements, health checkups and counseling, family-friendly policies, self-development support, and leisure and cultural activity programs

Category	Details
SK Happy Express	• Commuter shuttle bus support
Club Activity Support	• Support for club activities such as sports(soccer, hiking, and tennis, etc.), quilting, watching movies, and art
Mobile Device/Phone Bill Support	• Support for mobile devices and communication fees needed for work
Housing Loan/Living Stability Fund	• Support for housing loans and living stability funds
Disaster Relief Support	• Support for recovery of damage to employees or their families due to natural disasters
Resort Support	• Year-round support for domestic resort reservations and costs to enhance work engagement through refreshment
On-Site Fitness Center / Mind-Body-Energy Training	• Operation of fitness center and shower facilities for employees • Operates approximately 20 programs every month, including stretching, yoga, and meditation
Birthday Leave for Unmarried Employees	• One day of leave per year, selectable between birthday or wedding anniversary
Support for Overseas Assignments and Business Trips	• Support for local treatment and evacuation in the event of medical emergencies or security-related situations

Competency Enhancement

Development Management and Operational System

Talent Development Framework

- SK Inc. operates a mid- to long-term competency development system, advancing its job framework in line with the corporate vision and talent model
- Expanded in 2025 from the previous year, the job framework now spans 13 job roles, 55 skill sets, and a 5-grade structure
- A Learning Guide for each skill set helps employees build job expertise and map out competency growth roadmaps
- A credit-based, customized training program open to all employees and integrated with the promotion system fosters a continuous learning environment

Model — Job Framework (Competency Self-Profile, Job Grade) + Learning Framework (AX College, Credit System)

Mission — Supporting employee growth through linkage with HR systems (promotion, evaluation, compensation, etc.)

Structure

13 Job Roles	55 Skill Sets
9 Tech Expert Types	33 Technical Sets
3 Business Expert Types	16 Domain Sets
1 Business Supporting Type	6 Task Sets

AX College Training System

- Equal competency development opportunities are guaranteed for all employees, including contract employees, regardless of employment status
- Training is structured by college around skill sets—the management units of the job framework—with business-specific tracks reflecting industry- and domain-specific competencies
- Each Learning Guide consists of mandatory, specialized, and recommended courses for a given skill set, which employees consult when planning their annual learning schedules and applying for and completing courses
- Through the academic management system, employees monitor learning outcomes and competency progress and set mid- to long-term plans based on their individual growth roadmaps

Education System Architecture

S/W Track	Digital Factory Track	Biz. Solution Track	Cloud Track	Architect Track
UI/UX Programming Database QA/Test Operations	Automation Intelligence Informatization	Archi. Dev. Process&Mgmt. DW	Cloud Operation Infra Platform AI/SaaS Cloud Security	Software Architect Data Architect Infrastructure Architect AI Architect
PJT. Mgmt. Track	**AIX Track**	**Marketing/Sales Track**	**Consulting Track**	**ESG Track**
Business Proposal Plan Development Execution/Inspection	Gen.AI Data Scientist AI/Data Engineering	Understanding Offerings Customer Management/Sales	Operation/Technology Consulting Methodology	General ESG Measurement/Management Reduction, Certification

+

Education System by Business (Industry/Domain-specific Capabilities)

Semiconductor | Battery | ...

Company-wide Common Domain

Industry Knowledge | Leadership | Foundation Skills | Global Competency Mgmt.

* Architect Track newly established in 2025

Competency Enhancement Programs

Employee Competency Enhancement Initiatives

AX College Program

- Each training track is divided into Basic, Practical, and Expert levels by difficulty and target audience, providing a structured roadmap for sequential learning
- Courses are updated throughout the year based on feedback from in-house and field experts; about 670 courses are currently offered
- Over 60% of the courses fall in IT/DT-related fields, and a dedicated competency development program ensures that all employees (including contract employees) can complete the required courses

Training Status Statistics

(Unit: courses)

Category	Area	Internal Course	Group/mySUNI	External Course	Total
By Track	SW	37	3	38	**78**
	Digital Factory	16	-	1	**17**
	Biz. Solution	41	-	3	**44**
	Cloud	46	4	3	**53**
	Architect	14	-	2	**16**
	PJT. Mgmt.	30	-	-	**30**
	AIX	38	48	1	**87**
	Marketing/Sales	14	7	17	**38**
	Consulting	13	-	3	**16**
	ESG	17	7	7	**31**
	Company-wide Common	41	95	83	**219**
By Business	Semiconductor	34	1	-	**35**
	Battery	12	-	-	**12**
Total		**353**	**165**	**158**	**676**

Key Growth Support Initiatives

Master's Degree Program for Employees

- In partnership with Yonsei University, a new master's program in the Department of Digital Integration Engineering was established to strengthen employees' digital capabilities through practical content and a modular, step-by-step learning structure
- Running annually since the first cohort in 2024, the program now has a third cohort of 12 employees pursuing their degrees
- Planned and operated by SK Inc. as part of the SK Group's shared infrastructure, the program contributes to strengthening digital expertise across the group, including employees from affiliated companies
- Full coverage of degree-acquisition costs (tuition, materials, etc.) and maintenance of salary and benefits during the training-dispatch period create an environment for focused learning

Certification Acquisition and Renewal Support

- Costs of acquiring and maintaining certifications are supported for all employees, including contract employees, to strengthen their professional capabilities
- Eligible certifications: Professional Engineer (Information Management, Information and Communications, etc.), CPA, AICPA, ISO certified auditor, and other major international certifications
- Support details: reimbursement of actual costs for certification acquisition and renewal, including exam fees, internal and external commissioned training fees, and annual membership fees for previously acquired certifications

Other Growth Support Schemes and Programs

Scheme/Program	Description
mySUNI(Group Common)	An SK Group-wide online learning platform that covers a wide range of topics including technology, well-being, and culture, providing an accessible and convenient learning environment for employees
Self-directed Development	Financial support for education that can be utilized individually by employees
	Support for work-related book purchases through a dedicated site/platform called 'Bukjeokbukjeok'
	Support for global online learning content through a partnered subscription service (Udemy Business)
	Voluntary learning groups (Learning Collabo Lab) where employees from different functions collaborate
Job Competency Training	Intensive development of Digital ITS experts capable of solving customer problems, with hands-on, specialized performance and quality courses (basic, practical, and expert levels)
Open Lab	Seminars aligned with business needs, covering topics such as market trends, and Korean and international case studies
Leadership Course	Leadership programs centered on Leading Business, Leading People, Leading Organization, and Leading Myself, including leadership assessments, training and seminars, coaching, and organizational development
Intensive Language Course	Business-focused English courses offered for employees
Job Community	Operation of an online community (Do Learn Do Learn) that supports knowledge sharing and problem-solving by job function
Overseas Short-term Training Program	Overseas short-term training programs offered to top learners and internal instructors (in 2025, 38 selected employees participated in a training program at FPT in Vietnam)
Understanding Global Business/Culture	Sharing of global business experience and lessons learned, and provision of compliance and trend information for key global markets such as Europe and Vietnam

Job Competency Development Performance

- 98% of all employees completed at least one training course, each joining an average of 2.9 college tracks and 11.5 training sessions
- A cumulative total of approximately 5,370 employees participated in 145 job competency courses (216 sessions) conducted as in-house group training
- The proportion of internal instructors is steadily rising and satisfaction with the training remains high on the strength of field-oriented content

Number of Participants in In-House Group Training Courses

(Unit: persons)

Year	AI/Data	Cloud/Infrastructure	SW, Biz. Solution	Architect	Business (Marketing/Sales, Consulting, ESG, etc.)	PM	Digital Factory	Total
2025	2,977	570	626	194	127	578	298	5,370

※ Excluding statutory training; based on cumulative number of participants

In-House Group Training Program Overview

Category	2023	2024	2025
Program scale	98 programs / 126 sessions (2,738 hours)	166 programs / 258 sessions (3,151 hours)	145 programs / 216 sessions (3,022 hours)
Internal Instructor Ratio (%)	37.8%	69.3%	84.3%
Satisfaction Score* (Instructor/Content/Operation Support)	4.4 points	4.6 points	4.7 points

*Based on a 5-point scale

Performance of Expert Development Program

- Enhancing practical application capabilities and core competencies through the execution of scenario-based tasks based on on-site issues and case-oriented coaching and mentoring
- Enhancing technical references and understanding of work through active exchange of opinions and sharing of experiences across departments and job functions
- Contributing to the enhancement of expertise within the organization and nurturing talent through expert development programs
- Quantitatively measuring and managing changes in the competencies of program completers and work process efficiency improvements to verify the effectiveness of training programs

Core Competency Program Operation Results

Course Name	Trainees (persons)	Training methods
PM Master Class	32	Field Issue-Based Scenario Assignment Execution/Coaching (3 months, PBL)
Case. Archi. Master Class	49	Case Study and Scenario-Based Task Performance/Coaching (2 months, PBL)
Core Competency	65	Intensive training and on-site mentoring (3 months)

Case.

Generating Quantitative Effects through the Operation of the Archi. Master Class

As a result of measuring on-the-job application performance six months after course completion (April 2026), competency improvement and operational efficiency enhancement were confirmed across overall architecture design

Competency Acquisition

- Secured a next-generation architecture talent pool through advanced training for Lv.3 architects
- 90% (44 out of 49) of graduates transitioned to Lv.4 architects
- 96.5% (28 out of 29) of the on-the-job performance measurement subjects are performing roles as architects after completion

Operational Efficiency Improvement

- Reduced design review and approval lead time by an average of 17%
- Reduced architecture-related rework rate by 15%

※ On-the-job performance measurement subjects: 29 respondents out of 49 graduates
※※ On-the-job application performance measurement was conducted to review training effectiveness

Performance-Based Compensation

Performance Management and Compensation System

Employee Performance Evaluation

- Performance evaluations are conducted based on Management by Objectives (MBO), incorporating 360-degree evaluations (including leader and peer assessments) and ongoing feedback sessions between leaders and team members
- A company-wide incentive program (cash-based) is in place, with differentiated rewards provided based on achievement levels

GROW Session (Employee One-on-one Coaching and Assessment)

- ‘GROW Session’ is held twice a year (first and second half) to support employees’ career development and performance management
- Through one-on-one coaching sessions between leaders and team members, participants can freely discuss and receive feedback on topics such as career development, execution of tasks, and competency enhancement
- At the beginning of the year, employees independently set their work plans and goals, while leaders provide tailored coaching to support their growth. At year-end, competencies and performance are reviewed, followed by feedback on future development and areas for improvement

Employee Performance Compensation System

- SK Inc. strictly adheres to the principle of compensating all executives and employees without unfair discrimination
- The company operates performance-based reward programs for all employees, including contract employees, with rewards differentiated by organizational and individual performance
- In addition to annual salary and incentive bonuses, recognition programs such as the ‘Pride Award’ and the ‘SKMS Practice Award’ are granted to top performers
- The reward system is designed to motivate employees and encourage continuous growth

Gender Pay Gap Monitoring

- To ensure equal pay without unfair discrimination based on gender, gender pay levels are assessed once a year and improvement trends monitored regularly
- Compensation is split into base salary and total compensation (base salary + incentives) and segmented by job grade, so the average female pay level can be analyzed against the average male level within the same grade
- To strengthen the objectivity and credibility of the analysis, the methodology and results are verified annually by an independent external institution
- Over the mid- to long term, SK Inc. aims to narrow the gender pay gap while continuing to strengthen fair recruitment and competency- and performance-based compensation

Performance compensation system

Compensation System	Description
Annual salary	• Operates a career-level-based salary system that links performance evaluations to compensation, providing motivation and supporting the continuous development of job expertise
Incentive Bonus	• Operates a compensation system that distributes a portion of excess annual business profits to employees
Pride Award	• Recognizes and rewards employees who have contributed to the company's growth and serve as role models for their colleagues
SKMS Practice Award	• Recognizes and rewards employees who have demonstrated the SUPEX spirit and strong drive beyond management goals, significantly enhancing the company's fundamental competitiveness in their respective areas • Award Categories ◦ PI/SI: Projects that contributed to the company's financial performance by achieving cost underruns through strategic contract wins that met the hurdle rate and through outstanding delivery ◦ Challenge: Projects that contributed to strengthening business competitiveness by achieving landmark outcomes such as acquiring new customers or win-backs, driving operational innovation through AI, or achieving zero system failures
Domestic and Overseas Training Support	• Provides high-performing talents with opportunities to participate in key conferences and development programs
Top Performers in Job Competency Development	• Selects top learners and instructors from each college track to participate in global seminar training programs

※ Systems related to employee stock ownership options (ESOP, ESPP, etc.) are not currently in effect, but their introduction is planned for future review.

Human Capital Development Goals

Diversity Goals

GOAL **Expansion of Diversity**

- Achieve **13.4%** female manager representation by 2027

※ 2025 status: female manager representation at 13.0%

Talent Development and Competency Enhancement Goals

GOAL **Securing Talent, Improving Structures, and Innovating Processes for Future Growth**

2026

Establishment of a Core Competency Acquisition System

- Advance the multi-skill development system for employees through college restructuring
- Design and present new growth paths for employees
- Accelerate core competency expert development programs (AI PMs, AI Architects, consultants, etc.)
- Standardize and raise AI utilization capabilities across all employees (AI Literacy certification)

2028

Acceleration of Core Competency Acquisition

- Focus on developing top talent in core growth areas
- Transform the competency structure through re-/up-skilling

2030

Attainment of Korea's Top-Level Capabilities

- Complete the development and acquisition of core competency experts
- Rediscover next development areas and accelerate their execution

Employee WLB Enhancement Goals

GOAL **A Corporate Culture that Supports Employees' Work-Family Balance**

2026

Reinforcement of Future-Ready Organizational Capabilities

- Accelerate intelligent work innovation through a company-wide AI Native transition
- Enhance work productivity and employee engagement by advancing field-centered ways of working

2028

Advancement of Family-Friendly Management Infrastructure to Global Top-Tier Standards

- Establish a world-leading care system customized for each life stage

2030

Establishment of an Employee-Driven WLB Culture

- Establish and spreading self-directed work innovation practices
- Establish a self-directed corporate culture by activating an intelligent collaboration ecosystem

Safety and Health

SK Inc. is committed to preventing potential declines in operational efficiency and productivity that could stem from inadequate safety and health management. By providing a safe working environment that protects workers' rights and establishing a safety and health risk management system to eliminate and prevent hazards and risk factors, the company strives to minimize risks that could disrupt its business operations.

Safety and Health Governance

Safety and Health Policy

Safety and Health Management Policy

Safety and Health Management Principle and Policy PDF ↗

- In 2021, SK Inc. established its safety and health management policy in line with the SHE strategic direction of SK Group, and the policy applies to all employees
- Grounded in a people-centered management philosophy, it places the highest priority on safety and health at every stage of its business operations
- It affirms its commitment to actively driving improvement, recognizing its social responsibilities—including compliance with safety and health laws and regulations, the creation of a healthy work environment, employee consultation and participation, and the delivery of safety and health training

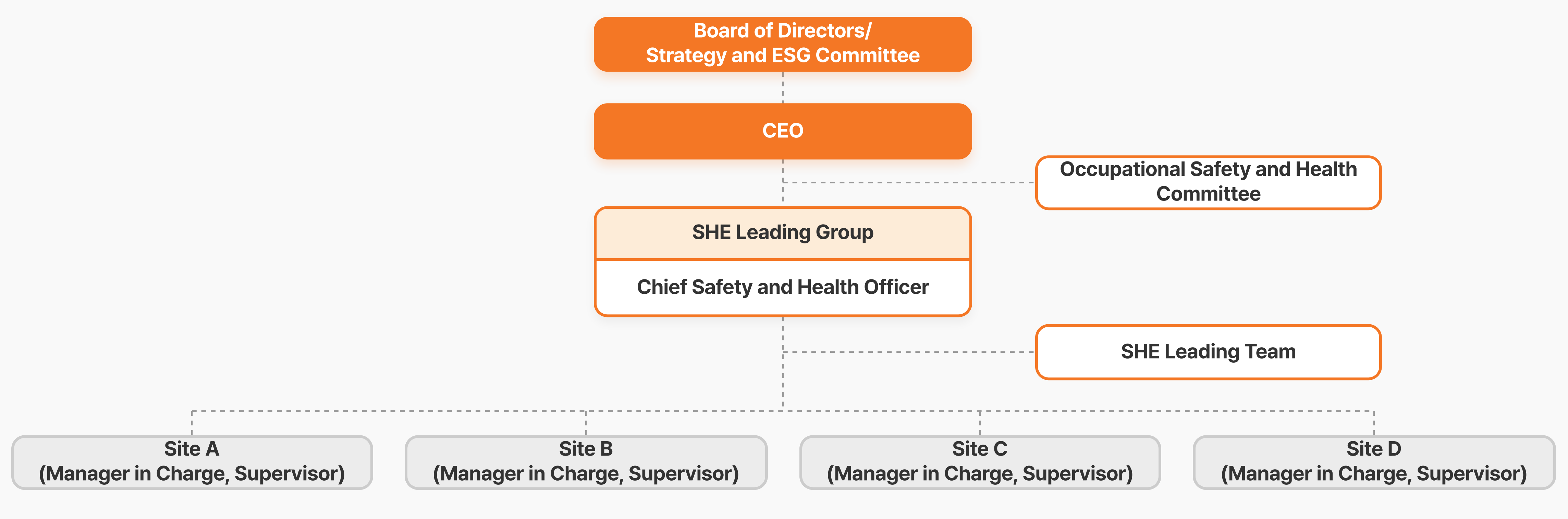
Safety and Health Management System

- SK Inc. has established a company-wide safety and health management system and maintains ISO 45001 certification
- The safety and health management system applies to all employees and covers safety and health responsibilities across all business sites
- Through a safety and health portal on the intranet (HiSK), it posts key announcements, shares materials across organizations, and communicates the major agenda items and proceedings of the Occupational Safety and Health Committee

Safety and Health Management Framework

- The Strategy and ESG Committee under the Board of Directors approves safety and health policies and oversees related matters. A dedicated safety and health organization ensures compliance with statutory obligations under the Korean Occupational Safety and Health Act, the Korean Serious Accidents Punishment Act, and similar laws
- The SHE Leading Group has been organized directly under the CEO—with concurrently serving executives from the HR, Security, Strategic Planning, and Business divisions—and a Chief Safety and Health Officer has been appointed
- In 2025, the safety and health management policy, the organizational structure and roles, the 2025 safety and health activities and budget execution results, and the 2026 safety and health plan were reported to the Board of Directors
- Safety and health performance is reflected in the ESG KPIs of executive management, including the CEO, and linked to compensation
- Safety management capabilities continue to be strengthened by enhancing the expertise of the dedicated safety and health organization and expanding its workforce (one dedicated staff member added in 2025 and two in 2026)

Safety and Health Management Governance Structure

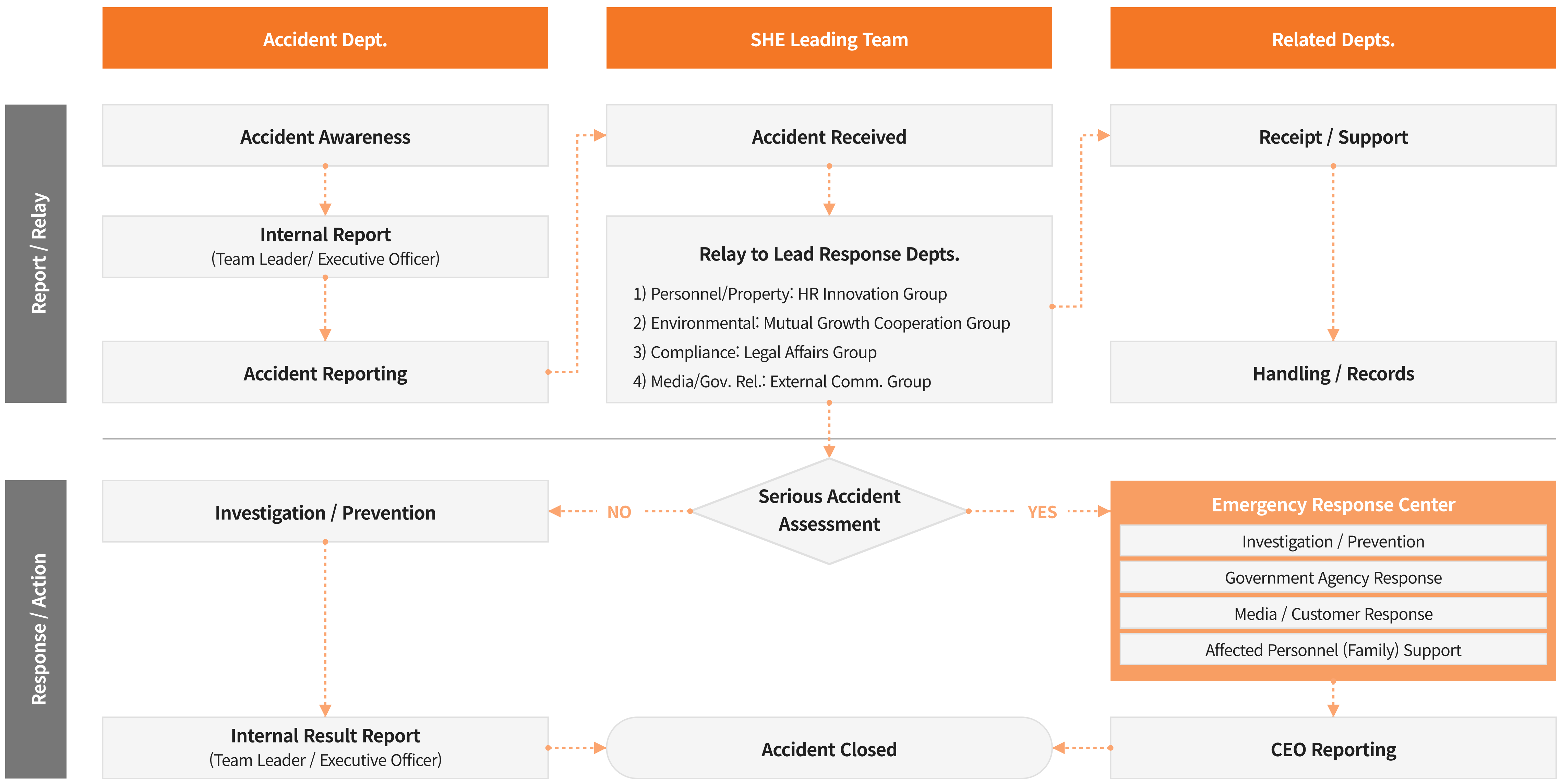


Roles of the Safety and Health Management Organization

Category	Role
Board of Directors /Strategy and ESG Committee	• Receives reports on safety and health-related issues, reviews decision-making and the management status of key matters
Chief Safety and Health Officer	• Oversees and manages safety and health operations • Assigns specialized safety and health management personnel
Occupational Safety and Health Committee	• Regularly holds Occupational Safety and Health Committee meetings, including employee representatives (quarterly) • Deliberates and resolves matters related to employee safety, such as the status of work-related injuries and ill health (held quarterly in 2025, total of 4 meetings)

Safety and Health Accident Response System

- SK Inc. has established accident manuals and a response system, categorized by area and severity, to enable rapid response in the event of a safety or health accident
- Any property damage expected to have a significant impact on SK Inc. or its customers must be reported to the responsible department
- In accordance with the principle of sharing safety accidents, all employees must share and report an accident to the responsible department and higher-level managers immediately upon recognizing it
- Accident reporting must be carried out as promptly as possible to prevent delays or omissions, and failure to comply with reporting obligations may result in disciplinary action in accordance with company regulations



Safety and Health Accident Response Training

Category	Details
Fire Safety Inspection and Emergency Response Drill Evaluation	• Emergency response drills conducted for employees of tenant companies, supplier staff, and emergency response center • Scenario-based training for simulated fire accidents at data centers and operation of an emergency situation room • Training on response measures in the event of a serious accident
Emergency Control Tower Role-Based Drills	• Formation of an Emergency Control Tower jointly with landlords and relevant stakeholders to prepare for emergencies • Accident-scenario drills from a safety and recovery perspective based on actual emergency situations
Emergency Patient Response System	• Operation of a hotline system to ensure immediate medical transport of employees in the event of a medical emergency during working hours

Safety Accident Reporting and Grievance Channels

- Until 2025, a safety and health accident reporting system covering near-misses was operated for employees through the mobile app 'H.APP' and a hotline (the 'H.APP' service ended in February 2026)
- In 2026, a near-miss reporting function was newly built within the in-house safety and health system, completing the transition of the safety management system to the new platform
- Through self-inspections in 2025, a total of one risk factor was identified and resolved, and through the near-miss reporting system in 2026, a total of two cases were identified and improved
- Employee requests received through the 'My Service' support request system are processed to promptly remove hazards in company facilities
- In 2025, a total of 297 cases (lighting improvements, damaged chairs/handles, defective outlets, noise, etc.) were addressed

Safety and Health Risk Management

Risk Assessment

Assessment Process

- SK Inc. conducts occupational safety risk assessments at all business sites on an annual basis, leveraging its in-house capabilities
- Risk assessments for non-routine tasks are conducted as needed (whenever such tasks arise)
- Through these risk assessments, new hazards and risk factors are identified, and improvement plans are established and managed for implementation
- After implementing the improvement measures, their effectiveness is evaluated to further enhance the risk factor management system

Hazard Identification and Risk Assessment Process

STEP 01	STEP 02	STEP 03	STEP 04	STEP 05
Identification of Hazards and Risk Factors	**Risk Estimation and Verification**	**Validity Review and Reflection**	**Effectiveness Assessment of Improvement Measures**	**Performance Measurement**
Identification of hazards and risk factors that may be encountered during indoor/outdoor work at each business site	Classification of risk levels based on risk estimation, and identification of risk factors within acceptable and unacceptable ranges	Incorporation into current measures after reviewing and confirming the validity of the previous year's hazards and risk factors	Effectiveness assessment and review of the implementation results of hazard and risk factor improvement measures	Measurement of the performance of improvement measures based on the risk assessment

Assessment Results

- In the 2025 regular risk assessment, a total of 21 items for basic office safety were assessed, and an improvement measure was established and implemented for the one item requiring supplementation
- The 2025 risk assessment of non-routine tasks identified a total of 213 risk factors, and improvements were completed for the 15 risk factors requiring action
- Following implementation of the improvement measures, an effectiveness assessment confirmed lower risk levels and no related accidents

Key Results of Risk Assessment for Non-Routine Work in 2025

Category	Major Risk Factors	Risk Level *	Safety Measures	Implementation Status
Data Center (Daedeok) (8 cases)	Risk of collapse while working with unconfirmed health status	6	· Check workers' health status before and after work	Completed
	Falling due to slipping on the equipment room floor	4	· Non-slip-rated safety shoes mandatory	Completed
	Overturning while transporting loads exceeding the specified capacity when using a forklift	8	· Handle only loads at or below the 80% safety factor (verify the work plan)	Completed
	Collision from the operator's obstructed line of sight (overloading, etc.)	8	· Deploy signalers and guides; strictly control the work zone	Completed
	Collision from the warning device failing during forklift reversing	8	· Attach rear pinch guards; station signalers/guides/work supervisors	Completed
	Fall from slipping while entering the water tank	8	· Install lifelines, use full-body harness, ensure lighting, add personnel	Completed
	Fall from temporary use of the water-tank ladder cage	12	· Install a locking device on the ladder entrance	Completed
	Suffocation from discharge of clean-agent fire suppressant	12	· Install a continuous gas-measuring device in the agent room and visualize readings	Completed
Office building management (5 cases)	Fall during mobile ladder work	9	· Use outriggers and wear a safety harness	Completed
	Electric shock while installing/separating electrical circuits	9	· Apply LOTO after isolating the panel and wear insulation gear; only the LOTO holder re-energizes	Completed
	Electric shock during panel and control-panel inspection	8	· Wear insulation gear; label and verify after power isolation	Completed
	Struck by falling objects or the elevator car during pit inspection	6	· Work in pairs, with one person always on standby outside	Completed
	Chemical contact during Unipoxy coating work	9	· Wear PPE (goggles/gloves/dust mask) and maintain ventilation; wash immediately after hardener use	Completed
Office (2 cases)	Fire from bringing in flammable materials unrelated to work	6	· Added wording prohibiting hazardous materials in SGRs and issued a company-wide notice	Completed
	Electrical fire from indiscriminate use of power strips	4	· Prohibit the use of daisy-chaining power strips	Completed

* Risk = Likelihood (Frequency) × Severity (Intensity)
(Risk Level 1–6: Very Low–Low / 7–12: Medium / 13–20: High–Very High)

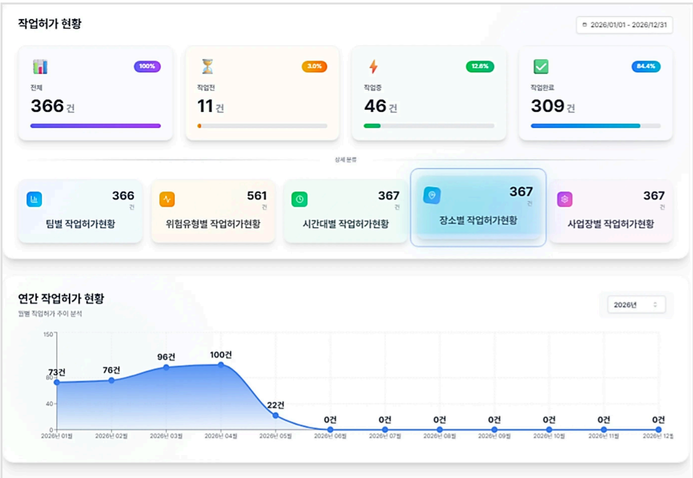
Strengthening Safety and Health Competency

Safety and Health Inspection System

Major Safety and Health Inspection Activities in 2025

Category	Inspection details	Date
Company-wide	Safety and health performance measurement (internal audit monitoring) (once a year)	May 2025
	Inspection through performance evaluation of the Chief Safety and Health Officer and related personnel (semiannual)	Jul 2025, Jan 2026
	Inspection of compliance with safety and health laws and regulations (semiannual)	Jul 2025, Jan 2026
	Inspection of employee safety and health communication (semiannual)	Jul 2025, Jan 2026
	Compliance inspection of the qualified-subcontractor evaluation	On an ongoing basis
Daedeok Data Center	Pre-inspection for heavy rain	Jun 2025
	Summer field inspection	Jul 2025
	CEO on-site inspection	Nov 2025
	Safety inspection of confined-space work in water tanks	Nov 2025
	Joint safety inspection by headquarters and site	Dec 2025
Pangyo Campus (Building B, Facility Management)	Pre-inspection for heavy rain	Jun 2025
	Safety inspection of confined-space work in water tanks	Nov 2025
	On-site safety inspection	Dec 2025
Office	Inspection of major hub offices	Dec 2025
Overseas sites	Comprehensive survey of fire-prevention status at container-owning sites	Feb 2025

Operation of Online Safety and Health Platform



- In 2025, a customized in-house safety and health management system was developed
- The platform continues to be advanced into a field-oriented and efficient system that reflects its operational characteristics and requirements

Benefits of Platform Operation

- Prevention of omissions in compliance with safety and health laws and regulations
- Simplification of repetitive tasks and reduction of processing time based on the system
- Digitalization and systematic recording/management of safety data
- Ensuring consistency in work processes and improving responsiveness to internal audits
- Strengthening the real-time responsiveness of on-site personnel

Safety and Health Training

- In 2025, company-wide regular safety and health training was conducted to raise employees' safety awareness and minimize safety risks, achieving a 98.7% completion rate (3,330 of 3,373 eligible employees completed)
- In-depth training on supervisors' safety and health roles was provided to team leaders
  (safety obligations in subcontracted business, work permit process, safety obligations through case studies, and Q&A)
- Systematic training is being conducted to strengthen the capabilities of SHE personnel with an assessment system run in parallel to ensure a certain level of expertise

Safety and Health Training Content

Training	Target	Content
Regular online safety and health training	All employees	Disaster response and first-aid training
SHE Training	Field Department SHE Personnel	Statutory obligations in contracted work, the work permit process, and safety obligations through accident case studies
Basic training for new hires	New hires	Accident cases and reporting procedures, near misses and reporting channels, etc.
Basic training for experienced hires	Experienced hires	Definition of an accident, the Korean Serious Accidents Punishment Act, the SHE management system, and employees' duties

Fire Response Drills

- Fire response drills are conducted based on detailed response plans that reflect conditions similar to actual fire situations
- These drills focus on the implementation and internalization of initial response systems, including fire reporting, personnel evacuation, and situation communication
- Joint drills with the local fire department establish a cooperative system during fire-suppression activities and strengthen emergency response capabilities
- Company-wide and scenario-based drills are held at least twice a year, and individual business sites conduct them four times annually

Safety and Health Campaign

- To systematically establish a company-wide safety and health culture and enhance employees' safety awareness, practical daily campaigns are conducted
- Safety guidelines for office spaces are communicated through easy-to-understand posters, and everyday safety practices are promoted via in-house broadcasts and newsletters
- In 2025, safety and health newsletters were published four times to encourage employees' voluntary compliance with safety rules and embed a safety culture

Supplier Safety and Health Management

Supplier Safety and Health Capability Assessment and Monitoring

- A contractor's safety and health management capabilities are assessed and factored in at the procurement contracting stage
  - A safety and health contractor eligibility assessment is conducted when registering suppliers to select those capable of preventing occupational accidents
  - Only companies that pass the registration assessment proceed to contract, with the user department first assessing the adequacy of the project-specific "Safety and Health Management Plan".
  - During construction, the user department monitors practical safety management capabilities by checking whether the plan is being implemented
  - Final results are derived by combining the registration, preliminary, and performance assessment scores, and are used as indicators for contract renewal and supplier selection the following year (the SHE department may award or deduct points if necessary)

Safety and Health Inspection Items

Safety and Health Management System	Safety and Health Execution Capability	Emergency Response and Accident Investigation	Accident Occurrence and External Certification
▪ Presence of a dedicated safety and health organization ▪ Safety and health objectives ▪ Safety and Health Management Principle ▪ Establishment of a management system	▪ Safety and health budget ▪ Implementation of risk assessment ▪ Safety and health training ▪ Safety and health operations management	▪ Conduct of emergency evacuation drills ▪ Safety accident response manual ▪ Supplier-level assessment procedure	▪ Occupational accident rate over the past 3 years ▪ Safety and health certification

Results of Supplier Safety and Health Capability Assessment

- Safety and health capability assessments are conducted prior to contract execution to strengthen suppliers' safety and health management systems
  - In 2025, a total of 56 safety and health capability assessments were completed for construction supplier contracts and 444 for SI supplier contracts
  - If a supplier is rated nonconforming based on the assessment results, corrective actions are requested, and business restrictions are imposed if improvements are not made
- To ensure the safety of supplier employees working alone at night, a health-status monitoring system using smartwatches (e.g., heart rate) is operated
- For building and facility management suppliers, safety management solution training is provided, and the implementation status of mandatory requirements under the Korean Occupational Safety and Health Act and the Korean Serious Accidents Punishment Act is inspected semiannually, with requirements tailored to each work environment

Supplier Safety and Health Grievance Channel

Supplier Safety and Health Grievance Channel Link ↗

- To strengthen communication with suppliers, a feedback channel is announced within the procurement information system
- Safety and health grievances can be submitted at any time through multiple channels, including Google Forms
- No supplier grievances were received in 2025

Health Support Initiatives

Employee Health Promotion Programs

- A variety of programs are offered to promote both physical and mental health for all employees (including contract employees)
- In addition to regular health checkups, tailored wellness programs—such as stress management, health and psychological counseling, and medical expense support—foster a healthy work environment and enhance quality of life
- Health-related information and self-care content are made available to help employees manage their health independently in daily life

Health Support Programs

Category	Program	Support details
Prevention and Stress Management	On-site fitness center	• Operation of fitness center and shower facilities for employees
	Mind-Body-Energy Training	• Operation of approximately 20 monthly programs, including stretching, yoga, and meditation (live online sessions and personalized coaching provided)
	Health checkups	• Support for two types of employee health checkups by age group (comprehensive KRW 250,000; intensive KRW 400,000) ※ Paid leave (4 hours) granted on the checkup day, and company wellness points may be used for family checkup costs
	Health/psychological counseling	• Mental health care; preventive care for disease; Vitamin Day (for external-site employees)
Treatment	Medical expense support	• Support for medical expenses, prescription costs, health checkups, and vaccinations for employees, their spouses, children, and (spouses') parents
	Group insurance	• Enrollment of all employees in group accident insurance, covering accidental death, permanent disability from injury, death or severe disability (80% or higher) from illness, and a daily hospitalization benefit for injury, among others • Choice of Type A (4th-generation indemnity), Type B (surgery/hospitalization/diagnosis), or Type C (dental preservation/prosthetics)
	Sick leave policy	• Leave of absence for long-term treatment and recovery (up to 2 years for occupational injury/illness, up to 1 year for non-occupational injury/illness)
	Support for overseas assignments/business trips	• Support for local treatment, evacuation, and psychological counseling in the event of medical emergencies or security-related situations

Mental Health Support for Employees

- Psychological counseling services are offered to help employees resolve psychological issues arising from diverse sources of stress and perform their work effectively
- Based on a high-risk mental health manual, employees in mental health crises are pre-emptively screened and closely managed, and psychological recovery is supported in connection with relevant departments and external hospitals

Employee Health Risk Management

- Potential risks of occupational diseases are identified and prioritized through surveys conducted with external experts and internal employees
- Based on the identified risks, specific response measures are established and corresponding support programs are implemented

Health Risk Management Program

Potential Risk	Response Measure	Support Program
Disease/disorder prevention and management	Provision of health information	• Theme-based disease information and specialist consultations for interested employees (diabetes, hypertension, hyperlipidemia, etc.)
	Provision of individual counseling and management guides	• Individual counseling and management guides for employees requiring health improvement (cerebrovascular and cardiovascular diseases, etc.)
Workplace stress	Implementation of an in-house intranet-based 'Job Stress Assessment'	• By analyzing physical, mental, and job stress levels and their contributing factors, employees in mental health crises are identified early, and psychological counseling and monitoring are provided for high-risk employees

Safety and Health Goals

GOAL Pursuing Zero Serious Accidents and Work-Related Injuries

2026

Securing SHE Competitiveness by Adopting Best-Practice Systems and Leveraging AI and DT

- Adopt leading safety practices from the advanced ICT industry
- Use AI to monitor safety and health laws and analyze their impact
- Foster an autonomous safety culture through commitment and capability building

2027

Internalization of a Field-Level Autonomous Safety Culture Centered on Business Organizations

- Secure execution capability by providing suppliers with process-specific SHE guidelines
- Introduce customized AI risk assessment that reflects the business and site
- Introduce a safety and health disclosure system

2030

Completion of a Global Top-Tier SHE System

- Implement a global-level intelligent SHE management system by visualizing risks in high-hazard work environments
- Introduce a system to support the strengthening of suppliers' SHE capabilities

Safety and Health KPIs

Key Metric	2025 Performance	2026 Target	2027 Target
3-year average LTIR (Lost Time Injury Rate)*	Strengthening occupational accident prevention at business sites; Achieve 3-year average LTIR of 0.007	Strengthening occupational accident prevention at business sites; Achieve 3-year average LTIR of 0.000	Strengthening occupational accident prevention at business sites; Maintain 3-year average LTIR of 0.000

* LTIR = number of lost-time injuries × 200,000 / total hours worked (lost-time injuries per 200,000 working hours)

Supply Chain Management

SK Inc. is committed to building a sustainable supply chain and reinforcing mutual competitiveness through trusted relationships with its suppliers. To support this effort, the company runs eight mutual growth programs aimed at strengthening suppliers' ESG capabilities, thereby fostering responsible environmental and social practices and promoting sustainable business operations.

Supply Chain Management Governance

Supply Chain Management Policy

Supply Chain Sustainability Management Policy PDF ↗

Supplier's Code of Conduct PDF ↗

- To promote mutually beneficial cooperation and mutual growth between large and small-medium enterprises(SMEs), SK Inc. operates a direct contracting system with all suppliers, such that its entire supply chain consists of Tier-1 suppliers
- Signing the Supplier's Code of Conduct, Supplier Ethics Compliance Pledge, and Supplier Security Compliance Agreement is mandatory for all contracts
- Supplier ESG assessments are conducted on a regular and ad-hoc basis, and in-depth assessment and improvement support are provided for suppliers designated for focused management
- A green procurement system is implemented to proactively eliminate environmental risks from the sourcing stage of raw materials, sub-materials, and equipment

Supply Chain Management Framework

- Sustainable supply chain strategy and risk management, the planning and implementation performance of supply chain ESG programs, and the plans and performance of mutual growth activities are overseen by the Strategy and ESG Committee under the Board of Directors
- Under the leadership of the Chief Procurement Officer (CPO), SK Inc. operates a monthly Mutual Growth Council involving the procurement division and key RM departments to deliberate on major issues related to sustainable supply chain management
- The Corporate Partnership Planning Team is responsible for managing the supplier ESG assessment program and overseeing mutual growth programs that support and improve supplier performance. Through close communication with suppliers, the team identifies their status and needs and carries out the activities required for sustainable supply chain management

Mutual Growth Council Organizational Structure

Supply Chain Due Diligence

Supply Chain Due Diligence Program

- A supply chain risk screening is conducted for all suppliers once a year, integrating ESG risks (environmental, social, and governance) by country and industry with business relevance (transaction size, continuity, and substitutability)
- Suppliers with high business materiality or a high level of negative ESG risk are identified as significant suppliers through the screening
- Led by the Corporate Partnership Planning Team, an ESG in-depth assessment (Desk-based/On-site Due Diligence) that systematically reviews and verifies significant suppliers' ESG policies, performance, and supporting evidence is conducted once a year
- Management priorities are set according to each supplier's risk level based on the in-depth assessment results
- For suppliers with identified deficiencies, corrective action plans (CAPs) are established, and their implementation is continuously monitored
- The supply chain due diligence program reviews how well suppliers' ESG management strategies align with procurement requirements, reconciles any misalignments between them, and drives continuous improvement

Supply Chain Due Diligence Program Process

Stage	Supplier Screening	ESG In-Depth Assessment	Improvement and Implementation Monitoring
Target	**All suppliers** (existing/new)	**Significant suppliers**	**High-risk suppliers**
Details	• Annual regular assessment of all suppliers • Assessment criteria: 1. business relevance 2. transaction volume 3. transaction continuity 4. ESG assessment results* • Screening based on the regular assessment results	• Period: 7 months (March–September) • Led by: SK Inc. Procurement Group personnel and an external specialized institution • Desk-based due diligence (using Click ESG) and on-site due diligence (third-party assessment institution) • Application of the SK Group standardized core ESG assessment metrics for Suppliers (66)	• Online group and 1:1 consulting • On-site visits • ESG reassessment and grade adjustment • Verification of implementation within 12 months of establishing a corrective action plan**

* Reflects the ESG self-assessment/ESG in-depth assessment results (10 points allocated); a supplier with no assessment result or an expired result receives zero points

** Penalties apply if corrective actions are not implemented within the deadline; aggravated penalties apply if an additional major ESG issue arises (a third violation results in contract termination or permanent disqualification)

Supply Chain ESG Training

ESG Training for SK Inc. Procurement Personnel

- Regular training is conducted to strengthen the execution of supply chain ESG programs and raise practitioners' awareness

Key Training Objectives	Training Curriculum	2025 Training Results
• Building the capacity to respond to regulatory and external requirements by staying current on ESG issues and global trends • Enhancing understanding of SK Inc.'s supply chain ESG policies and management standards • Enhancing understanding of SK Inc.'s supplier assessment and due diligence processes • Strengthening the capability to establish improvement plans for suppliers and to operate support programs	- Awareness of compliance and human rights, and business ethics training - Personal information protection and information security, and a leader-led ethics-practice workshop - Procurement personnel capability-building workshops (four times a year) - Expert training on supply chain ESG assessment and due diligence	**All 44 procurement personnel completed the training** (5 additionally completed the expert course)

ESG Training for Supplier Personnel

- Regular training is conducted to increase participation in supply chain ESG due diligence and to help suppliers build self-sustaining ESG capabilities

Key Training Objectives	Training Curriculum	2025 Training Results
• Strengthening responsiveness to regulatory and external requirements by understanding ESG issues and global trends • Enhancing understanding of SK Inc.'s supply chain ESG policies and management standards • Providing guidance on responding to ESG self-assessment and the due diligence process, and building capability • Supporting the establishment of improvement measures for key ESG issues and building self-sustaining implementation capability	- Customized ESG management practice training for supplier personnel - Supply chain ESG policy briefings and distribution of due diligence guides	**Total of 444 personnel from 136 companies completed the training**

ESG Screening

Supplier Screening

- Supply chain ESG screening is performed based on regular assessment data
- Systematic screening is operated for all suppliers, considering the actual risk of negative ESG impacts and/or business relevance
- Key factors considered in screening:
  - ESG risk: the risk of negative impacts across the environmental (E), social (S), and governance (G) dimensions
  - Business relevance: transaction size (share of purchases), business dependency, substitutability, etc.
  - Raw-material-specific risk: ESG risks specific to the raw and sub-material supply chain—such as conflict minerals, hazardous substances, and resource intensity—assessed at the country, sector, and commodity·service level

Supplier Regular Assessment

- As part of the supplier screening process, a regular assessment is conducted annually for all suppliers, taking into account business execution capability (technological and quality competitiveness), collaboration performance, credit rating, and ESG assessment score
- In the regular assessment, suppliers are evaluated on a 100-point scale, and those scoring below 65 are excluded from the key supplier pool. When a major ESG issue arises, measures such as deregistration or temporary suspension of transactions are applied through the internal review committee
- ESG assessment scores are a key component of the regular assessment, with 10 points allocated. Suppliers that have not undergone an ESG assessment are given a score of zero in this category
- Benefits such as business opportunities, mutual growth program support, and financial support are provided to suppliers with excellent regular assessment results

ESG In-Depth Assessment

- A systematic process of ESG in-depth assessment, improvement-plan establishment, and implementation monitoring is carried out for the significant suppliers selected through screening
- ESG in-depth assessments are conducted using the supplier-customized comprehensive ESG assessment platform "Click ESG" (which provides peer benchmarks within the platform)
- Before the in-depth assessment, the Corporate Partnership Planning Team holds a briefing for suppliers under assessment, providing metric-specific guidance and explaining how to use Click ESG
- During the in-depth assessment, an external specialized institution (Korea Management Registrar) directly participates in the desk/on-site due diligence
- Implementation is verified through actual supporting evidence for each metric
- In 2025, 138 suppliers were classified as significant suppliers and underwent ESG in-depth assessments and desk/on-site due diligence

Detailed Activities of ESG In-Depth Assessment

Target	• Significant suppliers
Period	• March to September (7 months)
Conducting Body	• Corporate Partnership Planning Team and an external institution specializing in ESG assessment and due diligence
Assessment Activities	① Explain metric-specific guidance and how to use Click ESG through the ESG assessment/in-depth assessment briefing ② Conduct the assessment using Click ESG ③ Verify supporting evidence and implementation for each metric through desk/on-site due diligence

ESG Assessment Metrics

- Suppliers are categorized by type (hardware manufacturing, software development, workforce supply, and construction) based on their industry characteristics, and differentiated weightings are applied to the ESG metrics for each category to tailor the assessment
- SK Group applies a standardized set of core ESG assessment metrics for suppliers, consisting of 22 ESG-related management areas and a total of 66 detailed metrics
- The core ESG assessment metrics for suppliers are continuously refined and improved by taking into account industry-specific characteristics and risk types, while also advancing in alignment with evolving supply chain regulations and market issues*

  * Reflecting standards such as Responsible Business Alliance (RBA), EcoVadis, the Korean government's K-ESG supply chain management guidelines , the Corporate Sustainability Due Diligence Directive (CSDDD), and the Corporate Sustainability Reporting Directive (CSRD)

22 Management Areas of ESG Assessment Core Metrics

Environmental	Environmental Management, Eco-friendly Products, GHG Emissions, Energy Consumption, Waste Management, Hazardous Substances Management, Air Pollutants, Biodiversity, Raw & Sub Materials, Water Resources Protection
Social	Human Rights, Information Security, Safety and Health, Conflict Minerals, Fair Trade, Social Contribution, Employment, Working Environment
Governance	Information Disclosure, Management Systems, Audit, Business Ethics

Key Response Measures by ESG Assessment Grade

- Based on the assessment results, suppliers are classified into three levels—high, medium, and low risk—and tailored follow-up measures are implemented for each risk level

Low Risk	Medium Risk	High Risk
Eligible for benefit program support, including assistance with obtaining global certifications	Identification of underperforming metrics and development of an improvement plan	Formulation of a corrective action plan and a request to implement risk mitigation and remediation measures

※ On a 10-point scale, a score of 3 or below is classified as high risk and 6 or below as medium risk

Improvement and Implementation Monitoring

- Based on the in-depth assessment results, procurement due-diligence personnel identify each supplier's underperforming metrics and monitor the establishment of ESG improvement plans and their implementation status
- Suppliers with actual or potential adverse impacts are required to establish CAPs
- CAPs must be completed within 12 months of being established, and non-completion may result in penalties reflected in the supplier's regular assessment score
- If additional major ESG issues arise before a CAP is implemented, aggravated penalties apply
- In 2025, ESG in-depth assessments were conducted for 138 significant suppliers, of which 39 required CAPs, and 36 completed improvements within 12 months

Support for Implementing ESG Improvement Plans

- Establishment and implementation of improvement plans are required for suppliers identified as high or medium risk in the in-depth assessment

STEP 01	STEP 02	STEP 03	STEP 04
Establishment of Supplier-Specific Improvement Plans	**Support for Implementing Improvement Plans**	**Monitoring of Implementation**	**ESG Reassessment**
Responsible Entity SK Inc. procurement personnel (Corporate Partnership Planning Team)	Responsible Entity SK Inc. procurement personnel (Corporate Partnership Planning Team)	Responsible Entity SK Inc. procurement personnel (Corporate Partnership Planning Team)	Responsible Entity External specialized institution (Korea Management Registrar)
Detailed Activities • Identify improvement measures focused on underperforming metrics	Detailed Activities • Online group and 1:1 consulting (as needed) • Off-line site visits	Detailed Activities • Verify execution of improvement plans • Provide supplier support programs	Detailed Activities • Verify implementation of improvements • Adjust grades

Supply Chain ESG Assessment Results

Category	2025 Performance
Total number of unique suppliers	**1,501**
Total Tier-1 suppliers*	1,501
Total non-Tier 1(sub-tier) suppliers	0
Number of significant suppliers**	**138**
Number of significant suppliers** supported with development measures(proportion)	138 (100%)
Number of significant suppliers** that underwent in-depth assessment (proportion)	138 (100%)
Number of suppliers assessed with substantial actual/potential negative impacts	39
Number of significant suppliers with agreed CAPs (proportion)	39 (100%)
Number of suppliers with completed CAPs (proportion)	36 (92.3%)
Number of suppliers whose transactions were terminated***	0

* SK Inc. operates its entire supply chain under a direct contracting system, so all suppliers fall under Tier-1
** Suppliers with high business materiality or a high level of negative ESG risk
*** In 2025, no significant supplier had its transactions terminated due to identified negative impacts

Benefit Program

- Incentive-based benefit programs are offered to suppliers that achieve excellent results in regular assessment and ESG assessments
- The benefit programs continue to expand and include support in the form of business opportunities (e.g., early access to project information, subcontracting opportunities), financial assistance (e.g., interest support/discounts, exemption from surety bonds), and capability-building initiatives such as ESG consulting

2025 Benefit Program Performance

Category	Support Details	2025 Performance
Business Support	• Provision of volume, sharing of business information / joint market entry	237 companies
Financial Support	• Exemption from surety bonds / expanded Win-Win Fund support (differential loan interest reduction of 1.2%–6%)	6 companies
ESG Consulting Support	• Verification of supporting evidence per metric (third-party validation), item-specific guide briefings, and on-site visits • ESG improvement support through sharing of excellent supplier cases and best practices	138 companies
ESG Capability Enhancement	• Global ESG certification support (EcoVadis) • ISO certification support (ISO9001, ISO45001, etc.)	1 company 13 companies
Other	• Labor consulting/advisory services	(Upon request)

Penalty Program

- Penalties are applied when suppliers fail to meet regular assessment standards or when significant ESG issues occur, such as violations of business ethics or non-compliance with SHE
- For minor violations, adjustment of regular assessment grades or temporary transaction suspension is applied
- In the event of a significant ESG violation, a written warning will be issued for the 1st violation, business participation will be restricted for the 2nd, and the contract will be terminated or permanently disqualified for the 3rd

Escalation of Measures

Major violation (3rd)	Contract termination or permanent disqualification
Major violation (2nd)	Restriction from business participation
Major violation (1st)	Written warning
Minor violation	Regular assessment grade adjustment or temporary suspension of transactions

2025 Penalty Application Status

Type of Penalty	Cases in 2025
Suspension of transactions (1–5 years)	0 cases
Permanent disqualification	1 case

※ Reason for permanent disqualification: business ethics violation (1 case)

Supplier Capability Development and Support

- Capability-development support for responding to SK Inc.'s ESG due diligence program is provided to all suppliers, regardless of the ESG due diligence results
- SK Inc. regularly identifies the needs of its suppliers through online surveys and operates customized ESG improvement and support programs based on the results
- In addition to practical support such as training, provision of guides, and consulting, support for external certification and assessment and the sharing of best practices are provided in parallel
- In parallel with the benefit programs and mutual growth programs, SK Inc. helps suppliers reduce their ESG risks and build lasting capabilities

Supplier ESG Capability-Development Support Programs

Category	Target	Details
Supply chain due diligence program training	All suppliers	• Provision of an ESG assessment guidebook (including assessment metrics, assessment methods, and sample evidence) and briefing sessions
Sharing of other suppliers' best-practice cases/performance benchmarks	Key suppliers (excellent grade or above in the regular assessment)	• Regular ESG newsletters: sharing of ESG policies, trends, and related materials, etc. (monthly) • ESG Insight seminars for supplier CEOs (monthly)
Remote/on-site support for implementing improvement measures	Significant suppliers	• Online/offline support consulting, operated on an ongoing basis from March to September each year • Verification of supporting evidence per metric (third-party validation) alongside ESG consulting (improvement support) • Verification of improvement-plan implementation and grade adjustment
ESG improvement/support programs	All suppliers	• Provision of self-training content on ESG for suppliers: information security, intellectual property rights, safety and health, etc. • ESG training for practitioners (VLS, monthly application)

Mutual Growth Program

Eight Core Support Systems

- SK Inc. has developed mutual growth programs to provide practical support for enhancing the competitiveness of its suppliers and operates eight core support systems based on these programs
- SK Inc. moves beyond one-off support, offering tailored programs that help suppliers achieve sustainable growth and self-reliance
- Mutual growth programs are continuously advanced and refined in response to supplier needs and changes in the business environment, with the goal of building a sustainable supply chain based on trust and mutual growth
- Since 2014, SK Inc. has received the highest grade for 11 consecutive years in the Win-Win Growth Index evaluation administered by the Korea Commission for Corporate Partnership (KCCP)

Eight Core Mutual Growth Programs

Program Category	Description
1. Fair Trade/Business Ethics	• Implementation of the four Fair Trade Commission guidelines to strengthen the foundation for mutual growth • Strengthening supplier compliance with business ethics by operating a code of ethics and related codes of conduct • Respect for suppliers' property and intellectual property rights through the use of standard subcontract agreements • Inclusion of a supplier's code of conduct pledge as a mandatory document in all purchase contracts via the procurement system • Operation of an ethics management channel for suppliers (https://ethics.sk.co.kr/)
2. Financial (Funding) Support	• Mutual Growth Fund, Network Loan, ESG Interest-Subsidized Loan Programs ∘ Development and operation of a system that allows suppliers to secure necessary funds at interest rates lower than market rates to support stable business operations ∘ Utilization of the program as an incentive for suppliers with high ESG assessment grades • Provision of cash payments and timely settlement of payments to suppliers ∘ Implementation of 100% weekly cash payments for subcontracting transactions since 2006 to support supplier liquidity and enable planned financial operations ∘ Provision of financial and funding support totaling approximately KRW 11.2 billion in 2025
3. Technology Support/Protection	• Provision of development methodologies and patented technologies • Support for patent application costs • Operation of a technology data escrow system
4. Business Support	• Introduction/operation of a performance-sharing system • Advance sharing of business information • Joint execution of R&D and marketing activities • Provision of management consulting support
5. Education/Training Support	• Provision of SK Group courses and SK Inc. in-house courses • Participation in external IT professional courses
6. Sharing of Welfare Programs	• Support for health checkups, flu vaccination services, funeral support services, and EAP psychological counseling (Vitamin Day) • Purchase of OA equipment
7. Communication Enhancement	• Regular supplier meetings • Individual visits to suppliers • Operation of an online grievance handling center
8. Continuous Development of Mutual Growth Programs	• Efforts to listen to honest feedback from suppliers • Improvement and enhancement of existing programs and continuous development of new programs

Operational Status and Performance

Education/Training Support

Mutual Growth Training Programs

Program Name	Program Details	Participants	Frequency	Remarks
Mutual Growth CEO Seminar	Expert lectures (management, humanities, history, etc.)	40	Once per quarter	Provided by SK Group (Win-Win Academy)
Mutual Growth e-Learning	100 online courses in IT, QA, management, etc.	680	Ongoing	Provided by SK Inc.
VLS Online Course	IT, leadership, data analysis, etc.	789	Ongoing	
In-house College Training	PLM consulting, cloud, etc.	141	Ongoing	
Supplier Leadership School	Leadership lectures, coaching, etc.	6	August	
External Expert Courses	Multicampus, Korea Productivity Center, STA, Convergence Lifelong Education Institute, Fast Campus	795	Ongoing	

Status of Support for Suppliers of Subsidiaries

Mutual Growth Program	Program Details	Number of Supported Companies (Cases of Support)
Education and Training Support	Provision of training programs (VLS, external, DT, etc.)	2 companies (58 cases)
Welfare Benefits Program Sharing	Provision of health check-up programs	2 companies (32 cases)

Technology and Business Support

- Provision of SK Inc.'s patented technologies: Supports technology-based commercialization of SMEs in the IT sector by offering free licenses to SK Inc.'s patented technologies to suppliers and startups
- Joint R&D and market entry: Strengthens supplier capabilities by sharing SK Inc.'s proprietary technologies and business execution expertise through joint R&D
- Technology data escrow system: Deposits core technical documents of supplier companies with a third-party institution

Technology and Business Support Performance

(Unit: Case)

Mutual Growth Program	Performance Area	2023	2024	2025
Technology Support and Protection	Free transfer of patented technology	34	34	50
	Joint R&D	32	33	34
	Technology escrow cases	56	55	83
	Patent application support cases	3	6	20
Business Support	Joint market entry cases	5	5	12

Support for Enhancing Suppliers' DT Business Capabilities

- SK Inc. supports suppliers in acquiring technical knowledge and certifications necessary for the effective use of Microsoft and Azure services
- CloudZ service training is provided to help suppliers enhance their competitiveness in cloud technologies
- SK Inc.'s in-house experts run joint programs such as the Cloud App. Modernization Factory course. By strengthening supplier employees' technical skills, these programs improve suppliers' business performance and service quality.
- SK Inc. offers relevant AX College courses to supplier employees (AIX track, Digital Factory, Business Solution, ESG track, etc.)

Supplier Grievance Handling

- Regular communication with suppliers
  - Hosting events such as Win-Win (Day) and supplier CEO seminars to promote shared understanding
- On-site visits to suppliers and enhancement of face-to-face communication
  - Conducting one-on-one visits and engaging in communication with supplier executives and representatives
- Operation of online communication channels
  - Operation of a grievance-handling channel within the SK Procurement Information System to capture the candid voice of suppliers regarding collaboration proposals, grievance resolution, and business support(SK Inc. Procurement Information System)
  - Operation of an ethics management channel for suppliers (https://ethics.sk.co.kr/)

Supplier Grievance Handling Status

Category	2023	2024	2025
Number of grievances received	0	1	0
Number of grievances resolved (resolution rate)	0 (-)	1 (100%)	0 (-)

Sustainable Supply Chain Goals

GOAL **ESG-Based Win-Win Partnerships and Sustainable Value Creation**

2026

Expansion of the Scope of Priority ESG Management

- Expand ESG consulting coverage
  - extend it to near-high-risk group
- Identify additional ESG support programs
  - consider expanded business opportunities and efficiency support for suppliers
- Cultivate in-house ESG experts
  - operate internal training courses

2027

Establishment of a Global-Level Supply Chain ESG System

- Renew the ESG support system
  - improve it in consideration of domestic and international regulations and a broader assessment scope
- Stabilize ESG support programs
  - expand the range of beneficiaries
- Cultivate ESG experts
  - launch training courses for suppliers

2030

Creation of Shared Value Through ESG

- Mandate ESG in-depth assessment
  - conduct it for all suppliers
- Expand ESG-related business models
  - joint equity investment with suppliers, solution discovery and collaboration, shared infrastructure, etc.
- Expanding ESG specialist development
  - expand training courses for suppliers

Supplier ESG KPI Management

Key Metric	2025 Performance	2026 Target	2027 Target	2030 Target
Supplier's code of conduct signing rate	100%	100%	100%	100%
Supplier ESG assessment rate	99%	85%	90%	100%
Improvement-plan establishment rate among significant suppliers	100%	100%	100%	100%
Suppliers that completed improvement within 12 months of establishing the improvement plan	92.3%	95% or higher	95% or higher	95% or higher

Information and Data Security

SK Inc. continuously strengthens its information security management program to respond to the rapidly changing digital environment and increasingly sophisticated cyber threats. Based on its information security governance, technical controls, and information security-related business continuity plans (BCP), SK Inc. operates an integrated prevention–response–recovery framework, and continuously enhances employees' security awareness and the company-wide response capability through regular training and drills.

Information Security Governance

Information Security Policy

Information Security Principle

Information Security Principle PDF ↗

- An information security principle and related regulations that all employees must comply with have been established and made available to every employee on the intranet (HiSK)
- In accordance with the Personal Information Protection Act, a processing policy for the personal information collected is prepared and disclosed, and any changes are continuously disclosed

Information Security /Personal Information Protection Regulations

Category	Relevant Regulation
Information Security Regulations and Guidelines	• Information Security Regulations (including the Information Security Principle)
	• Personal Information Protection Management Guidelines
	• Information Security Management Guidelines
	• Employee Security Guidelines
	• IT Security Management Guidelines
	• AI Service Usage Security Management Guidelines
	• Physical Security Management Guidelines
Personal Information Processing Policy	• Personal information processing policy disclosed on the website

Information Security Management Framework

Information Security Organization

- The Strategy and ESG Committee under the Board of Directors provides board-level management and oversight of major information security matters
- The Information Security Group Executive serves as the Chief Information Security Officer (CISO), directing and supervising information security operations overall
- Information security capabilities are continuously strengthened by expanding the information security workforce and newly establishing a Red Team (Cyber Threat Intelligence Team)

Information Security Governance Structure

Roles of the Information Security Organization

Category	Role
Information Security Team	The dedicated information security organization, responsible for security planning and auditing, security system operation, integrated 24/7/365 security monitoring, and incident prevention/response
Cyber Threat Intelligence Team	Identifies potential risks through penetration testing and verifies incident-response capabilities

Information Security Status Disclosure

Information Security Status Disclosure Link ↗

- Since 2022, the information security status has been transparently disclosed each year through the integrated information security disclosure portal, safeguarding stakeholders' right to know
- Security capabilities and breach-response capabilities are being strengthened through continuous information security investment
- In 2025, SK Inc. was selected as an "Outstanding Information Security Disclosure Company" in recognition of the completeness of its disclosures and its security investment performance

Information Security Certification

- SK Inc.'s information security management system has obtained authoritative Korean and international information security management system certifications (ISMS, ISO 27001), and it has obtained international standard information security certifications (ISO 27017, ISO 27018) across its cloud service operating environment (covering 90.3% of all employees)
- By maintaining the certifications through annual audits, SK Inc. demonstrates that its information security management system is continuously managed and stably operated

Status of Information Security Certifications (External Audits)

Certification	Accrediting Body	Certification Details
Information Security Management System (ISMS)	Ministry of Science and ICT	• Domestic information security management system certification under the Information and Communications Network Act • Initial certification obtained in 2013 • Recertified in 2026 (valid through 2029)
International Standard: Information Security Management System (ISO 27001)	ISO/IEC	• International standard information security management system certification • Initial certification obtained in 2006 • Recertified in 2025 (valid through 2028)
International Standards: Cloud and Personal Information Protection Management System (ISO 27017, ISO 27018)	ISO/IEC	• International standard cloud information security and personal information protection management system certification • Initial certification obtained in 2022 • Recertified in 2025 (valid through 2028)

Security Management for Suppliers

- To create a secure collaboration environment with suppliers, a security management process is established and operated for each stage: contracting, performance, and termination

Case.

Supplier Security Management Process

1. **At contracting**
   - Attach the Supplier Security Compliance Agreement, including security requirements, as a mandatory document and sign it together with the contract
   - The agreement specifies cooperation for maintaining the supplier's information security management (compliance with regulations and cooperation with audits and inspections) and accountability for any violation of security policy

2. **During deployment/performance**
   - Collect a security pledge from every supplier employee (renewed annually for contracts of one year or longer)
   - Issue building access passes, classified as long-term or short-term
   - Provide security training on work-related legal and regulatory requirements, company security policies and procedures, and personal security rules
   - Provide PCs with security control software installed, or install security software after prior application for brought-in equipment
   - Allow internal network access only when security policies are applied
   - Issue business email and issue/manage accounts through a system-specific application process
   - Conduct checklist-based self-inspection of compliance with security requirements

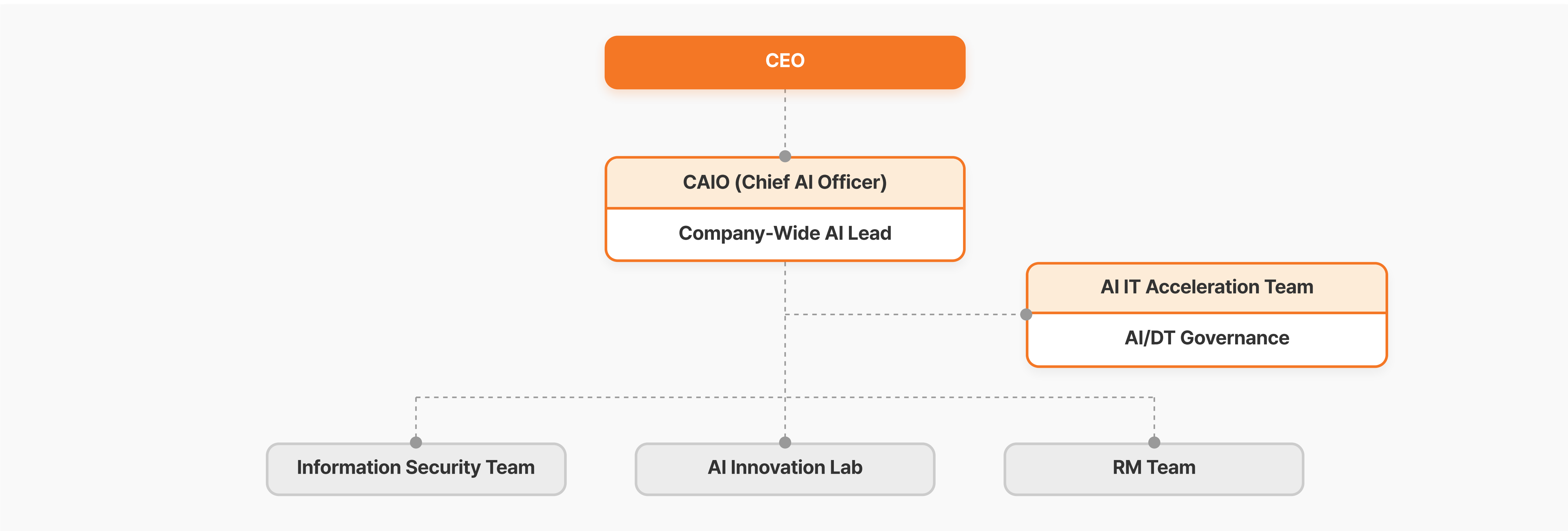
3. **At end of deployment**
   - Return and delete key information
   - Return PCs and delete email and accounts
   - Collect a security pledge

AI Governance

AI Governance Framework

- To respond to the enterprise-wide expansion of AI technology, a governance framework is operated to manage employees' use of AI safely and responsibly
- A CAIO (Chief AI Officer) organization has been newly established under the CEO to strengthen AX governance for the rapid research and dissemination of the latest AI technologies and the full-scale execution of AX innovation
- An AI Innovation Lab has been placed under the CAIO organization to advance research on leading AI technologies such as sLLMs and to develop and transform AX products

AI Governance Structure



AI Council

- The AI Council supports the preliminary review of and decision-making on AI projects, and oversees cause investigation, corrective action, response, and the fulfillment of legal responsibility when errors or harm occur
- Company-wide AI-related organizations—such as security, quality management, architecture, and data—participate to establish AI policies, set the direction of risk management, and distribute usage standards
- It deliberates and coordinates major matters of company-wide AI governance, and key decisions are reported to the Board of Directors through the Strategy and ESG Committee

AI Council Review Areas

Area	Support Services
Security	Security/privacy guidelines and inquiry support
RM	RM collaboration on Agentic AI development projects
AI Standard Platform	Provision of NPO (New Paradigm for Operation)
AI Quality Management (ACE)	Provision of AI Quality Inspection Agent (ACE)
AI Development/Architecture Standards	Support for AI Agent standard architecture/development methodologies
AI Readable Data	Review of internal legacy data utilization/standards
AI Software Engineering	Support for Agents to perform code-based tasks from analysis to testing
Standard Source Code Repository	Provision of development/operations source code repository

AI Code of Conduct

AI Code of Conduct

- To protect corporate and customer personal information in generative AI environments, privacy threat factors are identified in advance and measures for the safe use of data are prepared
- For employees' responsible use of AI, the "Code of Conduct for Being AX (AI Code of Conduct)" has been established and operated as an official employee guideline in lieu of a formal policy
- The AI Code of Conduct functions as the official standard for company-wide AI use and is distributed to all employees at least once a year

Eight Principles for AI Development and Use

01 Protect personal and sensitive information throughout the entire process of using and developing AI

02 Notify stakeholders so that they can recognize AI-generated outputs and AI-based decisions

03 Operate a strong cybersecurity system for AI systems

04 Mitigate training-data bias at the AI design and training stages and build diverse, representative datasets

05 Prohibit the standalone use of AI outputs in high-risk decision-making areas such as HR, finance, and legal judgments

06 Explicitly prohibit the development and deployment of AI systems banned under the EU AI Act, such as subliminal manipulation, social scoring, and unauthorized biometric surveillance

07 Require human review/approval of AI outputs that affect important decisions

08 Document the functions, authority, and limitations of each AI system to control use beyond the intended scope

Case.

Campaign to Distribute the AI Service Usage Security Guide

- Principles to be observed when using any external AI service have been established and distributed as part of an in-house campaign

AI Service Developer Training

- A "G.AI Security Checklist (from the service provider's perspective)" has been established and distributed to practitioners responsible for developing and operating AI services
  - Consists of 31 inspection items across 5 areas
  - Conduct regular training for employees in charge of AI service development and operations based on the G.AI Security Checklist, and manage the number of trainees and completion rates

AI Risk Management

Responsible AI Development Process

- **Preliminary review by the AI Council:** an AI project can begin only after the AI Council's preliminary review (AI agent duplication, impact, and regulatory/security risk)
- **Management of AI performance changes and operational risk:** metrics to detect model performance degradation and errors are defined at the design stage and continuously monitored
- **Fairness/bias review:** a "model bias prevention" review of the connected/referenced LLMs is conducted at project initiation

Data Rights Protection

- **Restricted access to sensitive AI functions:** only authorized personnel can access sensitive AI functions
- **Labeling of AI-generated content and decisions:** when AI-generated content is provided externally, the use of AI is clearly indicated, and when customers or stakeholders interact with AI, they are notified of the use of AI
- **Data lifecycle protection:** the entire lifecycle of AI data is protected through data cataloging, encryption and de-identification, storage encryption, and complete deletion upon service termination

Subsidiary Case. SK Telecom **Operation of a Responsible AI Program**

Responsible AI Execution Framework Based on SK Telecom's AI Management System

To secure the reliability and safety of AI, SK Telecom has established an AI management system and maintains various execution programs for responsible AI development and operation

External Verification of the AI Management System

- In April 2024, SK Telecom obtained ISO/IEC 42001, the international standard for AI management systems, having the reliability and safety of its AI system development and operation and its risk management framework verified externally

Operation of an AI Decision Appeal Procedure

- To protect the rights of users and affected stakeholders, the possibility of user harm from inaccurate AI outputs and the review of response procedures are operated as a separate check item
- The reporting/appeal procedure for stakeholders is specified and communicated in internal regulations, and the establishment of a dedicated organization and personnel is recommended in internal guidelines

AI Data Bias Management

- Bias-removal procedures are established at each stage—from data collection and processing to system implementation—bias mitigation techniques are applied, and quantitative-metric-based bias assessment and monitoring are performed

Reducing the Ecological Footprint of AI Data Centers and Models

- Reducing data center power use through AI-based traffic diagnosis and green low-carbon ICT technologies, and the in-house development and internalization of energy-efficient AI models, are pursued as mid-to-long-term tasks

AI Utilization Training

AI and Security Training Curriculum

Topic	Details
Generative AI (ChatGPT) Use and Security Risks	• Precautions for the spread and use of ChatGPT • Understanding the limitations of generative AI models and preventing misuse • Major misuse cases ◦ Leakage of personal information and confidential data, phishing and malware creation through prompt injection/bypass ◦ Credential stuffing (reusing previously leaked accounts for attacks)
AI Security Threats and Response Strategies	• Types of AI security threats ◦ Training phase attacks: Inserting poisoned training data to induce biased results ◦ Inference/use phase attacks: Inducing AI malfunctions through image manipulation, etc. (e.g., disrupting autonomous driving) • Need to protect AI systems themselves from a security response perspective • Establishing strategies to comply with major regulatory trends ◦ Korea's Personal Information Protection Act: Guaranteeing the right to refuse automated decisions and the right to request explanations ◦ EU AI Act: Risk-based classification of AI (unacceptable to low risk) and prohibition of biometric identification misuse

AI-Enabled Business Areas

- SK Inc. provides specialized AX services that support business innovation and enhanced competitiveness across various industries through generative AI and customized B2B solutions

Industry-Specific Agentic AI

- Agentic AI services usable across all areas: Marketing, Production, R&D, and Supporting
- Enterprise Solutions

AI software automation services

- Support for Agentic AI development tools across the entire software process
- Improved development productivity through integration with a Korean LLM and SOTA LLMs

Securing End-to-End AI Capability

- End-to-end AX services
- A common platform layer and services using the infrastructure layer, AIOps, SOTA LLMs, and Agent Builder

Flexible, Customer-Customized AX Services

- Provision of customized models and platforms by building sLLMs and RAG tailored to customers' business operations

Information Security Activities

Prevention of Security Incidents

Data Protection

- Information assets are protected through encryption during data storage and transmission, backup systems, and recovery testing
- A standard secure-coding process is established and its application mandated to address security weaknesses from the system development stage
- Personal information is managed across its lifecycle—collection, use, and destruction—and its misuse is prevented
- A system for proactively responding to hacking attacks is operated through advance measures such as collecting and disseminating the latest security vulnerabilities and applying urgent security patches

Security Assessment and Inspection

- To protect information assets, multi-layered preventive measures (such as data protection, security assessments, and continuous monitoring) are implemented alongside comprehensive information security business continuity plans
- Infrastructure vulnerability inspections, static application security testing, and penetration testing are performed regularly to identify potential security weaknesses and continuously advance the defense system
- Penetration testing by specialized personnel verifies the defense system and breach-response capability against sophisticated intrusion threats
- Periodic inspection of compliance with IT security management guidelines and procedures maintains system security and safety
- The level of protection is strengthened through on-site inspections of personal information processing systems and verification of the implementation of improvements
- Transparency of security management is secured through regular and ad-hoc internal audits of the IT infrastructure and IT systems

Third-Party Information Security Verification and Inspection Activities

Verification	Supervising Agency	Details
Inspection of Major ICT Infrastructure	Ministry of Science and ICT	Obtained the top comprehensive information security rating in 2024 and 2025 consecutively
Inspection of Integrated ICT Facilities	Ministry of Science and ICT	Implementation of protective measures for the integrated ICT facilities of the Daedeok Data Center and enrollment in liability insurance

Monitoring

- A security control center operating 24 hours a day, 365 days a year prevents breaches and maintains a constant response system
- The latest domestic and international threat intelligence is used to proactively detect increasingly sophisticated new attack methods
- The leakage of key information assets—such as internal account information and source code—on the dark web is checked and identified
- Various packets, logs, and event data on the network are collected and analyzed, and abnormal activities such as malware and information leakage on systems and user PCs are detected
- Based on the monitoring results, response measures such as network blocking, dissemination of security vulnerabilities, and analysis of new/variant worms are established and applied

Types of Information Security Monitoring

Category	Monitoring Details	Category	Monitoring Details
WAF	Detection/blocking of web vulnerability attacks targeting web servers	NIDS	Detection of network-based intrusion threats
NAPT	Network-based APT attacks and response	EDR	Endpoint-based APT attacks and response
Antivirus	Detection and blocking of endpoint-based malware infection	ePM	Detection of malicious/phishing URLs and malicious files in email attachments
DLP	Detection/blocking of internal information leakage		

Security Incident Response

Security Incident Response Process

Security Incident Response System

- A security reporting center (by phone and email) is operated at all times so that any employee who discovers an information security issue can report it immediately
- Security incident severity is classified into four levels, and response procedures for each incident type are documented in manuals so that, upon detection of a breach threat, an incident is promptly communicated and reported
- Potential security risks are managed monthly, categorized into breach-prevention activities, intrusion-detection activities, breach-response activities, and other matters
- In accordance with business continuity plans, the entire process of detecting, escalating, responding to, and recovering from security incidents is systematically performed
- When an insider violates security regulations, disciplinary action is taken under company regulations to clarify responsibility and strengthen security awareness
- When an incident occurs, stakeholders within the scope of impact are identified, and the circumstances of the incident, response measures, and recurrence-prevention measures are systematically communicated

Incident Communication and Reporting Process

STEP 01	STEP 02	STEP 03	STEP 04
Threat Detection	**Impact Analysis**	**Action and Response**	**Results Reporting**
The security control center and related systems promptly detect potential threats such as anomalies or intrusion attempts	The affected systems, data, and scope are analyzed to determine the severity and cause of the incident	In cooperation with the CERT and related departments, measures to prevent the spread of damage and restore normal operations are carried out, and emergency response is implemented if necessary	The cause of the incident, response details, vulnerability-improvement measures, and recurrence-prevention plan are compiled and reported to management and the Board of Directors, and shared company-wide

Departmental Roles in Responding to Security Incidents

Department	Role
① **Reporting Department**	• Report a security incident to the Information Security Group upon occurrence ∘ ISAC: receive and notify employee security incidents ∘ Control center/situation room/external agencies: notify detected security threats
② **Information Security Group**	• Receive and analyze security incidents (security reporting center) / issue a security incident alert (email, company-wide notice) • For information leakage incidents, coordinate with the External Relations and Legal departments / for IT-incident escalation, coordinate with the Incident Management Department • Verify response results and submit the final report • Depending on the matter, report to the Group Information Protection Innovation Special Committee (established in 2025) and immediately notify competent external agencies such as KISA and the Personal Information Protection Commission
③ **Incident Management Department**	• Upon confirming an IT incident, execute the incident/situation management process / share the response status with the Information Security Group • Manage the situation and report closure
④ **System Operations Team**	• Incident response by system (blocking intrusion, containment measures) / cooperate with breach-response inspections • Report incident-response results to the Incident Management Department and the Information Security Group
⑤ **External Relations/Legal Department**	• Assess information leakage risk and analyze legal requirements to determine whether to notify external agencies • Lead the response, transparently sharing the circumstances of the incident, response details, vulnerability improvements, and the recurrence-prevention plan with affected stakeholders

Types and Severity of Security Incidents

Types of Information Security Breach Incidents

Type	Key Details
System Attack	Attempts to upload web shells, attacks on Web/WAS vulnerabilities such as Apache, DDoS attacks, attempts to hijack administrator privileges, etc.
Worm/Virus Infection	Installation of malicious code (virus, worm, ransomware, etc.) on PCs/servers through various channels
Malicious Email	Inducing the installation of malicious code via a malicious site URL link or an attachment in the email body, etc.

Incident Severity Levels

Minor	**WARNING**	General internet threats that do not affect system functionality or customer services
	MINOR	An intrusion attempt and partial failure of the system, but no damage to customer services
	CRITICAL	Partial destruction of the system that limits some operations, or continuous attacks on individual servers
Severe	**FATAL**	System destruction beyond recovery, potentially affecting operations and customer services

Enhancing Information Security Awareness

Information Security Initiatives

- As a member of the Korea Academy of Industrial Security, SK Inc. participates in policy recommendations and knowledge-sharing to protect industrial technology
- By participating in the Industrial Security Conference each year, it contributes to raising the overall level of security across the industry

Information Security Training and Campaigns

- In addition to information security and personal information protection training for all employees, customized training is provided to internalize the security competencies essential for their work
- Training support is provided for obtaining information security certifications
- Project security and development security training is provided to supplier personnel

Status of Information Security Training

Training Program	Key Training Content	Target Audience
Information Security Training	Major security incident cases and response methods	All employees (mandatory)
Personal Information Protection Training	Revised Personal Information Protection Act, and AI and personal data protection	All employees (mandatory)
Training for New and Experienced Hires	Company-wide information security management system, including enterprise security policies, daily security practices, and incident response	New and experienced hires
Project Security Training	PC security, asset management, account management, infrastructure security, cloud security, and inspection activities	Development/business-related employees, Suppliers
Development Security Training	Security compliance requirements during system development, including the analysis, design, development, and testing phases	Development-related employees, Suppliers

Information Security and Personal Information Protection Training Curriculum

Topic	Details
Information Security Threats	Major security threats and the need for a company-wide response
Cloud Security	Understanding the security model of cloud services and how to use them safely
AI Security	Approaches to security in the use of generative AI
Compliance with the Personal Information Protection Act	Key contents of the Personal Information Protection Act
Personal Information Protection	The importance of personal information protection efforts and technical/administrative protective measures

Simulated Malicious Email Training

- To prevent security incidents such as malware infection and information leakage/breach, "Simulated Malicious Email Training" and campaigns assuming the mass distribution of malicious emails to employees were conducted (two response drills in 2025)

Scenarios	
1st Simulated Drill	Inducing clicks on a malicious link through an email notifying of an abnormal login attempt
2nd Simulated Drill	Inducing an email verification procedure for an account security update and access to a malicious page

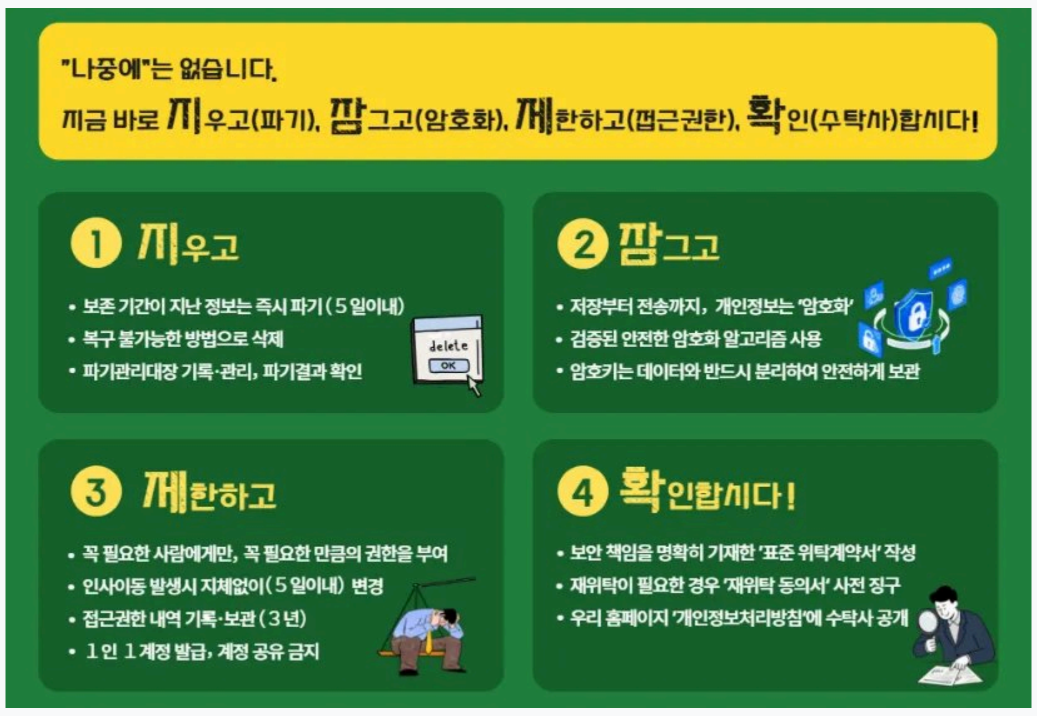
Information Security Change Management

- Employee information security awareness is strengthened through the provision of the latest security trend videos and trend newsletters and through rewards for outstanding participants in security events

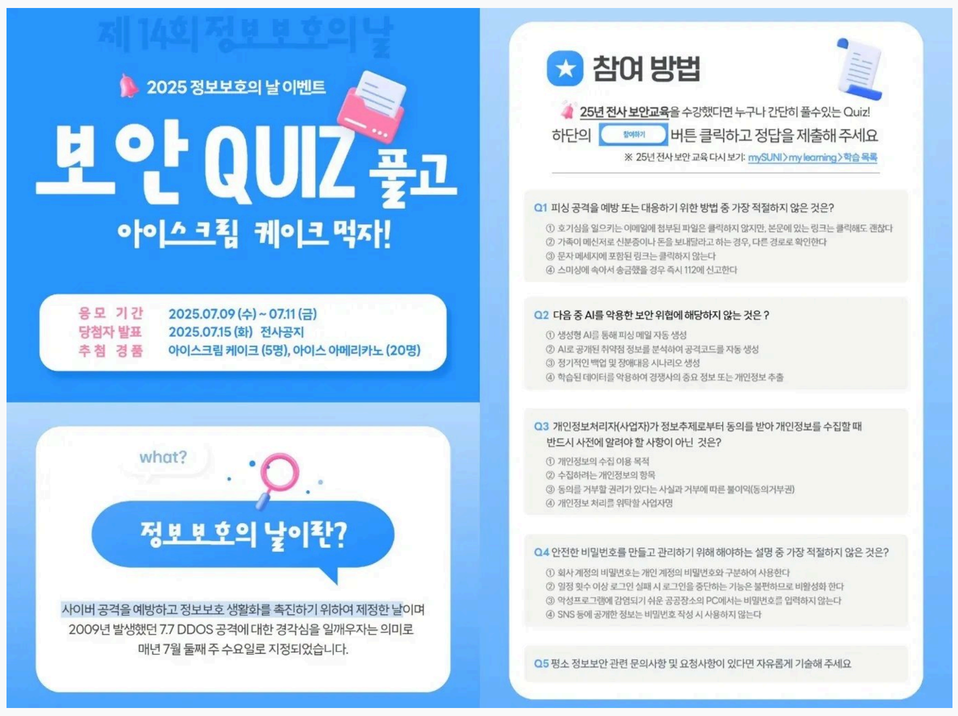
Case.

Activities to Strengthen Employee Information Security Awareness

1. Provision of guidance on changes in personal information protection regulations



2. Information Security Day quiz event



Information Security Goals

GOAL **Top-Tier Domestic Security Management by 2028 Through AI-Based Real-Time Threat Prediction and Response and a Zero Trust* Multi-Layered Defense System**

2026

Enhancement of the Security Level Through Improvement Initiatives

- Build AI-based information leakage monitoring and integrated security control
- Strengthen the DevSecOps environment and supply chain security

2027

Internalization of AI and Establishment of a Zero Trust Foundation

- Expand the security management areas where AI is applied
- Establish a Zero Trust architecture
- Strengthen platform-based management of information assets and vulnerabilities

2028

Achievement of Top-Tier Domestic Security Management

- Automate AI-based real-time threat prediction and response
- Apply a Zero Trust multi-layered defense system

*Zero Trust security: a security operating method that continuously verifies, controls, and monitors all access requests to IT infrastructure and grants only the minimum privileges, under the principle of "never trust, always verify."

Service Quality and Reliability

Delivering reliable services is essential for increasing customer satisfaction, strengthening brand reputation, and gaining a competitive edge. SK Inc. has established principles and systems to manage service quality and proactively prevent risks, while continuously gathering customer feedback on service quality.

Service Quality Governance

Service Quality Policy

- SK Inc. has established and operates a quality management system based on the SKMS management philosophy and in accordance with ISO 9001 requirements
- Committed to customer satisfaction as its guiding value of quality management system, SK Inc. delivers greater value to customers through continuous improvement that keeps pace with changes in technology and services
- It helps all employees understand and apply the Quality Management Policy and regularly reviews the system to improve its effectiveness

Quality Management Policy

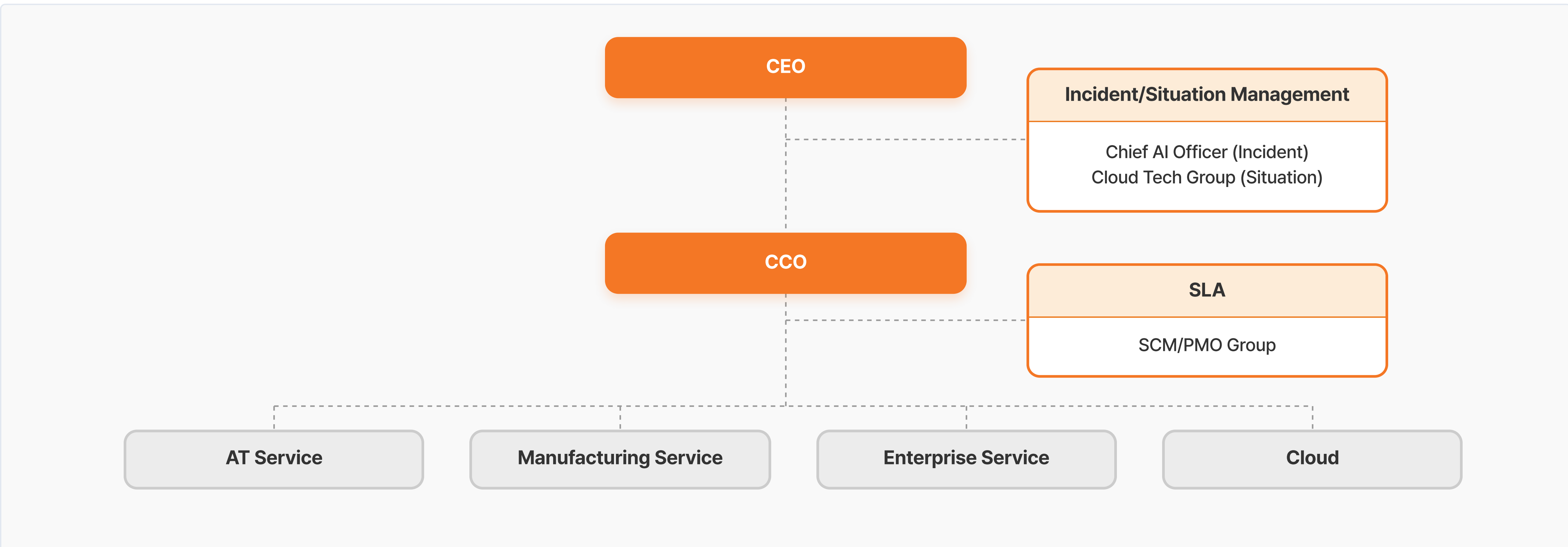
Quality Management Policy and Principles PDF ↗

Service Management Framework

Dedicated Organization

- SK Inc. has established a service management system by forming a dedicated organization for SLA management and incident/situation management, led by operations service executives under the Chief Client Officer (CCO)
- In the event of a major IT incident, reports are submitted to the Group's SUPEX Council, which oversees its management and review
- To enhance incident response capabilities and strengthen customer trust, SK Inc. has adopted the "Key Operational Principles (7 Principles)" aimed at eliminating human-error-related incidents, preventing major incidents, and enabling swift response
- Recurrence prevention measures and the embedding of those practices into operations are discussed based on the root causes of major incidents

Service Management Governance Structure



Operation of the CIO Council under the Group Strategy & Global Committee

- SK Inc. operates the CIO Council, attended by the CIOs of group member companies, to accelerate AI/DT across member companies, strengthen synergy among them, and conduct networking activities that reinforce collaboration
- AI/DT capabilities are elevated by holding workshops to execute common AI/DT tasks and by sharing best practices for each industry

Quality Management Certification

- SK Inc.'s quality management system has been internationally and domestically recognized through certifications granted by reputable organizations
- By undergoing annual external audits to maintain these certifications, the company demonstrates its ongoing commitment to systematic quality management and stable operations

Quality Management Certification Status

Certification	Certifying Body	Certification Details
Quality Management System (ISO 9001)	ISO	Initial certification acquired in 2000 Recertified in 2024 (valid through 2027)
IT Service Management System (ISO 20000)	ISO/IEC	Initial certification acquired in 2006 Recertified in 2024 (valid through 2027)

Service Interruption Management

Service Incident Response

Incident Prevention Guidelines

- SK Inc. has defined seven principles of SGRs to ensure uninterrupted delivery of IT services
- Service availability is secured and customer satisfaction enhanced through compliance with the SGRs

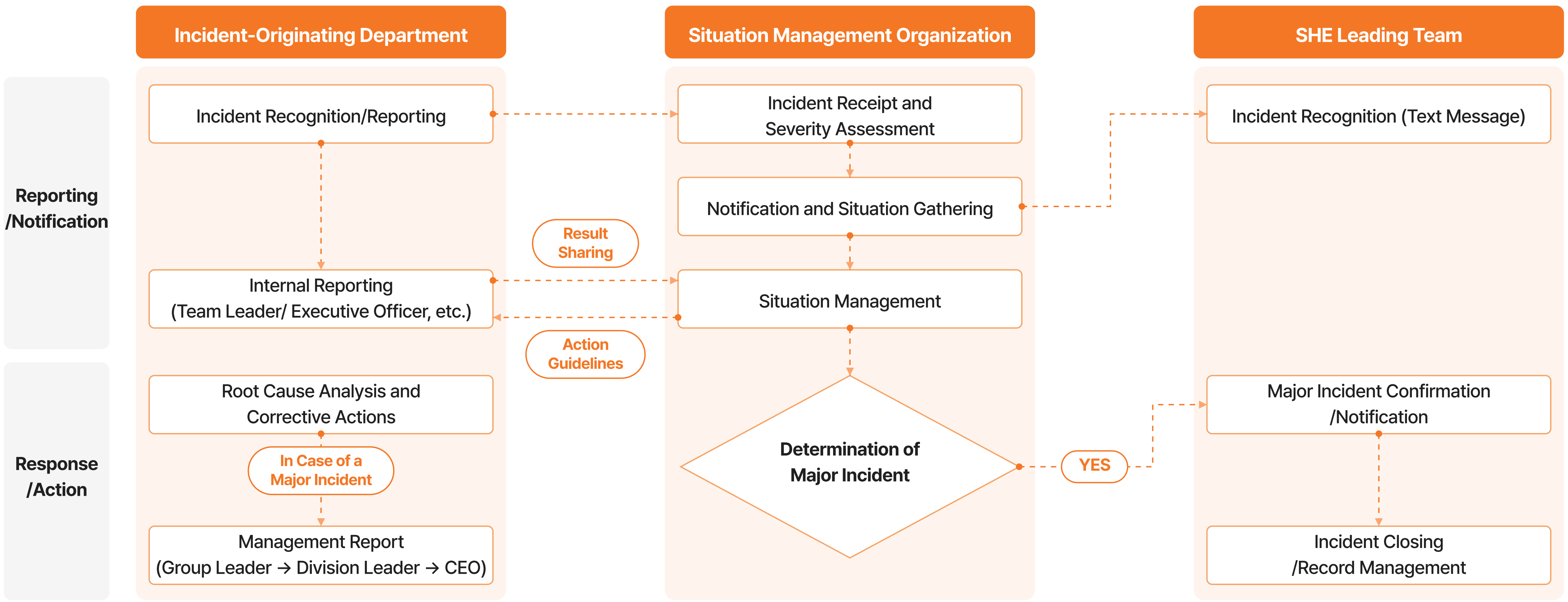
Seven Principles of SGRs (Service Golden Rules)

01	Identify targets for preventive inspections and conduct them on a regular basis.
02	Ensure compliance with the change management process for modification activities, including prior approvals.
03	Define backup targets and schedules, perform backups regularly, and verify results.
04	Define and manage monitoring targets and key performance indicators (KPIs) based on the business criticality of each customer.
05	Immediately escalate and respond upon identifying an incident and establish and implement recurrence prevention measures after resolution.
06	Adhere to operational protocols and ensure that tasks performed by supplier companies are conducted under SK Inc.'s supervision.
07	Comply with the security process, including vulnerability assessments when implementing new services, making changes, and terminating them.

Service Incident Response System

- Incident escalation and management systems are operated for group-wide common services (13 key services including the group portal) and by customer type
  - Reporting/escalation and response/action are carried out through a three-step system: the incident-originating department → the situation management organization → the SHE Leading Team
- In the event of a major incident, an executive-led incident management system is activated to strengthen control and coordination of the response
  - An escalation system for reporting to management is operated (Group Leader → Division Leader → CEO)

Service Incident Response System



Service Interruption Risk Management

- Incidents are managed by categorizing them based on the number and duration of service interruptions experienced by customers
- Mock incident drills and disaster recovery training are conducted to manage company-wide incident situations and ensure business continuity
- In 2025, four company-wide reporting and video-conference connection drills, 20 customer-specific simulation drills, and four SK Telecom disaster recovery drills were conducted

Service Quality Risk

Category	Description	Response Activities
Facility-related Risk	Data center fire	• Conducting fire response drills based on detailed response plans, including fire reporting, personnel readiness, and situation communication
IT-related Risk	IT system outage	• Conducting awareness campaigns and distributing letters to employees • Operating a quality inspection tool for data models • Sharing best practices for incident recurrence prevention and operational quality improvement, as well as incident case studies • Strengthening checklist-based inspections during system and personnel handovers
	System incidents, including hacking	• Distributing letters to employees on malicious email prevention, email security guidelines, and data leak prevention • Applying patches for IT system vulnerabilities • Conducting simulation drills for malicious email response • Providing guidance on responding to dark web data exposure
	SLA management	• Monitoring management items, assessing service quality, and performing reporting and documentation

Customer Relationship Management

Customer Support and Complaint Management

Customer Complaint Management Policy

- SK Inc.'s B2B IT services receive and process IT service-related support requests, incidents, and complaints from the employees of client companies
- The customer request and complaint handling process operates on the basis of the ISO 9001 quality management system and ISO 20000 IT service management, and is verified each year through certification audits by external specialized institutions
- Upon receipt of a customer complaint, the customer is immediately notified, and a Service of Request (SOR) ticket is issued through the ServiceFLOW request management system to manage the entire process—from receipt to processing and closure—systematically and transparently
- As a principle, all complaints are reviewed and processed immediately upon receipt; after processing, a satisfaction survey is conducted so that customer feedback is actively reflected in future service development and improvement

Customer Request and Complaint Handling

Customer Support Center (ISAC)

- The Customer Support Center (ISAC, Information Service Assistance Center) serves as an integrated help desk responsible for receiving—and providing first-level resolution of—inquiries, requests, and incidents from client-company IT users
- It operates multiple intake channels, including phone, website, and the OA help desk
- Items received through these channels are managed in an integrated manner through the request management system

Key ISAC Intake Channels

Phone	Request Management System	OA Help Desk
Requests (support, incidents, grievances) 02-6400-8211	ServiceFLOW* Website (or client-specific request management systems)	Troubleshooting, inspection, and relocation of client users' OA devices(PCs, monitors, etc.) (In-person/on-site visits)

*ServiceFLOW: an IT service operations management system that systematically manages request, incident, problem, change, and release management and monitors the sequence of processing steps. It applies web accessibility standards so that users with disabilities and older users can access it equally

Request and Complaint Handling Process

- Upon receipt of any customer request or complaint, a Service of Request (SOR) ticket is automatically issued, and the customer is notified of receipt
- At the intake stage, the customer is informed of the handling procedure and the expected resolution timeline
- After a request is processed, a satisfaction survey captures customer feedback for future service development and improvement

01 Receipt	02 Classification	03 Priority Consultation	04 Processing	05 Inspection & Notification	06 Satisfaction Survey
Received via phone, website, or help desk	Classify as a simple inquiry/request or a functional improvement need	Scope estimation and consultation based on the nature of the inquiry	Planning, assignment, and result verification	Inspecting the processing results and notifying the customer of the outcome	Reflecting feedback when improving the system

2025 ISAC Performance

ISAC Call Success Rate*	ISAC First-Contact Resolution Rate**	Annual Average Satisfaction Score for All Calls
Annual average of 91.4%	Annual average of 75.5% (22,355 cases)	4.94 points (on a 5-point scale)

*Call success rate: the share of completed calls out of total inbound calls, excluding calls abandoned within 10 seconds.
**First-contact resolution rate: the share of cases resolved directly by ISAC without being escalated to the operations organization.

Customer Support

Ensuring Web Accessibility

- SK Inc. complies with web accessibility standards so that customers with disabilities and older customers can access its services without inconvenience
- The official websites of SK Inc. and SK Group obtained the 2026 Web Accessibility Quality Certification from the Ministry of Science and ICT and are designed to provide equal access to information for all users, including those with visual, hearing, and physical disabilities
- Web accessibility has been applied to ServiceFLOW (the IT service operations management system) that handles customer request management

Customer Satisfaction Management

- SK Inc. contributes to improving customers' service satisfaction by measuring, evaluating, and improving the level of IT services provided to client companies through service level management (SLA) and customer satisfaction surveys

Service Level Management

- Potential service issues are identified in advance, and service levels are measured and managed quantitatively to improve service quality and customer satisfaction
- Key management items are monitored and service quality is assessed using a service level management system (SLA, Service Level Agreement)
- Major issues are identified through performance reports on service delivery, and performance is reported to customers on a regular basis through service evaluation meetings

Service Evaluation Meetings

- Service evaluation meetings are held regularly (quarterly, semiannually, and annually) to enhance customer trust in IT services
- These meetings are attended by the client's CIO, SK Inc.'s Service Delivery executive, working-level team leaders and staff from both companies, and the company-wide SLM manager to confirm customer requirements and identify key issues and improvement tasks
- Improvement plans and their completion status are shared with the customer, and the SLA is revised where necessary

SLA Operation Procedure

Customer Satisfaction Survey

- An annual Customer Satisfaction Survey (CSI) is conducted to analyze customer needs and pain points in depth, and, based on the results, to secure practical improvement measures for innovating IT service quality and enhancing customer value
- The customer satisfaction survey is conducted independently, based on each client company's voluntary judgment and choice, to collect objective, client-centered feedback
- In the 2025 survey, a total of 1,943 system users responded and shared their views on services overall
- Since 2022, multi-faceted online surveys targeting client-company IT staff have been conducted to gather multi-dimensional VOC, pinpoint factors behind satisfaction declines, and derive improvement tasks
- The survey items are structured around five key areas that comprehensively cover the overall customer experience:
  1) Capability: Industry expertise, level of ITS/DT capabilities
  2) Management System: Adequacy of the overall structure for project and service operations, including organizational structure, work scope and schedule adherence, and provision of suitable personnel
  3) Relationship: Communication, collaboration, and sense of responsibility in building a trust-based relationship with customers
  4) Customer Value Proposition: Customer value activities aimed at enhancing customer business performance, including identifying new initiatives and conducting marketing activities
  5) IT Service Quality: Service quality management activities, including process compliance, quality improvement, integrated incident management, and internal enhancements

VOC Process

2025 Customer Satisfaction Survey Results

Survey Methodology

Customer satisfaction is assessed on a 7-point scale by area, and then converted to a 100-point scale

Survey Content

Assessment of, and identification of improvements across three key areas
(Quality assessment by area / System usability assessment / IT service provider comparison assessment)

Survey Results

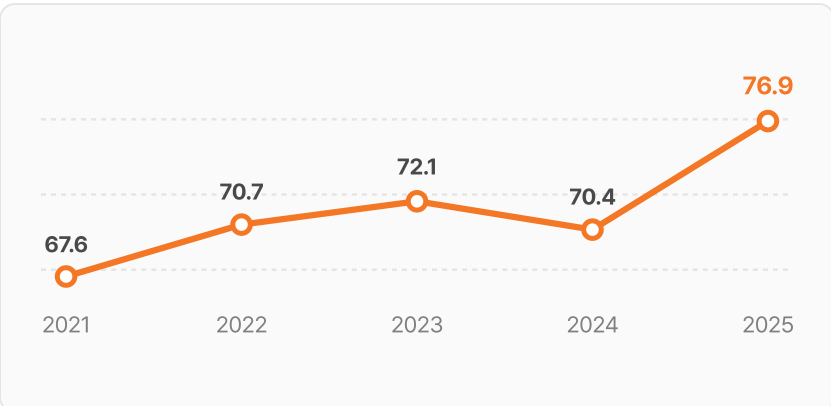
Overall satisfaction of **76.9** points
(Exceeded the 2025 target of 72.5 points)

Customer Satisfaction Management

- Continuous feedback and monitoring are conducted through a team-leader-level consultative body to substantively improve customer satisfaction
- To strengthen trust-based partnerships with customers, the annual customer satisfaction target is set at an 'Excellent' level (70 points or higher), and company-wide efforts are continuously made to improve IT services
- In addition to the overall score, the company analyzes satisfaction levels by specific area and identifies factors contributing to score declines. Based on these findings, improvement tasks are identified from the customer's perspective, and internal operations and collaboration processes are refined to enhance service quality and customer value
- Since 2022, an 'Excellent' level of customer satisfaction has been maintained for four consecutive years

※ Satisfaction score criteria: 80 or above (Outstanding), 70 or above (Excellent), 60 or above (Fair)

Customer Satisfaction Score Trend



Year	2021	2022	2023	2024	2025
Customer Satisfaction Score*	67.6	70.7	72.1	70.4	76.9

* Since 2023, the 'Security Service' has been separated; the scores for the three years after 2021 have been adjusted accordingly

R&D Intellectual Property Management

IPR Strategy

- Support for business expansion through company-wide branding, digital asset trademark acquisition, and copyright registration
- Patent infringement risk assessment for major platforms and timely acquisition of IP rights
- Company-wide compliance obligation risk assessment (IPR)

Intellectual Property Management Process

STEP 01 – Ideation
Supporting intellectual property research to generate ideas

→

STEP 02 – Incubation
Establishing intellectual property strategies for major R&D projects

→

STEP 03 – Commercialization
Securing intellectual property rights concurrently with development and business execution

→

STEP 04 – Business Expansion
Expanding the business by leveraging the secured intellectual property rights

Patent Holdings by Field (2025)

AI	Blockchain	Cloud	Data	ESG	Financial Strategy	Solution
31	10	1	16	1	11	19
Manufacturing	**Telecommunications**	**Integrated Service**	**Existing Business**	**Clean Technology**	**Total**	
60	30	1	49	13	242	

Status of Owned Licenses and Data Processing/Storage Capacity (2025)

Category	Status	Description
Number of Owned or Subscribed Licenses	243 licenses (owned)	No cloud provision
Data Processing Capacity	500 servers	13,117 cores
Data Storage Capacity	1,701TB	Capacity of general server disks and SAN storage

※ Based on the company's own assets, excluding customer-owned equipment used in operations and services. No outsourcing equipment is used for data processing or data storage

Service Quality Management Goals

GOAL **Zero Incidents and Maximized Operational Efficiency Through High-Quality IT Service Delivery**

2026

Establishment of AI Governance and Sustained Zero Human Errors

- Establish a code of conduct for Being AX and an AI Agent development methodology
- Improve development and operational productivity on the AI Readable Data Platform and AI Ops Platform
- Develop and deliver VLS training on operational processes such as incident and change management to prevent human-error related incidents

2028

Establishment of AI-Based Operations

- Predict incidents and respond proactively using generative-AI-based analytics
- Achieve zero incidents in controllable areas such as human errors

2030

Leadership in Global-Level AI Operations

- Support optimal decision-making based on extensive operational data
- Pursue IT services centered on intelligence, efficiency, and predictability
- Enable AI-based automated problem resolution through the introduction of a self-healing system

Social Contribution

SK Inc. operates various support initiatives and programs aimed at addressing social issues and creating social value (SV), with the goal of realizing a 'Happy Society Together' in collaboration with local communities.

Community Engagement Policy

Community Engagement Policy PDF ↗

- SK Inc. carries out social contribution activities based on communication with local communities

Vision	Building a Happy Society Together
Model	Applying ICT Technology + Employee Engagement
Mission	Maximizing the Resolution of Social Issues and Creation of Social Value

Action

Fostering the Next Generation	Expanding Digital Impact	Local Community Mutual Growth
IT scholarship program for youth with disabilities	Using environmental apps for youth carbon neutrality practice education	Fostering an employee environmental protection culture
Fostering AI talent among youth with disabilities and linking them to jobs	Supporting social enterprise growth through professional talent donation	Supporting living expenses for vulnerable children
	Supporting social enterprise independence through IT asset regeneration and circulation	Emergency support and sharing for local communities

Community Engagement

- Defining the scope of local community stakeholders to include not only those near business sites but also suppliers, local residents, and indigenous/migrant populations that may be affected by business activities overall
- Identifying urgent local issues and support blind spots through regular communication with key stakeholders, and linking them to customized social contribution activities
- Strengthening community engagement through collaboration and partnerships with local governments, volunteer centers, and youth organizations and groups

Community Risk Assessment

- Identifying potential and actual economic, environmental, and social risks in advance through annual stakeholder needs surveys, questionnaires, and roundtables, human rights impact assessments by external specialized institutions, and environmental management system reviews
- Implementing mitigation measures and conducting continuous monitoring and management for identified risks in connection with overall management activities such as environmental management, safety and health management, and human rights management
- Conducting human rights impact assessments annually since 2021 through external specialized institutions and periodically assessing impacts on local communities, local residents, and the supply chain; maintaining a 100% achievement rate for the "Protection of Local Residents' Human Rights" indicator since 2021 and achieving a 100% rate for the "Responsible Supply Chain Management" indicator in 2026

2025 Community-Related Risk Assessment and Response Summary

- Owing to its holding-company structure, SK Inc. has no typical manufacturing-process business sites, so its exposure to community risk is managed at a low level
- The Daedeok Data Center is located within the SK Daedeok Scientific Research Complex (Innopolis), isolated from residential areas, so its noise and traffic-congestion impact is minimal, and its leakage risk is also low because no hazardous substances are used
- Advance risk identification derived three potential negative impacts: noise/vibration, traffic congestion, and hazardous substance leakage
- Mitigation measures for noise/vibration and hazardous substance leakage are implemented through regular measurement and inspection, and traffic-congestion risk exposure is confirmed to be managed at a minimal level given the site's location

Potential Environmental Impacts and Mitigation Results

Potential Impact	Management Status and Mitigation Measures	Result
Noise and Vibration	• Regular measurement and monitoring	• Within environmental standards (100% compliance), verified by external agency measurement
Traffic Congestion	• Isolation from residential areas maintained by operating within the SK Daedeok Scientific Research Complex(Innopolis)	• 0 complaints from nearby residents
Hazardous Substance Leakage	• No hazardous substances used • Regular inspections based on the environmental management system	• 0 leakage incidents • 0 environmental accident reports

Key Social Contribution Activities

Fostering the Next Generation

- SK Inc. operates the Stepping Stone Program, which supports the healthy development of future generations by providing scholarships and employment-linked training to help them start their careers
- This program contributes to UN SDG Goal 4 (Quality Education) and Goal 8 (Decent Work and Economic Growth)

Overview of Next Generation Development Initiatives

UN SDGs Goal 4 (Quality Education)
AX Happy Scholarship Program

- Scholarships for youth with disabilities majoring in AI/IT, funded by employee donations
- Special career-design lectures for recipients to strengthen practical capabilities

UN SDGs Goal 8 (Decent Work and Economic Growth)
SIAT*

- AI-based, job-tailored training (Software Engineer, Software Tester, Digital Office Support, etc.)
- Employment opportunities for youth with disabilities through partner companies in the 'SIAT Alliance'

* SIAT: Smart IT Advanced Training

Performance in Fostering the Next Generation

Program	Category	Unit	2025 Performance
AX Happy Scholarship Program	Employee donation amount	KRW thousand	88,975
	Number of scholarship recipients	Persons	30
SIAT	Number of hires / graduates	Persons	30 / 33
	Hiring companies	Companies	22
	Amount of social value created	KRW million	244

Expanding Digital Impact

- SK Inc. promotes social value by leveraging its digital capabilities to develop and support participatory platforms that enable engagement in solving social issues, as well as by encouraging employees to contribute their professional expertise through talent donation
- These programs contribute to the achievement of UN SDG Goal 8 (Decent Work and Economic Growth), Goal 9 (Industry, Innovation and Infrastructure), and Goal 12 (Responsible Consumption and Production)

Overview of Digital Competency Development Initiatives

UN SDGs Goal 8 (Decent Work and Economic Growth)
SK Probono

- Supporting social enterprise growth through talent donation in professional fields such as IT/AI, planning/business development, legal affairs, and marketing
- Providing educational consulting on AI adoption and use for social enterprises

UN SDGs Goal 9 (Industry, Innovation and Infrastructure)
Youth Environmental Practice Training

- Industry-government-academia youth carbon-neutrality training, delivered by providing the self-developed Hangarae* app free of charge and offering funding
- Converting points earned through environmental practices into donations to preserve the local environment and realize social value

UN SDGs Goal 12 (Responsible Consumption and Production)
ICT Eco Practice

- Practicing a circular economy and reducing e-waste through the reuse and recycling of aging IT assets
- Supporting social enterprise self-reliance and vulnerable-group employment by donating IT assets to the Happy ICT Foundation

* Hangarae (幸加來): an ESG practice platform meaning "a tomorrow that adds happiness"

Performance in Expanding Digital Impact

Program	Category	Unit	2025 Performance
Youth Environmental Practice Training	Number of registered participants	Persons	9,256
	Number of participating schools/organizations	Entities	72
	Amount of social value created	KRW million	90
SK Probono	Number of participants	Persons	114
	Participation time	Hours	2,432
	Number of supported social enterprises	Companies	218
ICT Eco Practice (Happy ICT Foundation)	Number of total employees	Persons	75
	Number (ratio) of vulnerable employees	Persons (%)	30 (40%)
	Number of donated IT assets	Units	2,275

Local Community Mutual Growth

- As a member of the local community, SK Inc. runs everyday ESG practice campaigns and carries out sharing (giving) activities to strengthen the local social safety net
- This program contributes to UN SDG Goal 1 (No Poverty) and Goal 13 (Climate Action)

Overview of Local Community Mutual Growth Initiatives

UN SDGs Goal 13 (Climate Action)
Hangarae

- Fostering empathy for and internalization of ESG management and cultivating an environmental-protection culture through the employee practice platform (Hangarae app)
- Calculating carbon-emission reductions and measuring/sharing social value based on accumulated activity data

UN SDGs Goal 1 (No Poverty)
Happy Meal-Support Box & Happy Box

- Closing meal gaps and strengthening the local safety net by providing meal boxes and rice to children at risk of hunger through the Happy Alliance
- Providing daily-necessity boxes to children from basic-livelihood and near-poverty households identified in cooperation with local governments

UN SDGs Goal 1 (No Poverty)
SK Happy Kimchi-making

- Supporting producers' self-reliance and realizing mutual growth by purchasing and donating kimchi from social enterprises linked with Happynarae
- Operated every year to support the livelihood stability of low-income families and socially vulnerable groups in winter

Performance in Local Community Mutual Growth

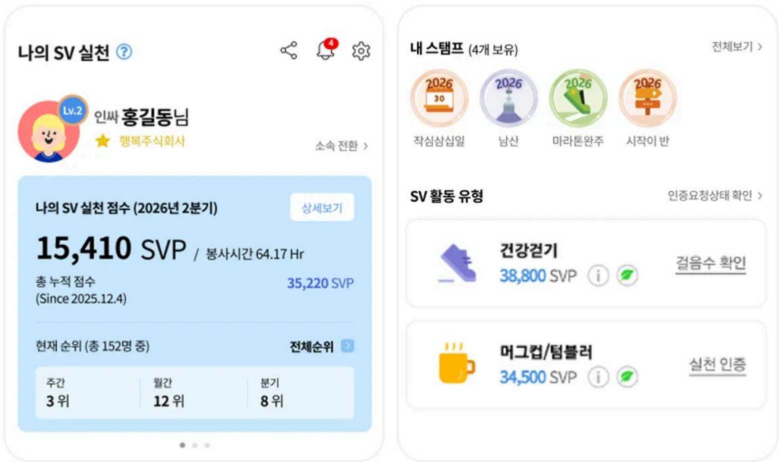
Program	Category	Unit	2025 Performance
Hangarae (Employee-led ESG Practices)	Number of participants	Persons	2,861
	Number of practices	Cases	725,188
	Amount of Social value created	KRW million	179
Happy Meal-Support Box & Happy Box	Donation amount	KRW million	60
	Number of beneficiaries	Persons	843
SK Happy Kimchi-making	Donation amount	KRW million	50
	Number of beneficiaries	Households	2,051

Participatory ESG Platform 'Hangarae'

Hangarae Website Link ↗

- Independently developed by SK Inc., "Hangarae (幸加來)" is a mobile app that helps employees and external participants take part in everyday social-value activities
- It encourages voluntary and continuous ESG practice by guiding users through social-issue-solving activities and providing motivational content

Key Features of the Hangarae App



SV Practice Recording & Measurement	• Users carry out and log everyday activities that address social issues • Social value is automatically calculated within the app based on objective measurement indicators
SV Points & Rewards	• Rewards are given as points based on each user's practice results • Reward points can be used for donations, purchases of social enterprise products, or conversion into social enterprise shopping-mall points to create additional social value
Participation Encouragement & Learning Content	• **Activity Rankings/Stamps**: Provides recognition and achievement elements to encourage practice activities and goal attainment • **Challenges**: Enhances motivation to participate through game- and mission-based activities • **Buddies**: Provides features for ranking comparison and joint participation with colleagues • **Learning Content**: Provides materials such as educational videos, columns, and glossaries related to ESG and SV, and raises awareness of social value through quizzes and quick polls

Hangarae Social Value Measurement and Performance

- In the ESG management landscape, measuring and managing social value is gaining importance—not only as a proactive response to stakeholders but also as a way to demonstrate organizational innovation and differentiation
- Through the "Hangarae" app, SK Inc. measures social value based on the ESG practice data of employees and app users
- This measurement focuses on three primary benefit areas: reduction in carbon emissions, resource savings, and decreased social costs
- This SV measurement framework enables the quantification of the positive impact generated by ESG practices and supports the ongoing pursuit of sustainable social value creation

Social Value Measurement Benefit Areas

Carbon Emission Reduction Benefit	• Environmental benefits are calculated in monetary terms by applying the 'Social Cost of Carbon (SCC)' to the amount of carbon emission reduction achieved through activities
Resource Saving Benefit	• Calculated based on the amount of resource consumption saved through non-use of raw materials, reuse, and recycling
Social Cost Reduction Benefit	• Medical cost savings through health promotion activities • Reduction in labor costs required to address social issues • Contributions to the social safety net through Hangarae-linked donations and purchases of social enterprise products

Social Value Creation Performance of Hangarae

Target	115 organizations that have introduced the Hangarae app (including SK member companies, external corporations, public institutions, elementary, middle, and high schools, and educational institutions)
Period	January 1 to December 31, 2025 (12 months) * For organizations that newly joined during the year, data is aggregated from their actual start date of use
Practice Activities and Performance	Everyday activities such as healthy walking, plogging, stair use, zero food waste, low-carbon meals, and health-exercise verification **Amount of social value created:** KRW 2.07 billion **Carbon emission reduction effect:** 1,581,091 $kgCO_2eq$

Social Value Created by Environmental Practice Activity

Practice Activity	Practices (10,000 steps/session)	Carbon Reduction ($kgCO_2eq$)	Amount of Social Value Created(KRW thousand)			
			Total SV (A+B+C)	Carbon Benefit (A)	Resource Benefit (B)	Social Cost Benefit (C)
Healthy Walking	912,134*	893,892	596,536	94,862	0	501,674
Plogging	40,312	2,515	192,472	267	659	191,546
Stair Use	1,590,070	16,855	10,828	1,749	731	8,348
Health Bicycle	20,519	11,532	13,307	1,227	9,642	2,438
Public Transport/Carpool Use	135,749	429,930	307,933	45,709	262,224	0
Eco-Friendly Vehicle Use	512	1,536	163	163	0	0
Mug/Tumbler Use	500,625	14,012	79,368	1,501	77,867	0
Reusable/Refillable Container Use	25,789	6,581	699	699	0	0
Reusable Shopping Bag Use	31,706	1,506	1,744	159	1,585	0
Separate Disposal and Sorting of Resources	145,082	39,876	19,342	4,244	15,098	0
Recycling/Donating Used Phones	137	1,818	3,613	193	3,420	0
Zero Food Waste	374,134	57,015	135,041	6,057	128,985	0
Low-Carbon Meals	16,698	16,698	1,775	1,775	0	0
Turning Off Power	296,873	43,651	14,096	4,632	9,464	0
Saving Electricity for Home Appliances / Cooling Efficiency	5,730	4,123	1,472	438	1,033	0
Reducing Digital Carbon Footprint (PC, Emails, etc.)	278,338	17,391	5,623	1,849	3,773	0
Water Conservation	132,536	358	1,068	38	1,030	0
Paper Saving	76,506	1,214	3,812	127	3,686	0
Reuse and Share	18,497	9,618	1,023	1,023	0	0
Blood Donation Certification	1,300	0	130,637	0	0	130,637
Social Contribution Activities	8,649	0	435,633	0	0	435,633
Health Exercise Verification	18,470	0	5,541	0	0	5,541
Donations/In-Kind Donations	68,034	10,970	27,673	1,166	0	26,507
Ethical Consumption (Buy Social)	5,016	0	77,516	0	0	77,516
Biodiversity	7,086	0	0**	0	0	0
Total	**3,798,368**	**1,581,091**	**2,066,914**	**167,879**	**519,196**	**1,379,839**

* Healthy Walking is excluded from the total due to different measurement unit (9,121,340,000 steps)
** The social value created by biodiversity activities will be reflected in the future as the measurement methodology is currently under development
※ Scope of performance measurement: Total performance of SK employees and Hangarae app users

2025 Social Contribution Performance

(Unit: KRW million)

Donations	Program Operating Costs	Employee Fundraising	Others	Program SV Created *	Total
5,698	456	89	213	1,113	7,569

* Monetary value of social value created through social contribution programs such as SIAT, SK Probono, and Hangarae

Social Contribution Goals

Social Contribution Mid-to-Long-Term Goals

GOAL **A Happier Society Built Together**

2026

Advancement of the Social Contribution System

- Expand the next-generation AI capability-building program nationwide and strengthen employment-linkage outcomes
- Strengthen cooperation networks with local communities and stakeholders

2028

Expansion of Social Value Based on AX Capabilities

- Expand the social impact of the next-generation AI capability-building program
- Diversify regional win-win partnerships

2030

Advancement of a Sustainable Virtuous Cycle in Social Contribution

- Continuously strengthen the AI-capability-based social value creation model
- Expand the cooperation ecosystem with local communities and stakeholders

Target Amount for Social Value Created

(Unit: KRW million)

Year	2026	2028	2030
Amount of Social Value Created	8,599	8,676	8,757

※ Target figures combining donations, volunteer activities, social contribution costs, and social contribution program SV creation, etc.

Governance

Governance

SK Inc. has established and operates a robust governance structure across all phases of its business operations to build trust with diverse stakeholders—including investors, customers, and local communities—serving as a foundation for transparent decision-making and accountable management.

Board Operations

Board Operations Policy

Regulations of the Board of Directors PDF ↗

Corporate Governance Charter

Corporate Governance Charter Link ↗

- To enhance management transparency and provide information related to governance—including shareholder rights and the responsibilities of the Board of Directors and audit bodies—SK Inc. established and publicly disclosed its Corporate Governance Charter (2018)
- To strengthen the role of the Board and expand communication with shareholders and stakeholders across all aspects of ESG management, SK Inc. specified the Corporate Governance Charter in its Articles of Incorporation through a resolution at the General Meeting of Shareholders (2021)

Board Operation Status

Convening and Holding Board Meetings

- For efficient Board operations, the annual Board meeting schedule for the following year is established and notified to each director by December of the current year
- Details on Board activities—including the attendance rates at Board meetings and how individual directors voted on agenda items—are disclosed on the company website and in the business report

2025 Board Operation Status

Board Meetings Held	Average Attendance	Resolution Items	Reporting Items
12 times	94.8 %	58 items	30 items

Efficient Board Operations

- To ensure directors' participation in Board meetings, all directors may participate in resolutions remotely through telecommunication means allowing simultaneous two-way voice transmission
- For key agenda items, prior review is conducted by relevant committees before the Board meeting
- The relevant internal units review any questions or requests raised by directors during committee deliberations and provide further clarification ahead of the Board meeting
- The Board and committee regulations explicitly state the right to seek advice from external advisory bodies

Board Risk Training

- To enhance the expertise and risk management capabilities of independent directors, SK Inc. conducts regular training sessions—held at least once annually—covering topics such as changes in the industrial landscape, key risks, and regulatory trends (a total of nine sessions were conducted in 2025)

Board of Directors Risk Training Records

Training Date	Independent Directors in Attendance	Key Training Topics
Feb. 24, 2025	Kim, Byoung-ho; Pak Hyun-ju Helen; Yoon, Chi-won	• Transactions under common control
Apr. 8, 2025	Lee, Kwan-young; Jeong, Jong-ho	• Governance system and operation • Business plan and portfolio management status • Financial structure and shareholder return policy
May 14, 2025	Pak Hyun-ju Helen; Yoon, Chi-won; Kim, Seon-hee	• Compliance oversight and integrated internal control by directors and audit (committee) members • Analysis of the 2024 Corporate Governance Report disclosure and key review points for 2025
May 21, 2025	Kim, Seon-hee; Yoon, Chi-won; Pak Hyun-ju Helen; Lee, Kwan-young; Jeong, Jong-ho	• Strategic direction of portfolio management • Business restructuring plans for key member companies
May 23, 2025	Pak Hyun-ju Helen; Kim, Seon-hee	• Audit Committee system, activities, and practical cases
Aug. 13, 2025	Pak Hyun-ju Helen; Yoon, Chi-won	• Hybrid capital securities
Aug. 18, 2025	Kim, Seon-hee; Yoon, Chi-won; Pak Hyun-ju Helen; Lee, Kwan-young	• U.S.-driven Global Reformation and Korean companies' response strategies • Building Korea's AI business ecosystem and SK's strategic role
Sep. 23, 2025	Kim, Seon-hee; Yoon, Chi-won; Pak Hyun-ju Helen; Lee, Kwan-young; Jeong, Jong-ho	• Status and response direction of the energy, chemical, and battery businesses • Group AI initiatives status
Nov. 12, 2025	Kim, Seon-hee; Yoon, Chi-won; Lee, Kwan-young; Jeong, Jong-ho	• Measures to strengthen compliance under board-centered autonomous and sound management • Structural changes in the business environment and the role of the Board

Board Composition

Board Composition Status

Board Gender Composition

- Female 12.5% (1 person)
- Male 87.5% (7 people)

Average Tenure

2.75 years

Average Age

61 years old

Directors' Expertise and Career Background

(As of March 26, 2026)

Name (Gender)	Responsibilities	Expertise	Career Highlights	Tenure
Kim, Seon-hee (Female)	Independent Director Chairperson of the Board of Directors	Business Management, Finance, M&A, Industry Expertise, Risk Management	• Master's Degree in Business Administration, University of Minnesota (USA) • Director, UBS Investment Bank (Switzerland) • [Current] Vice Chairperson and CEO, Maeil Dairies Co., Ltd.	Mar. 2021 – Mar. 2027 (5 years in office)
Yoon, Chi-won (Male)	Independent Director Chairperson of the Audit Committee	Business Management, M&A, Globality, Industry Expertise, Risk Management	• Master's Degree, Massachusetts Institute of Technology (USA) • Vice Chairman, UBS Wealth Management • [Current] Independent Director, SK Inc.	Mar. 2024 – Mar. 2027 (2 years in office)
Lee, Kwan-young (Male)	Independent Director Chairperson of the Strategy and ESG Committee	Industry Expertise, Sustainability Management	• Ph.D. in Synthetic Chemistry, The University of Tokyo (Japan) • Vice President for Research, Korea University • President, Korean Energy Society • [Current] Researcher, Korea Institute of Science and Technology (KIST)	Mar. 2025 – Mar. 2028 (1 year in office)
Jeong, Jong-ho (Male)	Independent Director Chairperson of the Personnel and Nomination Committee	International Relations, Law, Public Policy Ph.D. in Anthropology, Yale University (USA)	• Dean, Graduate School of International Studies, Seoul National University • [Current] Vice Chairperson, Seoul National University Foundation	Mar. 2025 – Mar. 2028 (1 year in office)

Name (Gender)	Responsibilities	Expertise	Career Highlights	Tenure
Lee, Kye-jung (Male)	Independent Director	Risk Management, Law and Public Policy, Sustainability Management	• Ph.D. in Law, Seoul National University • Judge, Suwon District Court Anyang Branch • [Current] Professor, Seoul National University School of Law	Mar. 2026 – Mar. 2029 (New Appointment)
Chey, Tae-won (Male)	Executive Director Chairperson and CEO	Business and Economics, International Relations, Social Value, Sustainability Management	• Completed Ph.D. coursework in Economics, University of Chicago (USA) • [Current] Chairperson, SK Innovation • [Current] Chairperson and CEO, SK Inc.	Mar. 2016 – Mar. 2028 (10 years in office)
Jang, Yong-ho (Male)	Executive Director President and CEO	Business Management, M&A, Portfolio Management, Risk Management, Industry Expertise	• Bachelor's Degree in Economics, Seoul National University • [Current] CEO, SK Innovation • [Current] President and CEO, SK Inc.	Mar. 2024 – Mar. 2027 (2 years in office)
Kang, Dong-soo (Male)	Executive Director	Finance and Accounting, M&A, Sustainability Management	• Master's Degree in Business Administration, University of British Columbia (Canada) • Head of Strategy and Finance Division, SK Innovation • [Current] President, SK Inc.	Mar. 2025 – Mar. 2028 (1 year in office)

※ All independent directors hold no more than four concurrent directorships at other listed companies.

Board Expertise, Independence, and Diversity

Director Appointment

- Executive and independent directors are appointed through a resolution at the General Meeting of Shareholders, in accordance with the Korean Commercial Act and the Articles of Incorporation
- For independent directors, the Personnel and Nomination Committee selects a pool of candidates and, through a rigorous screening process, recommends individuals with the necessary qualifications—taking into account expertise, independence, and compliance with relevant laws—to the General Meeting of Shareholders. Once confirmed, the recommended candidates are appointed as directors following a Board resolution to convene the General Meeting
- SK Inc. aims to maintain a Board composition in which independent directors constitute a majority (more than 50%)
- The Board regulations of SK Inc. do not contain any separate provisions that limit the liability of directors; where a director fails to perform the duties prescribed under the Board regulations, the company may claim damages against the director or propose to the Board that an agenda item for the director's dismissal be submitted to the General Meeting of Shareholders (Article 17, Paragraph 9 of the Board Regulations)

Board Expertise

- Director candidates are nominated and appointed based on their qualifications and competencies to ensure that the collective skill set of the Board contributes to the company's long-term growth and development
- The Board is composed of members with extensive expertise or practical experience in leadership; core industries (semiconductors, AI/digital, energy, bio, etc.); finance, accounting, and risk management; legal and public policy; mergers, acquisitions, and capital markets; international relations; and environmental, social, and governance (ESG) matters
- SK Inc. enhances the Board's expertise by providing access to seminars and training programs led by external experts

Board Skills Matrix (BSM)

Category	Name	Leadership	Core Industry	Finance/Accounting and Risk	Legal/Public Policy	M&A/ Capital Markets	International Relations	ESG
Independent Director	Kim, Seon-hee	●	●	●		●		●
	Yoon, Chi-won	●	●	●		●	●	●
	Lee, Kwan-young	●	●	●				●
	Jeong, Jong-ho	●		●	●		●	●
	Lee, Kye-jung	●		●	●			●
Executive Director	Chey, Tae-won	●	●	●		●	●	●
	Jang, Yong-ho	●	●	●		●		●
	Kang, Dong-soo	●	●	●		●		●

Board Independence

Board Independence Guidelines

- SK Inc. ensures Board independence by separating the roles of the Chairperson of the Board and the CEO (with the Chairperson position held by an independent director)
- Independent directors are appointed from individuals with no special ties to management, and may not serve as directors or unlimited liability partners of other companies in the same line of business without Board approval
- Directors with a special interest in a resolution of the Board are restricted from exercising their voting rights on that matter

Board Diversity

Board Diversity Guidelines

- SK Inc. recognizes mutual growth with various stakeholders as a core management philosophy and strategy, and pursues diversity in Board composition—including race, gender, age, nationality, education, and religion—to establish a well-balanced foundation for decision-making

Committees under the Board of Directors

Overview of Committee Operations

- As of 2026, three committees operate under the Board of Directors, each primarily composed of independent directors to ensure independent operation

Strategy and ESG Committee

- The Strategy and ESG Committee reviews key matters related to the company's strategy, environment, social value, and governance, as well as financial and non-financial risks associated with the business
- The inclusion of one of the CEOs as a member broadens strategic discussions and strengthens the Committee's overall function

Personnel and Nomination Committee

- The Personnel and Nomination Committee reviews the nomination of independent director candidates, the evaluation and retention of the CEO and the recommendation of successor candidates, and the appropriateness of executive directors' compensation
- To minimize any leadership vacuum should the CEO become unable to perform their duties, the Committee reviews matters related to the selection, development, and evaluation of CEO candidates as prescribed in the 'CEO Succession Policy' established in 2026

Audit Committee

- The Audit Committee is composed entirely of independent directors so that it can diligently carry out its role of overseeing management's business conduct
- It manages and oversees matters related to the company's accounting, internal audit, and internal control

Composition of the Committees under the Board of Directors

Committee	Purpose	Role & Function	Independent Director	Executive Director
Strategy and ESG Committee	Review and management of key matters related to the company's strategic direction and ESG issues	① Review mid- to long-term business strategies ② Review matters related to investment, planning, accounting, and financial management ③ Manage financial and non-financial risks ④ Plan and manage the execution and performance of key ESG-related activities ⑤ Review internal transactions not subject to Article 26 of the Monopoly Regulation and Fair Trade Act ⑥ Establish, revise, and repeal internal regulations and policies	Lee, Kwan-young * Yoon, Chi-won Kim, Seon-hee Jeong, Jong-ho Lee, Kye-jung	Jang, Yong-ho
Personnel and Nomination Committee	Deliberation on the nomination of independent director candidates, evaluation and retention of the CEO, and assessment of the appropriateness of executive directors' compensation	① Reviews the appropriateness of individual remuneration for Executive Director ② Reviews the evaluation and retention of the CEO, and recommends candidates ③ Deliberates and decides on the recommendation of independent director candidates ④ Other matters necessary for recommending independent director candidates and matters delegated by the Board of Directors	Jeong, Jong-ho * Lee, Kwan-young	Chey, Tae-won
Audit Committee	Audit of accounting and business operations, and supervision of risk and internal control management	① Review matters related to accounting and external auditors ② Review internal audit plans and provide feedback on audit outcomes ③ Conduct prior review of internal transactions ④ Oversee ethics and anti-corruption management ⑤ Address other matters stipulated by laws, the Articles of Incorporation, or the Board regulations	Yoon, Chi-won * Kim, Seon-hee Lee, Kye-jung	-

* Chairperson

Board of Directors Remuneration

Board Compensation

- In accordance with legal requirements, director remuneration is paid within the limits approved by the General Meeting of Shareholders, with the amount and calculation method disclosed in the business report
- The Personnel and Nomination Committee reviews individual remuneration for executive directors, and the final decision—including for independent directors—is made by the Board of Directors
- Compensation for senior management is determined based on an effective performance evaluation that incorporates key indicators such as revenue, operating profit, debt ratio, cash dividend payout ratio, total shareholder return, credit rating, growth rate, and sustainability rate
- ESG factors are incorporated into the KPIs of all executives, including the CEO, with the 2025 KPIs covering initiatives such as improving the employee happiness index and establishing a response system for global ESG (climate) disclosure
- KPI scores influence the Target Incentive component of performance-based pay, which is calculated based on the overall KPI achievement rate and incorporates ESG-related factors
- The Board of Directors resolves the performance evaluation of senior management, and their compensation is provided within the director remuneration limit approved by the General Meeting of Shareholders, based on an effective assessment of management performance
- Stock grants are awarded using treasury shares

Board Performance Evaluation

- To enhance the transparency and effectiveness of Board operations, the independent directors conduct an annual evaluation of the Board and each of its committees
- Detailed areas for improvement are identified and incorporated into Board operations based on the analysis of the results; the 2025 Board evaluation score was 4.6 out of 5, an increase from the previous year
- The Board evaluation had previously covered five areas: (1) the roles, functions, and responsibilities of the Board; (2) Board composition and director qualifications; (3) Board operations; (4) committee structure; and (5) committee operations. For 2025, two areas were added—(6) Compliance and (7) mutual individual evaluation among independent directors—expanding the assessment to a total of seven areas. The assessment consists of both quantitative scoring and descriptive evaluation

Integrated Risk Management

> SK Inc. operates a proactive risk management framework in which top management actively engages in managing risks across the company to identify a broad range of risks across all business activities and to detect in advance those that could have a significant impact.

Risk Management Governance

Risk Management Principle

- SK Inc. established an integrated risk management framework based on ISO 31000 and set risk management objectives to minimize company-wide impact from potential risks
- Based on the defined risk appetite, the company formulates risk management strategies aligned with its strategic direction, identifies and manages both short- and long-term risks, and maintains a preventive framework
- To prevent and mitigate risks, SK Inc. mandates company-wide risk management training for all employees to embed a risk management culture
- Risk management-related KPIs are assigned to the CRO and heads of risk management departments, and are reflected in performance evaluations to link compensation with outcomes

Risk Management Framework

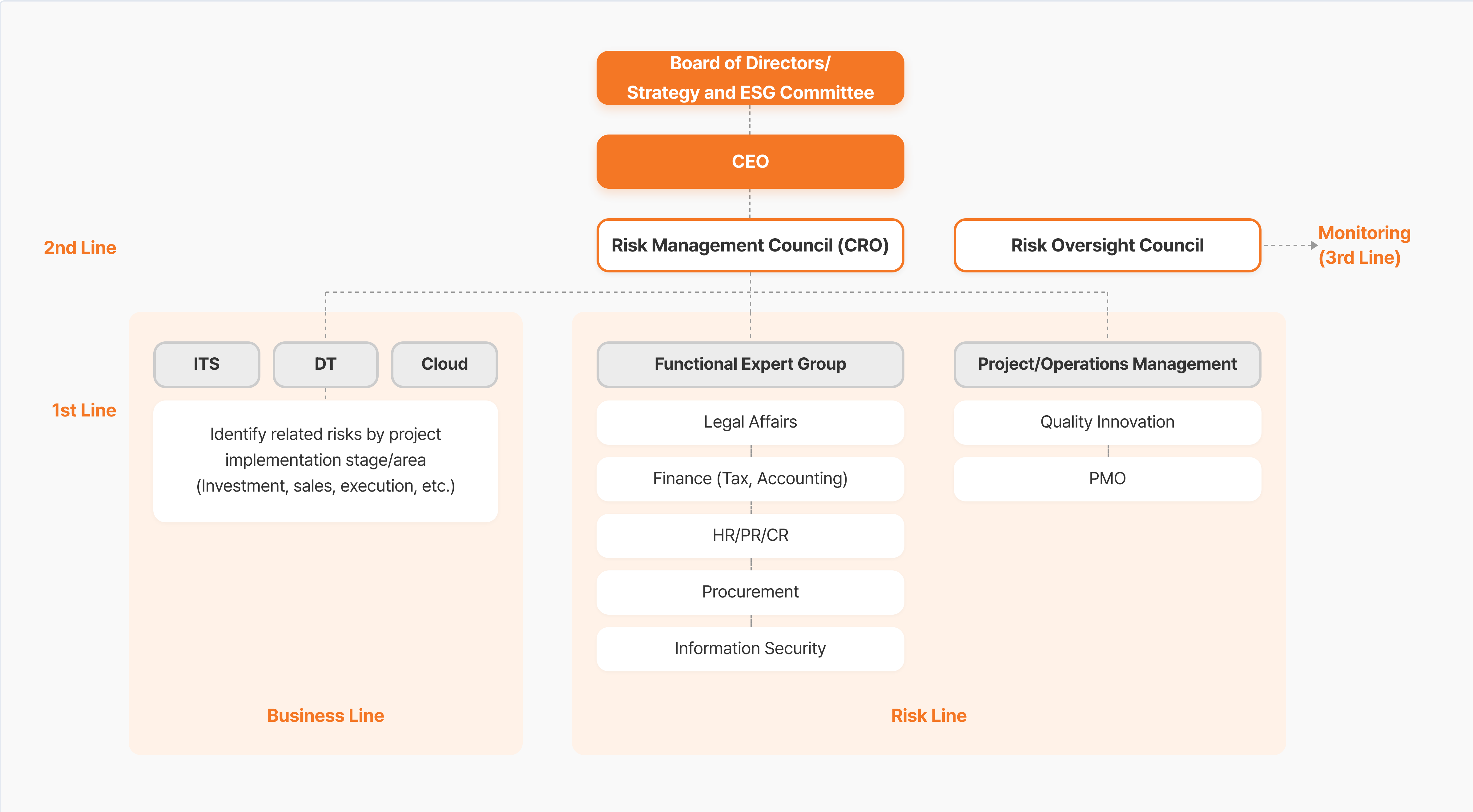
Company-wide Risk Management Approach

- To minimize the company-wide impact of risks, SK Inc. operates a risk management process consisting of 'Setting risk management objectives – Identifying and Analyzing risks – Preventing and Mitigating risks – Evaluating and Improving'
- Within the company-wide risk management framework, SK Inc. applies a structured management process to continuously identify, assess, and improve material issues and emerging risks, while regularly reviewing strategies and response measures based on risk levels
- Based on the company's risk appetite, SK Inc. proactively manages risks across four key areas (environmental, social, governance, and financial/investment/business)
- Internal audits are conducted annually to verify the effectiveness of the risk management process
- The adequacy of the risk identification, assessment, management, and monitoring processes is continuously verified through periodic audits by external independent certification bodies for each risk area
- In 2025, audits by external certification bodies were completed for environmental risk (ISO 14001), safety and health risk (ISO 45001), information security risk (ISO 27001), quality risk (ISO 9001, ISO 20000), and anti-corruption risk (ISO 37001), confirming the suitability of the risk management process

Dedicated Risk Organization

- Company-wide risks are deliberated by the Risk Management Council, and a company-wide risk management framework is operated with participation from business-unit staff up to the CRO and the Board of Directors
- The Risk Management Council is composed of personnel from company-wide RM functions, including business, finance, and legal divisions, as well as the CRO (CCO, the executive of the department where the risk originates). The Council determines the company's risk appetite, the acceptable level of risk, based on ISO 31000
- The Risk Oversight Council functions as an independent body that regularly reviews the implementation of company-wide risk management policies and processes based on organizational performance goals and risk ratings, and reports the relevant matters to the Audit Committee under the Board of Directors

Dedicated Risk Management Governance Structure



Risk Analysis

Risk Identification

- For each risk management area, the risks subject to evaluation are predefined, and all relevant risks are systematically assessed
- Risk reassessments are conducted periodically in the event of changes such as the launch or modification of businesses, products, or services; changes in organizational structure or strategy; or significant external changes including financial or economic conditions, market conditions, and debt or customer relationships, as well as in cases of revisions to legal or regulatory obligations, or mergers and acquisitions

Risk Management Area

Environmental Risk	Social Risk	Governance Risk	Financial and Investment Risks	Business Risk
Macroeconomic Environment	Quality Management	Fair Trade	Market Economic Conditions	Strategy Development
Market Environment	Information Security	Compliance Management	Liquidity Fluctuations	Customer Management
Laws/International Regulations	Safety/Health	Anti-Corruption	Price Volatility	Competitors
Climate Change Response	Human Rights		Credit Rating Changes	Investees
Natural Disasters			Financial Losses	Technological Changes

Business Risk Identification

Category	Details
Delivery Risk	Scope increase, schedule delay, cost overrun, liquidated damages
Credit Risk	Deterioration in the financial standing of customers, suppliers, or consortium partners, default on obligations, and non-performing receivables
Contract Risk	Onerous or unfair clauses in MOUs, agreements, or contracts, disputes arising from non-performance, contract termination or nullification, claims for damages
Investment Risk	Investment (equity) losses, business withdrawal costs
Overseas Risk	Country risk (political, economic, cultural, regulatory, etc.)
Fair Trade Risk	Unfair trade practices (collusion, etc.), improper internal transactions, and non-compliance with obligations or prohibitions under the Fair Transactions in Subcontracting Act
Tax Risk	Fictitious or pass-through transactions, errors in tax invoice issuance and accounting misstatements
Legal Violation Risk	Non-compliance with applicable laws and regulations
Reputation Risk	Decline in brand value (company or group level)

Risk Assessment

Management of Key Non-Financial and Financial Risks

- Risk management strategies aligned with the company's strategic direction are established based on the risk appetite set by the Risk Management Council, and both short-term and long-term risks are identified and managed through a structured preventive framework
- Various risks that may arise during business operations—including financial risks (market, credit, liquidity, capital risks), investment risks, and project risks in the course of IT service delivery—are categorized and managed in a systematic manner

Risk Assessment Process

- Any risk assessment result scoring 15 points or higher is immediately reported to the relevant management and customers, followed by the implementation of appropriate measures
- Risk mitigation measures prioritize high-risk items and are implemented according to the assessed level of risk, applying strategies such as retention, reduction, transfer, or avoidance
- Business risks are reviewed and analyzed at each project phase through the company's management information system, PROMIS
- Business risks are assessed on a monthly basis, while enterprise-wide integrated risks are evaluated and reported at least once a year

STEP 01	STEP 02	STEP 03	STEP 04
Risk identification	**Risk analysis**	**Preventive Measures and Response**	**Result Reporting**
Identify risk factors by considering potential risks that could affect SK Inc.'s key businesses, IT systems, and customer-related service levels	Evaluate the identified risks by considering frequency of occurrence and severity, and define management priorities	Regularly monitor the assessed risks and carry out mitigation activities	Monitor periodically until the risk is fully eliminated and share the results with the relevant managers and departments

Risk Assessment Framework

- Each item subject to risk assessment is evaluated based on its risk factors, anticipated risk level, and management requirements
- The likelihood of risk occurrence and the potential impact of its consequences are classified into levels, and risk scores (magnitude of risk) are calculated in accordance with defined criteria

Risk Level Calculation Formula

Risk Score = (Likelihood + 2) × Consequence

- Likelihood: The probability of the risk materializing is rated on a scale from 1 (rarely occurs) to 5 (expected to occur continuously)
- Consequence: The impact the risk would have on the organization is rated on a scale from 1 (minimal impact) to 5 (potentially catastrophic impact)

Risk Classification by Level

Risk Level	Risk Severity	Risk Score	Management Requirement	Action
Level 1	Low	3~6	N/A	Accept current status (monitor if necessary)
Level 2	Medium-Low	7~14		Action plan and improvements needed (e.g., within 60 days)
Level 3	Medium	15~20	Management required	Prompt action plan and improvements needed (e.g., within 30 days)
Level 4	Medium-High	21~34		
Level 5	High	35		Immediate action plan and improvements needed

AiPMO (AI-based Project Risk Management)

- Agentic AI has been introduced into project risk management tasks that were previously performed manually
- Through AiPMO, RM coverage is expanded to all projects regardless of size or type, and risk management expertise is accumulated based on AI training data
- Customized assessment models are applied for new business ventures

Embedding a Risk Management Culture

Risk Management Training

- To proactively prevent the occurrence of risks and strengthen company-wide response capabilities, SK Inc. operates a comprehensive prevention system encompassing education, diagnostics, monitoring, response measures, and the integration of risk management into its corporate culture
- By enhancing risk awareness among all employees and establishing a proactive response system across the organization, the company builds a foundation for sustainable management

Independent Director Training

- Regular training is provided for all independent directors to strengthen their risk management capabilities
- The training deepens understanding of the ISO 31000-based company-wide risk management framework and builds the practical competencies needed to operate the risk appetite framework
- Separately, competency-building training is provided on topics needed to perform board duties, such as industry trends, technological change, and the regulatory environment

Employee Training

- Risk management training is implemented as a mandatory program for all employees to embed a culture of risk management
- Specialized training is provided for leadership-level employees, and tiered training is conducted based on job function and position level
- The training covers the integrated risk management principles (risk identification, assessment, response, and monitoring) as well as industry and environmental risk trends
- Training content: the company-wide risk management framework; the risk identification, assessment, and response process; roles and responsibilities by organization; and reporting procedures upon discovering a risk

2025 Risk Management Training Performance

- Number of training participants: 4,498 (including duplicates)

✓ SK Management System (SKMS) and O/I capabilities (competency/cost structure) and culture (first half)

✓ Basic Compliance training

✓ Company-wide RM (Risk Management) training

— curriculum: Monopoly Regulation and Fair Trade Act, Fair Transactions in Subcontracting Act, outsourced procurement process, Act on the Protection of Temporary Agency Workers, in-house RM, safety and health compliance, business ethics compliance

✓ Technology protection training

Employee Communication and Awareness

Communication-based Integrated Risk Management Activities

- As a company-wide integrated risk management activity, SKMS lectures are delivered to all Group executives, and employee working-level communication meetings (Can Meetings) are held
  - Company-wide risks are managed on an ongoing basis through the CEO-chaired Top Team Meeting of key executives
  - Quarterly town halls hosted by division heads ensure that all employees are aware of company-wide risk trends and response approaches
  - Each organization's risk response performance is reflected in year-end organizational and individual performance evaluations as a company-wide KPI

Operation of diverse risk communication channels

- Channels that complement regular risk training are operated so that a risk management culture is embedded and all employees are continuously aware of risks
- A quarterly employee communication newsletter is published, and a risk-related portal and an AI agent enabling real-time consultation are operated on the intranet
- A leniency policy that partially reduces sanctions for voluntary reporting is operated to encourage risk reporting and consultation

Employee Communication Newsletter

- A quarterly risk communication medium published for all employees, covering key risk trends, enactment/amendment of relevant laws, and actual cases
- Shares the status of whistleblowing cases received and major violation cases for the first and second halves of the year and provides guidance on the whistleblowing process

Risk Report

Risk Identification and Mitigation

Key Risk Identification and Mitigation Activities for 2025

Category	Area	Key Risk Description	Level	Mitigation Measures	Verification
E	Climate Change Response	• Review of implementation measures to meet targets upon inclusion in the GHG Target Management System (direct reduction measures are limited given the nature of the IT industry) • Increased financial burden for RE100 implementation	Level 2	• Review of implementation/procurement measures that satisfy both the Target Management System and Net Zero/RE100 • Short term: procurement centered on green premiums; long term (from ~2035): monitoring and reviewing the adoption of measures such as RECs and PPAs	ISO 14001
S	Information Security	• Use of an insecure encryption algorithm (SHA-1) on L3 switches • Insufficient limits on the number of sessions per identical account in some systems, such as the WAF	Level 1	• Application of a secure encryption algorithm via an L3 switch OS update • Activation of the "prevent duplicate login" setting in the configuration	ISO 27001
	Safety and Health	• Residual accident potential as construction work continues in areas such as logistics automation setup, MEP, electrical/telecom construction, DC operation, and building management • Difficulty winning business if client-required safety capabilities are not secured	Level 2	• Recruitment of safety management experts, introduction/operation of a safety and health management system, and safety training programs for on-site SHE personnel • Maintenance of ISO certification to secure safety capabilities	ISO 45001
	Human Rights Management	• Enhancing the effectiveness of in-house human rights remediation procedures • Enhancing the expertise of in-house psychological counselors	Level 1	• Conducting mock drills for the in-house human rights remediation channels (planned) • Completion of external specialized training by in-house psychological counselors	HRMS (Human Rights Impact Assessment)
	Quality Management	• Reduced QMS effectiveness due to insufficient awareness-raising training on the quality management system • Potential inconsistency with existing operational standards during the introduction/expansion of AI agents	Level 1 Level 2	• Revamping the regular operational quality training courses and managing online training completion • Establishing/applying the "Code of Conduct for Being AX" and standardizing AI application processes	ISO 9001 ISO 20000
G	Compliance	• Obligation to adjust subcontracting payments due to design changes, etc. • Adjustment of subcontracting payments due to changes in supply costs	Level 1	• Strengthening of training • Strengthened monitoring by the procurement department	Fair Trade Compliance Program (CP)
	Anti-Corruption	• Failing to recover reducible outsourcing costs and improperly diverting them to a Business Partner's extra staffing costs • Filing payment claims through fictitious vendors	Level 3	• Continuously sharing cases of unethical conduct with employees to raise awareness • Interviews with key suppliers linked to the annual BP evaluation system • Status checks linked to the Ethics Management Group's self-inspection	ISO 37001

Emerging Risk

[Geopolitical] Escalation of Global Conflicts and Trade Barriers

Risk Definition and Description	• Growing structural uncertainty in the global trade environment as the U.S.-China competition for technological hegemony intensifies and protectionist policies expand following the inauguration of the new U.S. administration in 2025 • Potential for unprecedented external risks in overseas business operations, global supply chain stability, and exports due to changes in the industrial and trade policies of major countries—such as the review of U.S. industrial policies including the IRA and CHIPS Act, the full implementation of the EU CBAM, and China's export controls on critical minerals → These changes go beyond the scope of past geopolitical risks and emerge in the form of new laws and regulations in each country; as existing response frameworks have limits, they are recognized and managed as emerging risks
Risk Impact	• SK Inc. actively operates in global markets through a network of approximately 570 subsidiaries and branches worldwide, including production and sales activities in high-risk regions such as China and the Middle East • These risks have an impact on the performance of major SK Group subsidiaries and may have long-term implications for SK Inc.'s earnings (including brand royalties and dividends) • Mid- to long-term financial and strategic impacts: ◦ Increased costs from rebuilding procurement systems in the event of raw material and energy supply disruptions ◦ Weakened market access for core businesses such as semiconductors and batteries due to tighter export restrictions on advanced technology products ◦ Increased local compliance burden and the need for structural realignment of business operating models as new regulations emerge
Risk Response Activities	• Strengthened monitoring of geopolitical risks and scenario-based analysis: ◦ Country-level forecasting of political and diplomatic risks and analysis of impacts on key industries ◦ Real-time monitoring of new laws and regulations in major countries and proactive alignment of compliance systems • Implementation of supply chain diversification and risk avoidance strategies in high-risk regions: ◦ Regional selection and structural assessment for new overseas projects with consideration of geopolitical risks • Establishment of a management framework and inclusion of geopolitical risk as a defined item within SK Group's integrated risk management framework • Management of geopolitical risks as part of the company-wide risk management framework

[Societal] Spread of AI-Driven Misinformation and Disinformation

Risk Definition and Explanation	• Increased risk of dissemination of misinformation and disinformation due to the advancement of AI-based content generation technologies and the proliferation of social media • Emerging risk of irreversible reputational damage caused by deepfakes and the development of automated text and image generation tools that make it difficult for consumers to discern authenticity → This phenomenon is difficult to address in the short term and may lead to a decline in corporate credibility, which in turn could negatively affect consumer behavior and investor decision-making over the long term. It is considered an external emerging risk driven by technological advancement and societal change, setting it apart from traditional defamation or reputation-related risks
Risk Impact	• As the holding company of the SK Group that owns the SK brand, SK Inc. operates within a structure where reputational damage to its subsidiaries or affiliates can have a ripple effect across the entire group • The spread of misinformation and disinformation about a specific affiliate is expected to lead to a decline in SK Inc.'s brand value and a loss of trust among consumers and investors • Mid- to long-term financial and strategic impacts: ◦ Potential occurrence of stock price decline, litigation, and regulatory risks resulting from a general decline in trust in the SK Group brand ◦ Potential mid- to long-term financial risks, including a decrease in brand royalty income and dividend revenue ◦ Increasing need to restructure corporate strategy and crisis communication systems
Risk Response Activities	• Establishment of a real-time detection and response system for misinformation and disinformation: ◦ Operation of a continuous monitoring system for external channels, including media and social media • Implementation of a fact-based, proactive, and transparent communication strategy: ◦ Regular IR and NDR sessions targeting investors ◦ Prompt response through official stakeholder-facing channels such as the company website, social media, and YouTube • Management of monitoring frequency based on the company-wide risk register in accordance with the company-wide risk management system

[Technological] Intellectual Property Infringement Due to the Expansion of AI

Risk Definition and Explanation	• Technological characteristics of generative AI involving large-scale data-driven model training and content generation • Increased risk of intellectual property infringement, including copyright and trademark violations, due to the use of external data and AI-generated outputs • Potential unauthorized use of internal corporate information for AI model training → At the global level, clear standards for intellectual property ownership of AI-generated content have yet to be established. As a result, companies utilizing such technologies must consider both legal and ethical risks, leading to the recognition of this issue as a new form of emerging risk
Risk Impact	• As the holding company of a technology-driven group operating businesses in semiconductors, AI, and data centers, SK Inc. handles a wide range of both external and proprietary internal data in the course of its operations • With the growing use of generative AI, SK Inc. faces a potential risk of infringing on others' intellectual property rights when utilizing external data for AI training and related purposes • There is a risk that SK Inc.'s data or outputs may be used without authorization by external parties, potentially resulting in the infringement of its intellectual property rights • Mid- to long-term financial and strategic impacts: ◦ Litigation costs and compensation payments in the event of intellectual property disputes ◦ Decline in corporate credibility and brand value ◦ Growing need to restructure internal control systems related to information security and IP ◦ Overall decrease in profitability due to weakened technological competitiveness of subsidiaries
Risk Response Activities	• Analysis of global trends and regulations related to intellectual property rights concerning AI and data utilization: ◦ Operation of training programs focused on relevant laws and case studies for working-level and technical staff • Periodic review of internal data usage and assessment of potential intellectual property infringement: ◦ Refinement of the process for managing data sources used in AI model training and reviewing the scope of their use • Specification of AI usage standards within internal codes of ethics and information security principles: ◦ Introduction of internal policies on AI and data utilization and application of a company-wide monitoring system • Classification and continuous monitoring of emerging risks through the identification process within the company-wide risk management system

Business Ethics

Building on a systematic business ethics program, SK Inc. practices transparent and sound management and continuously strengthens trust with all stakeholders by fostering a culture of integrity.

Business Ethics Governance

Business Ethics Policy

Code of Ethics PDF ↗

Code of Ethics Practice Guidelines PDF ↗

- SK Inc. has established a Code of Ethics to clarify ethical standards of conduct and value judgment, setting out the fundamental principles and orientations to be upheld toward all stakeholders—including customers, employees, shareholders, business partners, and society
  ※ Scope of Application: Applies to all permanent, contract, dispatched, and part-time employees of SK Inc. and its subsidiaries under its management control
- To enhance employees' level of practice, SK Inc. has established detailed practice guidelines that further specify the Code, and all employees are required to sign an annual business ethics pledge
- The Code of Ethics, together with its practice guidelines and pledge, is revised in a timely manner in line with changes in the internal and external business environment, thereby preventing and managing social issues in advance
- A zero-tolerance approach is applied to violations of the Code of Ethics, with disciplinary procedures enforced accordingly
- A 'Supplier Ethics Compliance Pledge' has been established to outline ethical requirements for suppliers, and submission of this document is mandatory for all contracts

Key Elements of the Code of Ethics

Area	Details
Basic Ethics for Employees	• Mutual respect among employees and prohibition of unethical conduct that undermines a happy work environment, such as workplace harassment and sexual harassment • Striving for mutual safety and health among employees, and prohibition of acts that may impair it • Clear separation of public and private matters and fair, transparent performance of duties • Prioritizing the company's interests in the event of a conflict of interest, and using expenses and assets in accordance with regulations • Not accepting money, valuables, entertainment, or other personal benefits from stakeholders, and prohibition of improper solicitation toward stakeholders • Prohibition of insider trading • Compliance with information security policies
Attitude Toward Customers	• Respecting customers' opinions and actively reflecting them in the company's management activities • Protecting customers' property and information as safely as possible
Relationships with Business Partners	• Providing fair trading opportunities, refraining from abusing one's position or superior bargaining power, and pursuing mutual growth and shared prosperity • Engaging in fair competition with competitors in a spirit of mutual respect
Responsibility to Shareholders	• Systematically managing risks across the business and pursuing sustainable value creation • Maximizing corporate value through efficient management and sharing performance with shareholders • Practicing board-centered transparent management and respecting shareholders' legitimate requests and proposals • Preparing management data accurately in accordance with laws and accounting standards, and disclosing information faithfully as required by law
Role in Society	• Complying with international standards and relevant laws on environmental protection • Establishing a foundation for long-term, stable job creation • Striving to improve health, culture, education, safety, and living conditions across society • Contributing to the revitalization of the local economy and to community welfare and problem-solving • Making donations solely for not-for-profit and public-interest purposes, and executing them transparently with anti-corruption and conflict-of-interest prevention as the foremost principles • Prohibition of illegal donations or sponsorship to politicians, political parties, and election-related organizations
Protection of Whistleblower Rights	• Prohibition of discrimination or disadvantage resulting from whistleblowing • Implementation of protection measures for whistleblowers and witnesses • Mitigation of disciplinary action for voluntary reporting

Business Ethics Operating Framework

- The Audit Committee under the Board of Directors oversees risk management, internal controls, business ethics, and anti-corruption issues (9 meetings held in 2025)
- Internal audit departments are established under the Audit Committee (Autonomous Management Group for the Investment Division, Ethics Management Group for the Business Division) to plan and carry out various business ethics activities
- The Audit Committee holds the authority to consent to the appointment and dismissal of, and to approve the evaluation of, the head of the internal audit department, thereby safeguarding its authority and independence
- The internal audit departments carry out all tasks necessary to spread and implement ethical culture and are composed of experienced professionals
- The Audit Committee reviews all activities of the internal audit departments—including the results of internal audits; whistleblower investigations; various activities for business ethics—based on reports from the head of the internal audit department

Internalization of Business Ethics

Business Ethics Training

- Annual business ethics training, based on real cases of unethical conduct, is provided to all employees—including permanent, contract, part-time, and dispatched staff—with mandatory participation
- Separately provided programs include ethical leadership training for newly appointed leaders, ethics training for experienced employees, and compliance capability-building programs for field-based roles (PM, business operations, sales, etc.)
- Online business ethics training is provided to supplier personnel participating in SK Inc. projects, covering major violation cases and reporting channels
- In 2025, SK Inc. achieved a 96% completion rate for the business ethics training across the entire organization, and supplier employees recorded a 73% completion rate

2025 Topics of Business Ethics Training

Category	Key Topics (Case Examples)
Acceptance of Money/Entertainment	• Misuse of budget; acceptance of rebates
Inappropriate Conduct and Language	• Workplace harassment; unjust instructions and verbal abuse
Improper Use of Company Assets	• Personal use of corporate credit cards
Attendance and Dual Employment	• Violation of work regulations; breach of the duty not to engage in dual employment
Reporting Guidance	• Guidance on the reporting system and the use of reporting channels

2025 Business Ethics Training Participation Status

Category	Target Group	Target Participants (people)	Completed Participants (people)	Completion Rate (%)	Remarks
SK Inc.*	All employees	4,136	3,969	96%	-
	Permanent employees	4,020	3,867	96%	-
	Temporary employees	116	102	88%	Including contract, part-time, and dispatched workers
Suppliers	Employees of project participant companies	6,630	4,850	73%	Completed by 509 supplier companies

* Includes all permanent, contract-based, part-time, and dispatched employees of SK Inc.'s investment and business divisions (employees on leave or dispatched overseas, for whom training participation was not feasible, were excluded from the target participants)

Enhancing the Expertise of the Internal Audit Departments

- All members of the internal audit departments are required to complete at least one training course annually to enhance their audit competencies
- In 2025, quarterly workshops to strengthen audit competencies were held, and members completed internal and external training on the Labor Standards Act, accounting, and the enhancement of AI utilization capabilities

Business Ethics Communication

- Recent trends, cases of unethical conduct, and the operation of business ethics practice programs (training, surveys, workshops, self-inspections, and whistleblowing) are communicated as needed through various channels, including the company-wide notice board, business ethics newsletter, and email
- Through business ethics workshops held annually under the leadership of each department's leader, employees are trained to independently assess and resolve ethical dilemmas
- Business ethics surveys targeting employees are conducted to assess the level in each area, the adoption of practice programs, and the degree to which ethical culture is embedded in the organization; the results are used to identify areas for improvement in business ethics for the following year

Audit and Monitoring

Audit Activities

- The internal audit departments conduct several types of audits annually, including regular audits, ad-hoc audits, follow-up audits, and self-inspections
- Based on the medium-term audit plan, all business areas and subsidiaries are audited at least once every three years
- All audit plans and results are reported to the Audit Committee for review and approval
- For matters requiring improvement based on audit results, implementation plans are established, and follow-up checks are conducted after a set period, with the outcomes reported to the Audit Committee

Types of Internal Audit

Regular Audit	• Regular audits are conducted on a three-year cycle in accordance with the medium-term audit plan established for all business areas and subsidiaries • Through regular audits, overall management activities are reviewed, including the effectiveness/efficiency of business operations, the adequacy of internal controls and the risk management system, and the presence of any unethical behavior
Ad-hoc Audit	• Conducted on a non-scheduled basis for matters where an issue arises or that management deems necessary
Follow-up Audit	• Follow-up audits confirm whether corrective actions have been implemented based on audit results
Self-Inspection	• Self-inspections are carried out annually for six key functions—including human resources, finance, and procurement—based on internally established criteria • Self-inspections by respective departments are complemented by additional inspections from the internal audit departments

Audit Planning

- A risk-based medium-term audit plan is established to ensure that all business areas and subsidiaries are audited at least once within a three-year period
- Regular audits are conducted on a three-year cycle for the 13 managed subsidiaries of the Investment Division and for the seven business areas and one subsidiary of the Business Division

Medium-Term Audit Plan

Category	2026	2027	2028
Investment Division	5 subsidiaries	3 subsidiaries	5 subsidiaries
Business Division	2 business areas	3 business areas	2 business areas, 1 subsidiary
Key Function Inspection	Inspection of 10 functional areas of SK Inc. (HR, funds, procurement/expenses, assets, IT/security, etc.)		

Audit Details

- Independent audits are conducted through the internal audit departments of the Investment Division and the Business Division
- In 2025, the Investment Division conducted regular audits of overall management activities—including key decision-making processes, risk management processes, and business-specific internal controls—for four overseas subsidiaries
- In 2025, the Business Division conducted regular audits of overall management activities—including risk management processes and internal controls—for the IT maintenance business area and business subsidiaries
- Checklist-based self-inspections were conducted for key functions such as HR, funds, and procurement

Whistleblowing System

Whistleblowing Operation Principles

- All reports are managed under the SK Group's integrated whistleblowing management system, which operates independently from SK Inc. and is free from external interference
- The whistleblowing channels are open to all stakeholders, including not only employees but also suppliers and customers who become aware of unethical conduct. All reports are subject to investigation, in line with its principle of investigating 100% of reports
- Whistleblowers may report anonymously, and both their identity and the details of the report are kept strictly confidential
- SK Inc. enforces a zero-tolerance policy against any disadvantage or retaliation resulting from a report, and protective measures are in place to protect all whistleblowers from such disadvantage
- The progress of the investigation and the results of any corrective measures are shared with the whistleblower
- All employees are informed annually of how to use the whistleblowing channels and procedures

Whistleblower Protection

- SK Inc. regards whistleblower protection as a core element of its business ethics and operates a protection system to ensure the confidentiality of whistleblower identities and prevent any form of disadvantage. The same level of protection is equally applied to witnesses who participate in the whistleblowing process
- The whistleblower protection policy is published on the whistleblowing website to ensure easy access for whistleblowers (https://ethics.sk.co.kr/Report/Protection)
- The policy explicitly guarantees whistleblower anonymity and prohibits any disadvantage or retaliation resulting from the whistleblowing

Whistleblower Protection Regulations

01 The whistleblower(s) will not be subject to unfavorable change in status or discrimination due to making a legitimate report.

02 If a whistleblower suffers an unfavorable disposition due to their report, they may request rectification and protection from the ethics management team, which will take all measures in its power to minimize the disadvantage.

03 The whistleblower's identity and reporting details will be kept completely confidential to prevent disclosure against his/her will.

04 Individuals who cooperated with the investigation by making statements or providing evidence to help with fact-checking steps will be entitled to equal protection.

05 If an individual volunteers to report his/her engagement in unethical or unlawful conduct, applicable disciplinary action may be waived accordingly.

Whistleblowing Channels

- A variety of whistleblowing channels are available (including in-person consultations and written correspondence), with the primary channel being the SK Group's centrally managed online whistleblowing system
  - Online whistleblowing System: https://ethics.sk.co.kr
  - Email whistleblowing: sk.ethics@sk.com, skax.ethics@sk.com

Scope of Whistleblowing

- **Unfair Practices and Abuse of Power Toward Suppliers:** Acceptance of money or entertainment, personal demands, equity investments, unjust instructions, verbal or physical abuse, etc.
- **Conflict of Interest in Job Duties:** Side jobs, excessive personal errands during work hours, personal loans between employees, investments using insider information, transactions with related parties, etc.
- **Undermining of Social Value:** Non-compliance with environmental/safety/health/quality regulations, infringement of human rights, neglect of socially disadvantaged groups, leakage of customer information, and provision of false information to customers
- **Lack of Respect Among Employees:** Verbal abuse, physical violence, sexual harassment, bullying, exclusion from work, instructions for personal errands, etc.
- **Inappropriate Business Practices:** False reporting, manipulation of performance, irregular business practices, improper use of expenses or company assets, information leakage, etc.

Investigation Process

STEP 01
Receipt and assignment of investigator
- Receipt of reports through the integrated SK Group reporting website (https://ethics.sk.co.kr)
- Random assignment of investigators by the SK Inc. internal audit department to minimize conflicts of interest

STEP 02
Preliminary investigation
(within 15 days of receipt)
- Collection and analysis of basic data to verify the facts of reports

STEP 03
Main investigation
(within 60 days of receipt)
- Conducting in-depth investigations, including interviews with relevant parties, collection of evidence, and verification of additional violations
- Cross-verification through consultations with witnesses and securing indirect evidence, if necessary

STEP 04
Preparation of investigation report and disciplinary recommendation
- Preparation of a report on the investigation results
- Recommendation of a disciplinary action, in accordance with the 'Disciplinary Standards Guideline', if disciplinary action is required

STEP 05
Management reporting and disciplinary procedures
- The Personnel and Nomination Committee decides the disciplinary action and its severity, weighing mitigating and aggravating factors
- If an appeal is filed, the internal audit department reviews the grounds, re-investigates, and resubmits the case to the Committee

Statistics of Whistleblowing

- In 2025, a total of 38 whistleblowing reports were received, and investigations and audits have been completed for all of them
- A total of 8 violations were identified (2 cases of discrimination and harassment; 6 other reports, including process violations)
- All 8 violations were addressed (1 reprimand, 7 warnings)

Whistleblowing and Violation Handling Status

(Unit: cases)

Category	2025
Number of Reports Received	38
Number of Reports Handled	38
Investigation and Audit	38
Referred to Relevant Departments	0
Others	0
Number of Ethical Violations	8
Corruption and Bribery	0
Customer Data Mismanagement	0
Discrimination and Harassment	2
Conflict of Interest	0
Money Laundering and Insider Trading	0
Others (Process Violations)	6

Business Ethics Goals

- Recognizing business ethics as a core management element from a long-term perspective, SK Inc. sets goals to continuously enhance its ethics standards and manage performance, and monitors progress toward achieving them

GOAL **A Leap to Global Top-Tier Ethical Company and Achievement of Leader Grade**

2026
Domestic Top-Tier Ethical Management
- SK Group internal ethics management level rating: Leader grade
- External ethics management level index: Average grade

Mid-to-Long-Term
Global Top-Tier Ethical Management
- SK Group internal ethics management level rating: Leader grade
- External ethics management level index: Leader grade

Anti-Corruption and Fair Trade

Grounded in rigorous anti-corruption and a fair trade management framework, SK Inc. ensures business transparency and practices a culture of integrity and fair market competition.

Anti-Bribery and Anti-Corruption

Anti-Bribery and Anti-Corruption Standards

Anti-Corruption Policy PDF ↗

- In 2021, SK Inc. obtained ISO 37001 (Anti-Bribery Management System) certification through individual assessments conducted across all business sites, and has maintained it ever since
- SK Inc. has established the 'Anti-Corruption Management System Operating Regulation' and an 'Anti-Corruption Policy', which apply to all anti-corruption activities and have been reported to and approved by the Board of Directors (Audit Committee)

Key Elements of the Anti-Corruption Policy

01	Compliance with international conventions such as the OECD Anti-Bribery Convention and with corruption-related laws, as well as Korean laws including the Monopoly Regulation and Fair Trade Act (Fair Trade Act) and the Improper Solicitation and Graft Act
02	Prohibition of providing money, valuables, or entertainment to stakeholders for the purpose of gaining improper and unfair benefits
03	Prohibition of donations or sponsorship to politicians, political parties, and election-related organizations in accordance with relevant laws such as the Political Funds Act
04	Charitable donations are restricted to not-for-profit and public-interest purposes and are executed transparently, with anti-corruption and conflict-of-interest prevention as the foremost principles
05	Prohibition of accepting gifts, money, valuables, entertainment, or personal benefits from stakeholders such as suppliers
06	Prohibition of any unfair conduct, such as abusing one's position to solicit personnel favors from or demand various benefits from suppliers
07	Prohibition of passing costs on to suppliers without prior consultation
08	Prohibition of receiving cost support from suppliers for company-hosted or external events and gatherings

Operation of the Anti-Corruption Management System

- In accordance with the 'Anti-Corruption Management System Operating Regulation,' the authority and independence of the internal audit departments are guaranteed in carrying out anti-corruption activities
- Risks are identified and assessed every year, and additional control measures for individual risks are established as needed
- Key violation cases and company principles are shared through periodic employee training and communication
- In the event of a violation, a preliminary and full investigation is conducted according to the reporting and investigation procedure, followed by disciplinary actions and corrective measures, and the disciplinary results are communicated company-wide
- The CEO reviews the operating status of the anti-corruption management system every year to ensure its adequacy, sufficiency, and effectiveness
- The results of report handling, as well as training and audit activities, are periodically reported to and reviewed by the Audit Committee

Compliance with Fair Competition

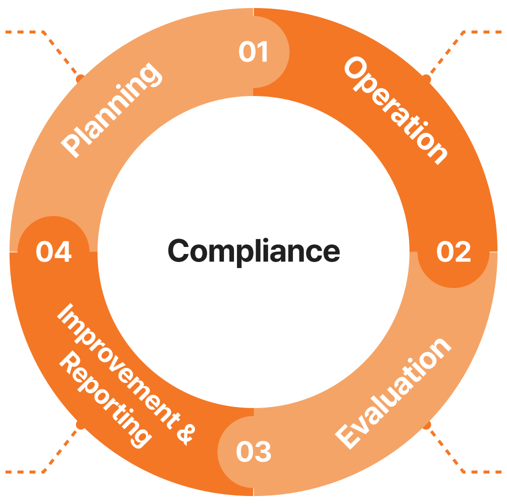
Fair Trade Management System

Fair Trade Policy PDF ↗

- A four-step compliance process—'CP Planning → Operation → Evaluation → Improvement/Reporting'—is implemented in a continuous cycle (third-party verification of the compliance system is also conducted)
- Major risks are analyzed and assessed to design a globally aligned compliance program, and the company fosters a culture of compliance across the organization
- An annual effectiveness evaluation of the compliance system and program operation identifies areas for improvement, which are then reflected in the following year's compliance program (CP) plan. Operational performance and plans are reported to the Board of Directors and management on a semiannual basis

Compliance Program Operation Process

- Establishing operating principles and goals for the compliance program
- Planning the compliance program and training
- Selecting CP Experts (instructors)



- Conducting compliance training
- Operating various programs, including CP Manual revisions and CP Letter distribution
- Spreading a culture of compliance

- Deriving improvements and reflecting them in the following year's CP operating plan
- Semiannual reporting to management, including reports to the Board of Directors

- Conducting an annual effectiveness evaluation of the compliance system

Risk Identification Related to Corruption and Unfair Trade

- Risks are identified through the analysis of newly enacted or revised laws and regulations, reviews of past violation cases, and the results of employee compliance awareness surveys
- Among the identified risks, those requiring improvement are selected for focused management based on the likelihood of occurrence, impact on business operations, and the level of existing controls

Year	Identified Risk	Mitigation Measures and Response Plans	Resolution Status
2025 Selected Risks	• Strengthened sanctions against unfair collusion and inspection of unfair support practices	• Compliance training provided to employees (4,498 participants) • Improvements to subcontracting and procurement processes, reflected in the system	• In the 2026 follow-up assessment, effective risk management was confirmed through control measures such as training and systems
2026 Selected Risks	• Risks related to the supply-price link system under the Fair Transactions in Subcontracting Act and to the Act on Fair Labeling and Advertising	• Establishing control measures such as process improvements and enhanced training, with continuous improvement underway	• Risk management results to be confirmed at the end of 2026

Fair Trade Compliance Program (CP)

Program Overview

- SK Inc. has implemented a Fair Trade Compliance Program (CP) to embed legal requirements and procedures into operations and to foster a culture of voluntary compliance
- In the 2025 CP grade evaluation, SK Inc. received an AA grade (Excellent CP Company)
- The Fair Trade Compliance Manual is updated on a rolling basis throughout the year to reflect the latest amendments to relevant laws and corresponding response guidelines
- It ensures employees understand fair trade regulations and prevents violations related to fair trade and subcontracting in daily operations

Operation Status by 8 Core Elements of Compliance Program

Core Element	Operation Status
Establishment and implementation of CP standards and procedures	• Initial enactment of the Fair Trade Compliance Program Operational Regulations (March 2009) • Initial establishment of the Fair Trade Compliance Program Operational Guidelines (March 2009) • Initial establishment of the Fair Trade Compliance Reward Guidelines (January 2013)
Top management's commitment to and support for compliance	• Internal and external declaration of the CEO's commitment to compliance (March 2009) • Display of the CEO's commitment to compliance on the company website (ongoing) • Issuance of the CEO's fair trade compliance message and employee pledge (annually)
Appointment of a Chief Compliance Officer responsible for CP operations	• Appointment of the Chief Compliance Officer through board resolution

Core Element	Operation Status
Development and distribution of the CP Manual	• Publication of the CP Manual (2009) • Revision of the CP Manual (2010–2023, every two years) • Revision of the CP Manual (from 2024, on a rolling basis throughout the year)
Ongoing and systematic compliance training	• Role-based training for executives, managers and supervisors, and general staff (ongoing) • Customized training for new hires, experienced hires, and PM/PL/sales personnel (ongoing) • Targeted training for field and high-risk departments (ongoing) • Various programs including in-person/online training, CP letters, and elevator campaigns (ongoing)
Establishment of an internal monitoring system	• Operation of the Compliance Council led by the Chief Compliance Officer (ongoing) • Operation of a prior business consultation system through RM meetings, board meetings, and contract review meetings (ongoing) • Operation of the compliance monitoring system (ongoing) • Operation of a reporting and consultation center for unfair trade practices, legal violations, unethical conduct, and abuse of power (ongoing)
Disciplinary measures for violations of fair trade regulations by employees	• Implementation of various inspections and audits, including on-site and system-based reviews (ongoing) • Evaluation of the effectiveness of CP operations (semiannually) • Development and operation of various legal violation monitoring systems (ongoing)
Effectiveness evaluation and improvement measures	• Implementation of satisfaction surveys for all compliance training programs • Evaluation of the effectiveness of CP operations (annually) • Planning for the following year based on the results

Fair Trade Compliance Manual

01 CEO's Declaration of Commitment to Compliance, Definition and Background of CP, CP Implementation System, and 8 Core Elements of CP

02 Overview of Fair Trade-Related Laws and Regulations (Monopoly Regulation and Fair Trade Act, Fair Transactions in Subcontracting Act, Act on the Promotion of Mutually Beneficial Cooperation between Large Enterprises and Small and Medium Enterprises, Act on Fair Labeling and Advertising, etc.)

03 Overview of Other Corporate-Related Laws and Regulations (Act on the Protection, etc. of Temporary Agency Workers, Intellectual Property Rights, Personal Information Protection Act, etc.)

04 Internal Regulations (Relevant Company Regulations, Stage-by-Stage Business Execution Guide, Whistleblowing System, and Introduction to the Department in Charge)

Internalization of Anti-Corruption and Fair Competition

Anti-Bribery and Anti-Corruption Training

- Anti-bribery and corruption training is provided alongside business ethics training to raise awareness among all employees (including permanent, contract-based, part-time, and dispatched employees)
- SK Inc. conducts an annual business ethics pledge for all employees, which includes the prohibition of unethical conduct and corruption
- Training for supplier employees assigned to SK Inc. projects provides guidance on the prohibition of money and entertainment and on reporting channels

2025 Anti-Bribery and Anti-Corruption Training Topics

Category	Key Topics (Case Examples)
Money/Entertainment from BPs (Business Partners)	• False expense reporting and acceptance of rebates
Illegal/Improper Use of Company Assets	• Personal use of corporate credit cards after charging them
Reporting Guidance	• How to report bribery and corruption and points to note • Resolving reporting-related concerns of employees, BPs, and overseas employees

2025 Anti-Bribery and Anti-Corruption Training Participation Status

Category	Target Group	Target Participants (people)	Completed Participants (people)	Completion Rate (%)	Remarks
SK Inc.*	All employees	4,136	3,969	96%	-
	Permanent employees	4,020	3,867	96%	-
	Temporary employees	116	102	88%	Including contract, part-time, and dispatched workers
Suppliers	Employees of project participant companies	6,630	4,850	73%	Completed by 509 supplier companies

* Includes all permanent, contract-based, part-time, and dispatched employees of SK Inc.'s investment and business divisions (employees on leave or dispatched overseas, for whom training participation was not feasible, were excluded from the target participants)

Fair Trade Compliance Training

2025 Fair Trade Compliance Program Performance

(Unit: People)

Training Program	Course Details	Target	Number of Trainees
Compliance Training for New and Experienced Hires	• Introduction to the company's compliance organization and program	New and experienced hires	187
Targeted Compliance Capability Training	• Fair Transactions in Subcontracting Act training • Outsourced procurement process • Act on the Protection of Temporary Agency Workers • In-house RM process • Business ethics compliance	PMs, business operations, and sales personnel	1,162
Technology Protection Compliance Training	• Prevention of technology misappropriation under the Fair Transactions in Subcontracting Act • Intellectual property rights	Company-wide frontline personnel	3,149
Total			**4,498**

Anti-Corruption and Fair Trade Goals

Anti-Corruption Goals

GOAL **Establishment and Expansion of the Anti-Corruption Management System**

2027

Advancement of the Anti-Corruption Management System

- Establish a business ethics evaluation system for key subsidiaries

2030

Expansion of the Anti-Corruption Management System

- Support the adoption and establishment of business ethics among key suppliers

Fair Trade Goals

GOAL **Zero Unfair Trade/Unfair Competition**

2027

Continued Expansion of Innovation at the Level of an "Excellent" Fair Trade Company

- Continuously expand compliance-program innovation initiatives

2030

Establishment of a Company-Wide Sustainable Fair Trade Culture

- Achieve global top-tier employee awareness of fair trade
- Share lessons learned with member companies and others
- Zero occurrences of unfair trade/unfair competition non-compliance

Appendix

ESG Key Metrics

SK Inc. systematically manages its ESG performance based on key ESG metrics established at the SK Group level. All member companies use these metrics to periodically assess their ESG performance, identify company-specific key issues, and develop phased action plans aimed at achieving a global top-tier level. These goals are reflected in KPIs to drive continuous performance improvement. ESG-related data for each metric is regularly entered and managed through the group-wide integrated ESG management system, the Social Value Management System (SVMS).

ESG Key Metrics

Key ESG Performance Metrics

Environmental

Metrics (12)	Disclosure Management	Assessment Management
General Energy Consumption	• Total energy consumption • Direct energy consumption by source • Indirect energy consumption by source	• Energy consumption intensity
Renewable Energy Consumption	• Total electricity consumption • Total renewable energy consumption • Renewable energy consumption by source • Renewable energy consumption by procurement method	• Renewable energy usage rate (%)
Greenhouse Gas Emissions	• Target greenhouse gas emissions • Greenhouse gas reduction performance • Achievement rate of greenhouse gas reduction target (%) • Total greenhouse gas emissions • Scope 1/2/3 emissions	• Related policies/targets/performance • Achievement rate of greenhouse gas reduction target (%) • Total greenhouse gas emissions intensity
Climate Change Response (TCFD Disclosure)		• Related policies/targets/performance
Environmental Pollution Prevention	• Status of pollution control facilities and monitoring systems • Status of environmental technology and education support • Status of violations of domestic and international environmental regulations	• Related policies/targets/performance
Air Pollutant Emissions	• NOx emissions • SOx emissions • Dust emissions • VOC emissions	• NOx emissions intensity • SOx emissions intensity • Dust emissions intensity • VOC emissions intensity
Waste Generation	• Total waste generation • Waste generation by type	• Waste generation intensity
Waste Recycling	• Total volume of waste recycled	• Waste recycling rate (%)
Water Consumption	• Total water withdrawal • Water withdrawal by source • Water withdrawal in water-stressed areas	• Water withdrawal intensity
Water Recycling	• Total water consumption • Total volume of water recycled	• Water recycling rate (%)
Water Pollutant Emissions	• COD emissions • BOD emissions • T-N emissions	• COD emissions intensity • BOD emissions intensity • T-N emissions intensity
Clean Technology		• Related policies/targets/performance

Social

Metrics (14)	Disclosure Management	Assessment Management
Employee Profile	• Total number of employees • Employee demographics (by gender, age group, and employment type) • Number of new hires • Number of employees with disabilities • Proportion of female executives • Number of female executives	• Proportion of employees with disabilities
Employee Safety	• LTIR by employment type (in-house / supplier employees) • Number of lost-time injuries (in-house / supplier employees) • Employee fatality rate • Number of employee fatalities	• LTIR-related policies/targets/performance
Employee Health	• Occupational illness frequency rate (OIFR) • Number of occupational illness cases	• Related policies/targets/performance
Employee Human Rights		• Related policies/targets/performance
Employee Development	• Employee training hours (HRD)	• Related policies/targets/performance
Work-Life balance		• Related policies/targets/performance
Product/Service SV		• SV(Social Value) generated through products/services
Product/Service Safety and Quality	• Number of violations of product/service safety regulations	• Related policies/targets/performance
Corporate Data and Customer Information Protection	• Number of corporate data and customer information breaches	• Related policies/targets/performance
Support for Supplier Mutual Growth		• Related policies/targets/performance
Supplier ESG Risk Management	• Number of suppliers assessed for ESG risks • Percentage of suppliers with corrective actions implemented	• Related policies/targets/performance
Support for Local Communities	• Percentage of employees participating in volunteer activities	• Related policies/targets/performance
Support for the SE Ecosystem		• Related policies/targets/performance
Fair Evaluation and Compensation	• Policies on employee evaluation and compensation • Status of performance evaluation and feedback processes	

Governance

Metrics (9)	Disclosure Management	Assessment Management
Executive Performance Evaluation and Compensation	• Status of Compensation Committee establishment and operation	• Policies/targets/performance on ESG-based executive evaluation and compensation systems
Identification of Stakeholder ESG Needs		• Related policies/targets/performance
ESG-Based Business Portfolio Strategy and Process		• Policies/targets/performance for new businesses and investments applying ESG criteria
Board Composition and Operation	• Status of board operations • Board remuneration policy • Status of board evaluations • Status of Independent Director Nomination Committee establishment and operation	• Policies/targets/performance related to board diversity/expertise/independence • Proportion of female directors • Policies/targets/performance related to ESG discussions within the board
Audit Committee Operation	• Status of Audit Committee establishment and operation	
Enhancement of Shareholder Value	• Shareholder rights protection policy • Shareholder return policy	
Anti-Corruption Management	• Number of violations of anti-corruption regulations	• Policies/targets/performance for anti-corruption • Policies/targets/performance on employee anti-corruption training
ESG Disclosure		• ESG key metrics disclosure rate • ESG management of subsidiaries and sub-subsidiaries
Participation in Global Partnerships		• Policies/targets/performance on participation in ESG-related global partnerships

ESG Data

Non-Financial Data (SK Inc. Basis)

Environmental

1. Data was compiled based on the Greenhouse Gas Emissions and Energy Consumption Statement, covering a total of 14 business sites
    - (Investment Division): Seorin Office / SKMS Research Center / Seonhyewon / Materials Seoul Office
    - (Business Division): Gwangju POS / Busan POS / Seongnam POS / Daedeok Data Center / Jeongja Office / Pangyo Office / Chungmuro Office / Yeouido Hub Office / Sunae Office / Ackerton Partners
    ※ The Pangyo Data Center was divested as of June 30, 2025; accordingly, all Pangyo Data Center figures have been excluded from the 2025 data, while past data for 2022–2024 retains its existing values
2. A dash ('-') is used to indicate items that are not applicable or for which data was not collected or managed
3. SK Inc. is not subject to management requirements for air pollutants, water pollutants, hazardous waste, or volatile organic compounds (VOCs)
4. All quantitative data, except for a few metrics, has been rounded to the first decimal place, and this rounding rule has also been applied to the past three years (2022–2024)

Energy Management

Category	Item	Unit	2022	2023	2024	2025
Energy Consumption (Non-Renewable + Renewable)	**Total Energy Consumption**	**MWh**	**267,660.3**	**284,165.8**	**304,184.0**	**59,331.4**
		TJ	**2,493.6**	**2,648.2**	**2,857.0**	**521.8**
	Intensity (per KRW 1 billion in revenue)*	TJ/KRW 1 billion	0.74	0.64	0.77	0.15
	Intensity (per employee)*	TJ/Person	0.54	0.58	0.65	0.12
Non-Renewable Energy	**Non-Renewable Energy Consumption (Domestic)**	**MWh**	**244,887.5**	**234,145.1**	**232,059.0**	**41,541.9**
		TJ	**2,273.0**	**2,173.0**	**2,169.6**	**355.4**
	Diesel	TJ	2.3	2.4	2.4	0.4
	Gasoline	TJ	10.2	11.0	8.6	9.0
	LPG**	TJ	1.0	1.0	0.8	0.9
	Electricity	MWh	233,104.2	221,674.4	222,358.9	34,314.4
		TJ	2,237.8	2,128.1	2,134.7	329.4
	City Gas	TJ	10.4	9.3	9.6	9.8
	Heat (Steam + Hot Water)	TJ	18.5	21.2	13.4	6.0
	Non-Renewable Energy Consumption (Overseas)	**MWh**	**-**	**0.0**	**0.0**	**0.0**
		TJ	**-**	**0.0**	**0.0**	**0.0**
	Diesel	TJ	-	0.0	0.0	0.0
	Gasoline	TJ	-	0.0	0.0	0.0
	LPG**	TJ	-	0.0	0.0	0.0
	Electricity	MWh	-	0.0	0.0	0.0
		TJ	-	0.0	0.0	0.0
	City Gas	TJ	-	0.0	0.0	0.0
	Heat (Steam + Hot Water)	TJ	-	0.0	0.0	0.0
	Total Non-Renewable Energy Consumption (Domestic + Overseas)	**MWh**	**244,887.5**	**234,145.1**	**232,059.0**	**41,541.9**
		TJ	**2,273.0**	**2,173.0**	**2,169.6**	**355.4**
	Intensity (per KRW 1 billion in revenue)	TJ/KRW 1 billion	0.67	0.53	0.59	0.10
	Intensity (per employee)	TJ/Person	0.49	0.47	0.49	0.08

Category	Item	Unit	2022	2023	2024	2025
Renewable Energy	**Renewable Energy (Solar) Generation (Domestic)**	**MWh**	**872.7**	**820.7**	**825.0**	**742.8**
		TJ	**3.1**	**3.0**	**3.0**	**2.7**
	Renewable Energy Consumption (Domestic)	**MWh**	**22,772.7**	**50,020.7**	**72,125.0**	**17,789.5**
		TJ	**213.4**	**475.3**	**687.4**	**166.3**
	Solar Power Consumption***	MWh	872.7	820.7	825.0	742.8
		TJ	3.1	3.0	3.0	2.7
	Green Premium Purchases	MWh	21,900.0	49,200.0	71,300.0	17,046.7
		TJ	210.2	472.3	684.5	163.6
	Renewable Energy Consumption (Overseas)	**MWh**	**-**	**0.0**	**0.0**	**0.0**
		TJ	**-**	**0.0**	**0.0**	**0.0**
	Solar Power Consumption	MWh	-	0.0	0.0	0.0
		TJ	-	0.0	0.0	0.0
	Green Premium Purchases	MWh	-	0.0	0.0	0.0
		TJ	-	0.0	0.0	0.0
	Total Renewable Energy Consumption (Domestic + Overseas)	**MWh**	**22,772.7**	**50,020.7**	**72,125.0**	**17,789.5**
		TJ	**213.4**	**475.3**	**687.4**	**166.3**
	Renewable Energy Consumption Ratio	%	8.6	17.9	24.1	31.9
	Intensity (per KRW 1 billion in revenue)	MWh/KRW 1 billion	6.76	12.09	19.46	4.99
	Intensity (per employee)	MWh/Person	4.95	10.87	16.38	4.03

* When calculating intensity, SK Inc.'s separate-basis revenue and number of employees are applied

** Since the data includes both propane and LPG (vehicles), the data previously disclosed as 'Propane' has been corrected to 'LPG'

*** Differs from previously disclosed data due to changes in the MWh-to-TJ conversion factor

※ The total amounts of greenhouse gas emissions and energy consumption follow the guidelines for reporting and verification under the Emissions Trading Scheme (ETS), and may differ from the sum of detailed data

※※ Non-renewable electricity consumption is calculated by excluding Green Premium purchase amount

※※※ Energy Consumption Target for 2025: 511.38 TJ

Greenhouse Gas Emissions

Category	Item	Unit	2022	2023	2024	2025
Direct GHG Emissions (Scope 1)	**Scope 1 Emissions**	**tCO_2eq**	**1,430.9**	**1,433.9**	**1,282.8**	**1,179.0**
	Intensity (per KRW 1 billion in revenue)*	tCO_2eq/KRW 1 Billion	0.42	0.35	0.35	0.33
	Intensity (per employee)*	tCO_2eq/Person	0.31	0.31	0.29	0.27
Indirect GHG Emissions (Scope 2)	**Scope 2 Emissions (Location-based)**	tCO_2eq	**107,782.5**	**125,207.2**	**135,381.9**	**23,811.7**
	Intensity (per KRW 1 billion in revenue)	tCO_2eq/KRW 1 Billion	31.98	30.26	36.52	6.68
	Intensity (per employee)	tCO_2eq/Person	23.41	27.21	30.74	5.39
	Scope 2 Emissions (Market-based)**	**tCO_2eq**	**-**	**102,604.2**	**102,625.9**	**15,980.2**
	Intensity (per KRW 1 billion in revenue)	tCO_2eq/KRW 1 Billion	-	-	27.69	4.48
	Intensity (per employee)	tCO_2eq/Person	-	-	23.30	3.62
Other Indirect GHG Emissions (Scope 3)	**Scope 3 Emissions**	**tCO_2eq**	**11,529,818.0**	**13,860,199.7**	**14,210,016.3**	**14,585,909.2**
	1. Purchased Goods & Services	tCO_2eq	7,854.0	8,307.3	22,532.6	128,626.4
	2. Capital Goods	tCO_2eq	1,840.0	1,701.3	351.0	163,731.2
	3. Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	tCO_2eq	8,402.0	9,876.5	21,016.4	1,942.6

Category	Item	Unit	2022	2023	2024	2025
Other Indirect GHG Emissions (Scope 3)	4. Upstream Transportation & Distribution	tCO_2eq	7.0	13.2	22.5	25.1
	5. Waste Generated in Operations	tCO_2eq	1.0	7.9	2.6	2.7
	6. Business Travel	tCO_2eq	2,129.0	3,012.9	2,596.3	2,261.3
	7. Employee Commuting	tCO_2eq	1,900.0	941.7	743.4	692.6
	8. Upstream Leased Assets	tCO_2eq	-	-	-	-
	9. Downstream Transportation & Distribution	tCO_2eq	-	-	-	-
	10. Processing of Sold Products	tCO_2eq	-	-	-	-
	11. Use of Sold Products	tCO_2eq	61,926.0	65,499.8	111,790.7	1,871,022.8
	12. End-of-Life Treatment of Sold Products	tCO_2eq	291.0	307.3	277.2	2,497.6
	13. Downstream Leased Assets	tCO_2eq	-	-	-	-
	14. Franchises	tCO_2eq	-	-	-	-
	15. Investments	tCO_2eq	11,445,468.0	13,770,531.7	14,050,683.6	12,415,106.8
	Other Upstream	tCO_2eq	-	-	-	-
	Other Downstream	tCO_2eq	-	-	-	-

* When calculating intensity, SK Inc.'s separate-basis revenue and number of employees are applied

** Market-based emissions reflect the use (purchased amount) of renewable energy

※ Scope 1+2 emissions target for 2025: 19,246 tCO_2eq

※※ Pangyo Data Center emissions, which were reflected in Scope 1 & 2 until 2024, are included in Scope 3 Category 15 (Investments) starting in 2025 (aggregated into the emissions of the sub-subsidiary SK Broadband)

※※※ The Scope 1 & 2 emissions in the verification opinion are calculated by rounding down decimal places for each business site and then aggregating them, resulting in some differences from the values above

Water Consumption

Category	Item	Unit	2022	2023	2024	2025
Water Withdrawal	**Water Withdrawal**	Ton	**52,666.0**	**102,794.0**	**120,190.5**	**127,519.7**
	Municipal Water Withdrawal	Ton	52,666.0	102,794.0	116,389.5	117,839.0
	Groundwater Withdrawal	Ton	-	-	3,801.1	9,680.7
Water Consumption	**Water Consumption**	Ton	**55,452.0**	**104,564.0**	**121,871.5**	**128,649.4**
	Intensity (per KRW 1 billion in revenue)*	Ton/KRW 1 Billion	16.46	24.42	32.88	36.09
	Intensity (per employee)*	Ton/Person	12.04	21.96	27.67	29.11
	Intensity Target (for the reporting year)	Ton/KRW 1 Billion	14.78	10.89	12.15	12.46
Water Discharge	**Water Discharge**	Ton	**52,666.0****	**102,794.0**	**120,190.5**	**127,519.7**
Water Recycling	**Water Recycled**	Ton	**2,786.0**	**1,770.0**	**1,681.0**	**1,129.7**
	Water Recycling Rate	%	5.0	1.7	1.4	0.9
Water Consumption in Water-Stressed Areas	Water Withdrawal in Water-Stressed Areas	Ton	-	0.0	0.0	0.0
	Water Discharge in Water-Stressed Areas	Ton	-	0.0	0.0	0.0
	Water Consumption in Water-Stressed Areas	Ton	-	0.0	0.0	0.0

* When calculating intensity, SK Inc.'s separate-basis revenue and number of employees are applied

** Newly disclosed

※ Water Consumption Calculation Standard: Water Consumption = Water Discharge (Wastewater Treated) + Water Recycled
(Since there is no water consumption within the business sites, Water Discharge is calculated as equal to Water Withdrawal)

Water Consumption by Major Business Sites/Sources (2025)

Water Withdrawal by Major Business Sites

Name	Unit	Municipal Water	Groundwater	Total
Total Water Withdrawal	**Ton**	**117,839.0**	**9,680.7**	**127,519.7**
Seorin Office	Ton	11,488.7	6,072.7	17,561.4
SKMS Research Center	Ton	8,494.0	-	8,494.0
Seonhyewon	Ton	2,096.0	3,608.0	5,704.0
Daedeok Data Center	Ton	14,548.0	-	14,548.0
Jeongja Office	Ton	60,139.9	-	60,139.9
Pangyo Office	Ton	9,288.0	-	9,288.0
Sunae Office	Ton	11,784.4	-	11,784.4

※ Seorin Office and Seonhyewon use municipal water and groundwater, while other sites used only municipal water (with no withdrawal of freshwater, industrial water, or other sources)

Water Consumption by Major Business Sites

Name	Unit	Municipal Water	Groundwater	Greywater	Total
Total Water Consumption	**Ton**	**117,839.0**	**9,680.7**	**1,129.7**	**128,649.4**
Seorin Office	Ton	11,488.7	6,072.7	-	17,561.4
SKMS Research Center	Ton	8,494.0	-	-	8,494.0
Seonhyewon	Ton	2,096.0	3,608.0	-	5,704.0
Daedeok Data Center	Ton	14,548.0	-	-	14,548.0
Jeongja Office	Ton	60,139.9	-	1,129.7	61,269.6
Pangyo Office	Ton	9,288.0	-	-	9,288.0
Sunae Office	Ton	11,784.4	-	-	11,784.4

※ Greywater is recycled water within the company and is excluded from water withdrawal
※※ Water consumption at the Jeongja Office is calculated by adding the municipal water withdrawal and the in-house greywater recycling volume of 1,129.7 tons

Waste Management

Category	Item	Unit	2022	2023	2024	2025
Waste Generated	**Total Waste Generated**	Ton	**84.1**	**493.8**	**140.4**	**219.1**
	General Waste Generated	Ton	77.1	113.3	139.4	214.4
	Hazardous Waste Generated	Ton	7.0	380.4	1.0	4.6
	Intensity (per KRW 1 billion in revenue)*	Ton/KRW billion	0.02	0.12	0.04	0.06
Waste Recycled	**Total Waste Recycled**	Ton	**29.4**	**462.1**	**125.5**	**199.3**
	General Waste Recycled	Ton	29.4	106.0	124.5	195.3
	Hazardous Waste Recycled	Ton	0.0**	356.1	1.0	4.1
	Waste Recycling Rate	%	35.0**	93.6	89.4	91.0
Waste Disposed	**General Waste Disposed**	Ton	**47.7**	**7.3**	**14.9**	**19.2**
	Waste Landfill	Ton	5.7	0.0	0.0	8.4
	Incinerated Waste with Energy Recovery	Ton	42.0	0.0	11.6	0.0
	Incinerated Waste without Energy Recovery	Ton	0.0	0.0	0.0	2.7
	Waste Otherwise Disposed	Ton	0.0	0.0	0.0	0.0
	Unknown Disposal Method	Ton	0.0	7.3	3.3	8.0
	Hazardous Waste Disposed	Ton	**7.0**	**24.3**	**0.005**	**0.6**
	Waste Landfill	Ton	0.0	0.0	0.0	0.0
	Incinerated Waste with Energy Recovery	Ton	0.0	16.9	0.0	0.0
	Incinerated Waste without Energy Recovery	Ton	0.0	0.0	0.0	0.6
	Waste Otherwise Disposed	Ton	0.0	0.0	0.0	0.0
	Unknown Disposal Method	Ton	7.0	7.4	0.005	0.0

* When calculating intensity, SK Inc.'s separate-basis revenue is applied.

** Correction of error in 2022 waste recycling data.

※ Starting from 2025, the scope of waste data disclosure includes the Jeongja office.

Environmental Management

Category	Item	Unit	2022	2023	2024	2025
Environmental Management Investment	**Total Cost (Capital Expenditure+ Operating Expense)**	**KRW Million**	**3,592.4**	**1,798.4**	**304.9**	2,112.0
	Capital Expenditure (CAPEX)	KRW Million	3,476.0	1,768.0	40.0	1,330.0
	Operating Expense (OPEX)	KRW Million	116.4	30.4	264.9	782.0
	Returns and Cost Reductions from Environmental Investments	KRW Million	1,430.5	2,250.5	3,568.6	227.8
	Ratio of Applicable Business Sites	%	89.0	87.4	87.9	93.6
Eco-friendly Vehicles	Percentage of Eco-friendly Vehicles Owned	%	-	29.4	22.3	35.0
Environmental Compliance	Number of Environmental Law Violations	Cases	0	0	0	0
	Fines and Penalties Paid	KRW	0	0	0	0
	Provisions for Environmental Violations (Fines and Penalties)	KRW	0	0	0	0

Social

1. Data from both the Investment and Business Divisions were aggregated for reporting, with data from Ackerton Partners—merged in October 2024—partially included for selected metrics

2. A dash ('-') is used to indicate items that are not applicable or for which data was not collected or managed

3. All quantitative data, except for a few metrics, has been rounded to the first decimal place, and this rounding rule has also been applied to the past three years (2022–2024)

Employee Status

Category	Item	Unit	2022	2023	2024	2025
Number of Employees	**Total**	**Persons**	**4,605**	**4,601**	**4,404**	**4,419**
By Gender	Male	Persons	3,546	3,543	3,376	3,332
	Female	Persons	1,059	1,058	1,028	1,087
By Employment Type	**Permanent**	**Persons**	**4,406**	**4,409**	**4,261**	**4,266**
	Permanent (Male)	Persons	3,403	3,407	3,266*	3,216*
	Permanent (Female)	Persons	1,003	1,002	995	1,050
	Part-time (Male)	Persons	-	-	1	1
	Part-time (Female)	Persons	-	-	0	0
	Temporary	**Persons**	**199**	**192**	**143**	**153**
	Contract (Male)	Persons	143	136	110	116
	Contract (Female)	Persons	56	56	33	37
	Daily (Male)	Persons	-	-	0	6
	Daily (Female)	Persons	-	-	0	9
	Part-time (Male)	Persons	-	-	0	0
	Part-time (Female)	Persons	-	-	0	0
By Age Group	Under 30	Persons	346	294	301	447
	30–50	Persons	3,379	3,153	3,086	2,813
	Over 50	Persons	880	1,154	1,017	1,159
Other Employment Status (Excluding Employees)	**Non-employees (Outsourced)**	**Persons**	**53**	**99**	**94**	**111**
	Non-employees (Male)	Persons	32	68	66	79
	Non-employees (Female)	Persons	21	31	28	32

* Includes 1 part-time employee (male)
※ Daily and part-time workers are excluded from the total number of temporary employees

Employee Diversity

Category	Item	Unit	2022	2023	2024	2025
Foreign Employees (by Nationality)	**Number of Foreign Employees**	Persons	**23**	**21**	**22**	**26**
	United States	Persons	9	9	8	8
	China	Persons	6	5	6	6
	Canada	Persons	3	3	4	5
	Others	Persons	5	4	4	7
	Number of Foreign Managers	Persons	**20**	**14**	**17**	**23**
	United States	Persons	8	6	7	7
	China	Persons	5	5	5	5
	Canada	Persons	3	1	3	4
	Others	Persons	4	2	2	7
Socially Disadvantaged	**Proportion of Employees from Socially Disadvantaged Groups**	%	**5.4**	**5.1**	**5.1**	**5.1**
	Number of Employees from Socially Disadvantaged Groups	Persons	**249**	**234**	**225**	**227**
	Number of Employees with Disabilities*	Persons	167	153	149	156
	Proportion of Employees with Disabilities	%	3.6	3.3	3.4	3.5
	Number of National Veterans Employed	Persons	82	81	76	71
Overseas Assignment	**Number of Employees on Overseas Assignment**	Persons	**424**	**186**	**307**	**173**
	Proportion of Employees on Overseas Assignment	%	**9.2**	**4.0**	**7.0**	**3.9**

* The number of employees with disabilities is calculated based on Article 22, Paragraph 3 of the Act on the Employment Promotion and Vocational Rehabilitation of Persons with Disabilities

Gender Breakdown by Job Category and Position

Category	Item	Unit	2022	2023	2024	2025
Male	**Number of Male Executives**	Persons	**104**	**119**	**116**	**102**
	Number of Employees in Revenue-Generating Functions	Persons	**2,880**	**2,893**	**2,855**	**2,866**
	Top Management Position	Persons	169	268	309	333
	Junior Management Position	Persons	2,259	2,180	2,112	2,073
	Non-Management Position	Persons	452	445	434	460
	Number of Employees in Other Functions	Persons	**547**	**532**	**405**	**364**
	Top Management Position	Persons	101	110	102	86
	Junior Management Position	Persons	359	346	236	208
	Non-Management Position	Persons	87	76	67	70
Female	**Number of Female Executives**	Persons	**10**	**13**	**8**	**4**
	Number of Employees in Revenue-Generating Functions	Persons	**725**	**729**	**749**	**841**
	Top Management Position	Persons	21	32	35	40
	Junior Management Position	Persons	430	439	434	471
	Non-Management Position	Persons	274	258	280	330
	Number of Employees in Other Functions	Persons	**297**	**315**	**271**	**242**
	Top Management Position	Persons	14	15	22	18
	Junior Management Position	Persons	138	135	102	86
	Non-Management Position	Persons	145	165	147	138
STEM Functions	**Number of Male Employees**	Persons	**2,880**	**2,776**	**2,775**	**2,775**
	Number of Female Employees	Persons	**725**	**695**	**716**	**790**

Hires and Turnover

Category		Item	Unit	2022	2023	2024***	2025
New Hires		**Total Number of New Hires**	**Persons**	**556**	**260**	**240**	**369**
	By Gender	Male	Persons	396	184	165	226
		Female	Persons	160	76	75	143
	By Hire Type	Entry-Level Hires	Persons	71	67	117	181
		Experienced Hires	Persons	485	193	123	188
	By Age Group	Under 30	Persons	159	85	96	191
		30–50	Persons	376	166	103	149
		Over 50	Persons	21	9	41	29
	By Management Level	Executives	Persons	6	0	10	5
		Top Management Position	Persons	5	1	31	26
		Junior Management Position	Persons	275	113	59	74
		Non-management Position	Persons	270	146	140	264
Internal Hires		Number of Employees Transferred via Internal Hires	Persons	495	425	388	301
		Number of Recruits for Open Positions	Persons	530	520	445	484
		Internal Candidate Hiring Rate	%	93.0	82.0	87.2	62.2
Hiring Cost*		Total Hiring Cost	KRW million	1,325	933	520	498
Turnover		**Turnover Employees**	**Persons**	**219**	**274**	**402**	**222**
		Total Employee Turnover Rate (Voluntary + Involuntary)	**%**	**4.8**	**6.0**	**8.9**	**5.0**
	By Gender	Male	Persons	159	187	303	167
		Female	Persons	60	87	99	55
	By Age Group	Under 30	Persons	45	41	30	34
		30–50	Persons	132	164	185	112
		Over 50	Persons	42	69	187	76
	By Job Level	Executives	Persons	1	15	15	7
		Top Management Position	Persons	12	11	32	21
		Junior Management Position	Persons	120	158	253	65
		Non-management Position	Persons	86	90	102	129
	By Type	Dismissal	Persons	0	2	1	1
		Mandatory Retirement	Persons	23	23	47	34
		Others	Persons	0	18	52	46
		Voluntary Turnover**	**Persons**	**196**	**231**	**302**	**141**
		Voluntary Turnover Rate	**%**	**4.3**	**5.0**	**6.8**	**3.2**

* Correction of unit error in recruitment costs for 2023–2024

** Voluntary Turnover: Refers to cases where employees leave voluntarily for reasons other than retirement, contract expiration, or dismissal

*** Correction of inconsistency error in calculation standards for the number of hires and turnovers in 2024

Gender Pay Indicators by Job Category

Category	Item	Unit	2022	2023	2024	2025
Executives	Base Salary	%	89.6	64.0	81.9	53.1
	Base Salary and Performance Pay	%	88.3	67.6	130.6	63.8
Top Management Position	Base Salary	%	72.8	99.2	99.1	96.2
	Base Salary and Performance Pay	%	70.5	100.8	102.0	99.1
Junior Management Position	Base Salary	%	87.0	94.3	93.9	94.9
	Base Salary and Performance Pay	%	85.1	95.6	94.7	94.5
Non-Management Position	Base Salary	%	90.7	89.9	90.7	94.1
	Base Salary and Performance Pay	%	90.7	89.3	90.4	92.3

※ Calculated as the average wage level of female employees relative to the average wage level of male employees (set at 100%) for each category

Training and Development

Category	Unit	2022	2023	2024	2025
Total Training Hours	Hours	-	-	145,085	192,131
Average Training Hours per Employee	Hours/person	108	87	34	43
Total Training Costs	KRW	-	-	14,780,110,960	13,978,695,277
Average Training Costs per Employee	KRW/person	1,367,503	1,099,073	3,356,065	3,163,316

※ Following the merger of Ackerton Partners into SK Inc. in 2024, they are included in the training target starting from 2025.

Status of Performance Evaluation

Category	Unit	2022*	2023*	2024*	2025
Number of Employees Subject to Performance Evaluation	Persons	4,206	4,318	4,068	4,078
Number of Employees who Received Performance Evaluation	Persons	4,206	4,318	4,068	4,078
Percentage of Employees Who Received Performance Evaluation	%	100.0	100.0	100.0	100.0

* Due to changes in data collection standards, the values for 2022–2024 differ from the 2025 Sustainability Report.
※ When calculating the number of employees subject to performance evaluation, the following are excluded: employees who joined in the second half of the year, employees on leave for six months or longer, and employees who retired during 2025.

Parental Leave Usage Status

Category		Unit	2022	2023	2024	2025
Parental Leave Users*	Male	Persons	28	34	29	61
	Female	Persons	51	63	50	75
Parental Leave Usage Rate**	Male	%	7.1	8.4	10.1	15.1
	Female	%	85.1	90.7	86.7	87.7
Employees with at Least 12 Months of Service After Returning from Parental Leave***	Male	Persons	22	33	30	24
	Female	Persons	44	52	40	40

* Number of employees who have used parental leave for at least one day during the reporting period

** Calculated by dividing the number of employees who took parental leave within one year after childbirth by the number of employees with children under one year of age as of the child's birth date

*** Employees who have completed 12 months of continuous service during the reporting period after returning from parental leave

Collective Bargaining Agreement Coverage Rate

Category	Unit	2022	2023	2024	2025
Coverage Rate	%	100.0	100.0	100.0	100.0

Occupational Health and Safety

Category	Item	Unit	2022	2023	2024	2025
Employee Lost Time Injuries	**Number of Lost Time Injuries***	**Cases**	**0**	**0**	**0**	**0**
	Male	Cases	0	0	0	0
	Female	Cases	0	0	0	0
	Lost Time Injury Frequency Rate (LTIFR)	**Cases/Million Hours**	**0.0**	**0.0**	**0.0**	**0.0**
Supplier Lost Time Injuries	**Number of Lost Time Injuries**	**Cases**	**1**	**0**	**0**	**0**
	Male	Cases	1	0	0	0
	Female	Cases	0	0	0	0
	Lost Time Injury Frequency Rate (LTIFR)	**Cases/Million Hours**	**0.0**	**0.0**	**0.0**	**0.0**
Employee Occupational Illnesses	**Number of Occupational Illnesses**	**Cases**	**0**	**0**	**0**	**0**
	Occupational Illness Frequency Rate (OIFR)	**Cases/200,000 Hours**	**0.0**	**0.0**	**0.0**	**0.0**
Supplier Occupational Illnesses	**Number of Occupational Illnesses**	**Cases**	**0**	**0**	**0**	**0**
	Occupational Illness Frequency Rate (OIFR)	**Cases/200,000 Hours**	**0.0**	**0.0**	**0.0**	**0.0**
Number of Employee Work-Related Fatalities	Total	Persons	0	0	0	0
Number of Supplier Work-Related Fatalities	Total	Persons	0	0	0	0

* Cases involving lost workdays reported to the Korea Workers' Compensation and Welfare Service in accordance with the Occupational Safety and Health Act (excluding accidents outside the company's scope of management, such as general commuting accidents)

Customer Satisfaction

Category	Unit	2022	2023	2024	2025
Customer Satisfaction Survey Score	Points	70.7	72.1	70.4	76.9

Corporate Social Responsibility Activities

Category	Unit	2022**	2023**	2024**	2025
Donations	KRW million	12,282	9,906	7,338	5,698
CSR Program Operating Expenses	KRW million	623	645	645	456
Employee Donations	KRW million	113	120	94	89
Others	KRW million	311	341	264	213
Social Value (SV) Created by CSR Programs*	KRW million	1,481	1,378	869	1,113

* Social value created through CSR programs, expressed in monetary terms

** Due to changes in data collection standards, the values for 2022–2024 differ from those in the 2025 Sustainability Report

Mutual Growth

Category	Item	Unit	2022	2023	2024	2025
Mutual Growth Support	Patent Technology Transfer (Free of Charge)	Cases	34	34	34	50
	Joint R&D	Cases	31	32	33	34
	Joint Market Entry Cases	Cases	8	5	5	12
	Technology Data Escrow Cases	Cases	56	56	55	83
	Patent Application Support Cases	Cases	7	3	6	20

Supply Chain Management

Category	Item	Unit	2022	2023	2024	2025
Supply Chain	**Total Number of Suppliers**	Companies	1,747	2,036	1,872	1,501
	Number of Tier 1 Suppliers	Companies	1,747	2,036	1,872	1,501
	Number of Non-Tier 1(Sub-Tier) Suppliers	Companies	0	0	0	0
	Number of New Suppliers	Companies	-	-	130	243
	Number of New Suppliers Screened Using Environmental/Social Assessment Criteria	Companies	-	-	130	243
	Number of Significant Suppliers*	Companies	38	86	110	138
	Number of Significant Suppliers Supported with Development Measures	Companies	-	-	110	138
	Number of Significant Suppliers Assessed with Substantial Actual/Potential Negative Impacts	Companies	38	39	31	39
	Number of Suppliers with Agreed CAPs	Companies	38	39	31	39
	Number of Suppliers with Completed CAPs	Companies	37	37	31	36
	Number of Suppliers whose Transactions were Terminated	Companies	-	-	0	0
Supplier Procurement Performance	**Total Procurement Amount**	KRW 100 Million	14,510	13,452	14,315	15,419
	Procurement Amount from Tier 1 Suppliers	KRW 100 Million	14,510	13,452	14,315	15,419
	Percentage of Procurement Amount from Tier 1 Suppliers	%	100	100	100	100
Procurement Performance by Type	**HW/SW Procurement Amount**	KRW 100 Million	7,403	8,167	7,695	7,204
	Domestic	KRW 100 Million	7,236	8,028	7,562	7,096
	Overseas	KRW 100 Million	167	139	133	108
	Outsourcing/Service Procurement Amount	KRW 100 Million	7,107	5,286	6,620	8,215
	Domestic	KRW 100 Million	7,033	5,188	6,438	8,120
	Overseas	KRW 100 Million	74	98	182	95

* Suppliers with high business significance or ESG risks

※ Data on the number of suppliers and procurement performance represents figures for the business division, excluding the investment division.

Information Security

Category	Item	Unit	2022	2023	2024	2025
Personal Information and Data Breaches	Total Number of Data Breaches and Incidents (including internal leaks, hacking, etc.)	Cases	0	0	0	0
	Number of Personally Identifiable Information (PII) Breaches	Cases	0	0	0	0
	Percentage of Breaches Involving PII	%	0.0	0.0	0.0	0.0
	Number of Users Whose Personal Information Was Compromised Due to Data Breaches	Persons	0	0	0	0
Customer Information and User Data	Number of Customers Whose Information Was Used for Secondary Purposes	Persons	0	0	0	0
	Number of Data Requests from Government and Law Enforcement Agencies	Cases	0	0	0	0
	Number of Customer Data Requests	Persons	0	0	0	0
	Data Disclosure Rate	%	0.0	0.0	0.0	0.0
Monetary Losses Incurred Due to Legal Proceedings Related to Personal Information Protection	Monetary Losses from Lawsuits Related to User Privacy During the Reporting Period	KRW thousand	0	0	0	0
Violations of Customer Personal Information Protection and Customer Data Loss	Number of Violations and Data Loss	Cases	0	0	0	0

Service Downtime Status

Category	Item	Unit	2022	2023	2024	2025
Service Downtime of 30 Minutes or Less	Cloud-based Services	Cases (Min)	3(60)	0(0)	0(0)	0(0)
	All Services	Cases (Min)	33(676)	22(392)	15(256)	12(193)
Service Downtime of Over 30 Minutes	Cloud-based Services	Cases (Min)	9(857)	3(195)	0(0)	0(0)
	All Services	Cases (Min)	87(13,044)	90(16,248)	36(5,263)	42(5,725)
Regular Maintenance and Planned Work	Cloud-based Services	Cases (Min)	1(21)	0(0)	0(0)	0(0)
	All Services	Cases (Min)	16(942)	9(2,771)	10(1,851)	5(930)
Downtime Due to Incidents	Cloud-based Services	Cases (Min)	11(896)	3(195)	0(0)	0(0)
	All Services	Cases (Min)	104(12,778)	112(16,640)	51(5,519)	54(5,918)

Governance

1. Data from the Investment Division and the Business Division are reported on a combined basis
2. A dash ('-') is used to indicate metrics that are not applicable or for which data was not collected or managed
3. All quantitative data, except for a few metrics, has been rounded to the first decimal place, and this rounding rule has also been applied to the past three years (2022–2024)

Business Ethics Training

Category	Item	Unit	2025
Employees	**Training Target**	**Persons**	**4,136**
	Regular	Persons	4,020
	Non-regular*	Persons	116
	Training Completers	**Persons**	**3,969**
	Regular	Persons	3,867
	Non-regular*	Persons	102
	Training Completion Rate	**%**	**96.0**
	Regular	%	96.2
	Non-regular*	%	87.9
Suppliers	Number of Participating Suppliers	Companies	509
	Training Target**	Persons	6,630
	Training Completers	Persons	4,850
	Training Completion Rate	%	73.2

* Non-regular employees include contract, part-time, and dispatched workers.

** Supplier employees assigned to SK Inc. projects

Status of Business Ethics Reports, Violations, and Disciplinary Actions

Category	Item	Unit	2022	2023	2024	2025
Whistleblowing Reports Received	**Total Number of Reports Received**	**Cases**	**21**	**25**	**42**	**38**
Whistleblowing Reports Processing Status	**Total Number of Reports Processed**	**Cases**	**21**	**25**	**42**	**38**
	Investigation and Audit	Cases	18	23	42	38
	Transfer to Relevant Departments	Cases	3	1	0	0
	Others	Cases	0	1	0	0
Business Ethics Violations	**Total Number of Violations**	**Cases**	**15**	**11***	**18**	**8**
	Corruption and Bribery	Cases	2	4	5	0
	Negligence in Customer Data Management	Cases	0	1	0	0
	Discrimination and Harassment	Cases	9	3*	4	2
	Conflict of Interest	Cases	0	0	1	0
	Money Laundering and Insider Trading	Cases	0	0	0	0
	Others (Process Violations)	Cases	4	3	8	6
Disciplinary Actions for Business Ethics Violations	**Total Number of Actions**	**Cases**	**15**	**11***	**18**	**8**
	Dismissal	Cases	2	1	4	0
	Salary Reduction	Cases	3	1	5	0
	Reprimand	Cases	1	2	3	1
	Warning	Cases	5	3	5	7
	Others	Cases	4	4*	1	0

* Correction of data aggregation error for 2023

※ Change in the scope of business division data aggregation: Starting from 2025, data on reports, violations, and disciplinary actions of subsidiaries and overseas corporations are excluded.

Anti-Bribery and Anti-Corruption Training

Category	Item	Unit	2025
Employees	**Training Target**	Persons	**4,136**
	Regular Employees	Persons	4,020
	Non-Regular Employees*	Persons	116
	Training Completers	Persons	**3,969**
	Regular Employees	Persons	3,867
	Non-Regular Employees*	Persons	102
	Training Completion Rate	%	**96.0**
	Regular Employees	%	96.2
	Non-Regular Employees*	%	87.9
Suppliers	Number of Participating Suppliers	Companies	509
	Training Target**	Persons	6,630
	Training Completers	Persons	4,850
	Training Completion Rate	%	73.2

* Non-regular employees include contract, part-time, and dispatched workers.

** Supplier employees assigned to SK Inc. projects

Status of Rulings and Fines Related to Bribery and Corruption

Category	Item	Unit	2025
Rulings and Fines Related to Bribery and Corruption	Number of Convictions	Cases	0
	Amount of Fines Imposed	KRW	0

Policy Expenditures

Category	Item	Unit	2022	2023	2024	2025
Policy-Related Expenditures	Lobbying	KRW thousand	0	0	0	0
	Political Contributions	KRW thousand	0	0	0	0
	Trade Association/Industry Group Dues	KRW thousand	228,020	209,813	214,443	236,074

※ SK Inc. complies with Article 31 of the Political Funds Act of Korea, which prohibits corporate political contributions and lobbying funds.
※※ There are no memberships/activities in associations that oppose the Paris Agreement, nor any climate-related lobbying activities.

Expenditures on Major Trade Associations and Industry Groups

Organization	Unit	2025
Korea Enterprises Federation	KRW thousand	45,810
Korea IT Service Industry Association (ITSA)	KRW thousand	27,000
Korea AI Software Industry Association (KOSA)	KRW thousand	20,000
Korea Association of AI Cloud Industry	KRW thousand	10,000
Corporate Renewable Energy Foundation (CREF)	KRW thousand	10,000
The Climate Change Organisation	KRW thousand	9,639
Korea Fair Competition Federation	KRW thousand	5,000
Korea Industrial Technology Association	KRW thousand	4,320
Seoul Bar Association	KRW thousand	4,001

R&D

Category	Item	Unit	2022	2023	2024	2025
R&D Expenses	**Total**	**KRW million**	**72,445**	**54,825**	**44,714**	**48,344**
	SG&A expenses	KRW million	34,041	32,691	27,878	25,454
	Development costs	KRW million	38,404	22,134	16,836	22,890
R&D Expenses to Revenue* Ratio		%	3.3	2.3	1.7	1.8

* Calculated based on the revenue of business divisions conducting R&D

Consolidated ESG Data

1. Consolidated data Reporting Boundary covers 6 listed subsidiaries*
   * SK Innovation, SK Telecom (non-consolidated), SK Networks, SK Square (non-consolidated), SKC, SK Biopharmaceuticals (non-consolidated)
   ※ Some environmental data of SK Biopharmaceuticals is collected on a consolidated basis
   ※※ SK Innovation has reported consolidated SK Innovation E&S data starting from FY2025, resulting in changes in the reporting boundary and data trends

2. Each data point is based on the disclosed data in the FY2025 Sustainability Report of each subsidiary. Some data may differ from the previous year's report of SK Inc. due to revisions in the subsidiaries' disclosed data
   ※ Data recalculated based on SK Inc.'s standards, differing from the data disclosed by individual subsidiaries, is indicated in the footnotes

3. Indicators that are not applicable or for which data is not collected and managed are marked as '-'

4. Except for some indicators, all quantitative data has been rounded to the first decimal place, and the same reporting principle has been applied to the performance of the past three years (2022–2024)

Environmental

Energy Consumption (Consolidated)

Category	Item	Unit	2022*	2023*	2024*	2025
Non-Renewable Energy	Non-Renewable Energy Consumption	MWh	58,303,346.1	60,047,201.1	59,717,159.8	111,815,703.8
Renewable Energy	Renewable Energy Consumption	MWh	693,651.9	1,999,611.8	439,611.5	324,188.8

* Differs from the 2025 Sustainability Report due to data corrections for SKC and SK Biopharmaceuticals

Energy Consumption (Individual Subsidiaries)

Category	Item	Unit	2025						
			SK Inc.	SK Innovation	SK Telecom	SK Networks	SK Square	SKC	SK Biopharmaceuticals
Non-renewable Energy	Non-renewable energy consumption	MWh	41,541.9	105,760,564.0	2,296,406.0	214,255.6	2,528.6	3,496,491.3	3,916.4
Renewable Energy	Renewable energy consumption	MWh	17,789.5	2,777.8	289,565.0	12,101.8	898.7	56.0	1,000.0

※ Energy consumption is converted and standardized using a conversion factor (0.2777778 MWh/GJ) before aggregation.

GHG Emissions (Consolidated)

Category	Item	Unit	2022	2023*	2024*	2025
Direct GHG Emissions (Scope 1)	**Total**	**tCO_2eq**	**9,615,651.3**	**9,740,573.5**	**9,891,358.8**	**19,608,833.9**
	Intensity (per KRW 1 billion revenue)	tCO_2eq/KRW 1 billion	85.6	93.1	98.1	185.7
	Intensity (per employee)	tCO_2eq/Person	370.6	375.0	389.7	748.5
Indirect GHG Emissions (Scope 2) Location-based	**Total**	**tCO_2eq**	**3,673,202.5**	**3,838,450.0**	**3,912,897.6**	**3,550,962.8**
	Intensity (per KRW 1 billion revenue)	tCO_2eq/KRW 1 billion	32.7	36.7	38.8	33.6
	Intensity (per employee)	tCO_2eq/Person	140.2	147.8	154.2	135.5
Indirect GHG Emissions (Scope 2) Market-based	**Total**	**tCO_2eq**	-	**3,428,457.6**	**3,422,005.0**	**3,407,744.0**

* Differs from the 2025 Sustainability Report due to data corrections for SK Biopharmaceuticals

GHG Emissions (Individual Subsidiaries)

Category	Item	Unit	2025						
			SK Inc.	SK Innovation	SK Telecom	SK Networks	SK Square	SKC	SK Biopharmaceuticals
Direct GHG Emissions (Scope 1)	**Total**	**tCO_2eq**	**1,179.0**	**19,189,893.0**	**5,940.0**	**9,211.6**	**140.9**	**402,119.6**	**349.9**
	Intensity (per KRW 1 billion revenue)	tCO_2eq/KRW 1 billion	0.3	239.0	0.5	1.4	0.4	218.5	0.5
	Intensity (per employee)	tCO_2eq/Person	0.3	1,745.2	1.1	2.5	1.7	294.6	1.3
Indirect GHG Emissions (Scope 2) Location-based	**Total**	**tCO_2eq**	**23,811.7**	**2,087,936.0**	**1,167,979.0**	**28,557.4**	**323.9**	**241,633.2**	**721.7**
	Intensity (per KRW 1 billion revenue)	tCO_2eq/KRW 1 billion	6.6	26.0	96.9	4.2	0.9	131.3	1.0
	Intensity (per employee)	tCO_2eq/Person	5.4	189.9	219.7	7.6	3.9	177.0	2.7
Indirect GHG Emissions (Scope 2) Market-based	**Total**	**tCO_2eq**	**15,980.2**	**2,087,936.0**	**1,037,506.0**	**24,215.5**	**169.1**	**241,633.2**	**304.1**

Air Pollutant Emissions (Consolidated)

Category	Item	Unit	2022	2023	2024	2025
Air Pollutants	**VOC Emissions (Volatile Organic Compounds)***	Ton	919.1	348.9	357.0	275.2

* Correction of data aggregation errors for SK Biopharmaceuticals

Air Pollutant Emissions (Individual Subsidiaries)

Category	Item	Unit	2025						
			SK Inc.	SK Innovation	SK Telecom	SK Networks	SK Square	SKC	SK Biopharmaceuticals
Air Pollutants	**VOC Emissions (Volatile Organic Compounds)***	Ton	-	236.4	-	-	-	34.1	4.7

* SK Inc., SK Telecom, SK Networks, and SK Square do not emit VOCs (Volatile Organic Compounds).

Water Consumption (Consolidated)

Category	Item	Unit	2022***	2023***	2024***	2025
Water Withdrawal	**Total Water Withdrawal**	**Ton**	**53,282,108.9**	**50,262,461.7**	**50,642,288.6**	**65,016,636.9**
	Municipal Water Withdrawal	Ton	51,984,469.3	48,458,266.5	49,282,440.8	64,166,104.6
	Groundwater Withdrawal	Ton	569,543.0	51,461.0	51,406.1	63,395.2
	Freshwater (Lakes, Rivers, etc.) Withdrawal	Ton	728,096.0	1,752,734.2	1,308,441.7	787,137.0
Water Consumption*	**Total Water Consumption**	**Ton**	**79,935,964.3**	**78,620,322.1**	**80,588,984.3**	**92,792,843.6**
Water Discharge**	**Total Water Discharge**	**Ton**	**0.0**	**23,139,842.8**	**23,648,341.7**	**23,704,328.0**
Water Recycling	**Total Water Recycled**	**Ton**	**24,174,890.2**	**24,536,950.9**	**27,490,362.5**	**27,912,650.5**
	Water Recycling Rate	**%**	**31.2**	**31.2**	**34.1**	**30.1**

* Water consumption management standards vary by company, and data for SK Networks and SK Square have been recalculated in accordance with SK Inc.'s standards, which may differ from their individually disclosed data.

** The revised calculation method for water discharge (including wastewater treatment volume) has been applied starting from 2023.

*** Differs from the 2025 Sustainability Report due to data corrections for SK Innovation, SKC, and SK Biopharmaceuticals

Water Consumption (Individual Subsidiaries)

Category	Item	Unit	2025						
			SK Inc.	SK Innovation	SK Telecom	SK Networks	SK Square	SKC	SK Biopharmaceuticals
Water Withdrawal	**Total Water Withdrawal**	**Ton**	127,519.7	57,678,542.0	672,704.0	861,028.9	4,021.3	5,668,411.9	4,409.0
	Municipal Water	Ton	117,839.0	57,594,140.0	641,240.0	136,043.4	4,021.3	5,668,411.9	4,409.0
	Groundwater	Ton	9,680.7	0.0	31,464.0	22,250.5	0.0	0.0	0.0
	Freshwater (Lakes, Rivers, etc.)	Ton	0.0	84,402.0	0.0	702,735.0	0.0	0.0	0.0
Water Consumption*	**Total Water Consumption**	**Ton**	128,649.4	82,524,685.0	672,704.0	935,096.9	4,021.3	8,523,277.9	4,409.0
Water Discharge	**Total Water Discharge**	**Ton**	127,519.7	20,636,840.3	649,440.0	861,028.9	4,021.3	1,424,803.7	674.0
Water Recycle	**Total Water Recycled**	**Ton**	1,129.7	24,982,587.0	0.0	74,067.8	0.0	2,854,866.0	0.0
	Water Recycling Rate	**%**	0.9	30.3	0.0	7.9	0.0	33.5	0.0

* Water consumption management standards vary by company, and data for SK Networks and SK Square have been recalculated in accordance with SK Inc.'s standards, which may differ from their individually disclosed data.

Waste Management (Consolidated)

Category	Item	Unit	2022**	2023**	2024**	2025
General Waste*	**Waste Recycled**	**Ton**	**65,547.4**	**67,906.1**	**63,475.0**	**66,738.7**
	Waste Disposed	**Ton**	**15,523.9**	**12,494.2**	**7,746.9**	**3,085.6**
	Landfill	Ton	10,277.3	8,370.9	5,115.6	1,094.4
	Incinerated Waste with Energy Recovery	Ton	442.0	335.0	401.7	298.2
	Incinerated Waste without Energy Recovery	Ton	2,849.6	1,955.4	1,237.4	1,313.7
	Otherwise Disposed Waste	Ton	0.0	0.0	0.0	0.0
	Waste with Unknown Disposal Method	Ton	1,955.0	1,832.9	992.3	379.2
Hazardous Waste	**Waste Recycled**	**Ton**	**6,808.0**	**39,611.1**	**40,595.2**	**34,034.1**
	Waste Disposed	**Ton**	**52,073.9**	**10,269.7**	**10,234.6**	**7,853.0**
	Landfill	Ton	895.0	1,485.5	1,517.9	1,264.3
	Incinerated Waste with Energy Recovery	Ton	148.9	464.9	46.2	92.0
	Incinerated Waste without Energy Recovery	Ton	587.0	7,975.2	8,486.5	6,343.5
	Otherwise Disposed Waste	Ton	0.3	336.6	158.8	130.7
	Waste with Unknown Disposal Method	Ton	50,442.7	7.4	25.3	22.5

* Construction waste data is included in general waste.
** Differs from the 2025 Sustainability Report due to data restatements for SK Telecom and SKC.

Waste Management (Individual Subsidiaries)

Category	Item	Unit	2025						
			SK Inc.	SK Innovation	SK Telecom	SK Networks	SK Square	SKC	SK Biopharmaceuticals
General Waste*	**Waste Recycled**	**Ton**	195.3	49,660.5	2,540.0	5,004.5	6.8	9,331.7	-
	Waste Disposed	**Ton**	19.2	1,738.4	622.1	320.3	5.2	380.4	0.0
	Landfill	Ton	8.4	454.5	273.0	0.0	0.4	358.1	-
	Incinerated Waste (with energy recovery)	Ton	0.0	0.0	298.2	0.0	0.0	0.0	-
	Incinerated Waste (without energy recovery)	Ton	2.7	1,284.0	0.0	0.0	4.8	22.3	-
	Other disposal operations	Ton	0.0	0.0	0.0	0.0	0.0	0.0	-
	Disposal method unknown	Ton	8.0	0.0	50.9	320.3	0.0	0.0	-
Hazardous Waste	**Waste Recycled**	**Ton**	4.1	29,387.5	1,278.3	6.1	0.2	3,348.9	9.0
	Waste Disposed	**Ton**	0.6	7,483.9	22.8	1.2	0.0	329.7	15.0
	Landfill	Ton	0.0	1,238.1	0.0	1.2	0.0	25.0	0.0
	Incinerated Waste (with energy recovery)	Ton	0.0	0.0	0.2	0.0	0.0	76.7	15.0
	Incinerated Waste (without energy recovery)	Ton	0.6	6,115.0	0.0	0.0	0.0	228.0	0.0
	Other disposal operations	Ton	0.0	130.7	0.0	0.0	0.0	0.0	0.0
	Disposal method unknown	Ton	0.0	0.0	22.5	0.0	0.0	0.0	0.0

* Construction waste data is included in general waste.

ISO 14001 Certification Status (Consolidated)

Category	Business Site	Certification Expiration Date
SK Inc.	SK-u Tower and Data Centers (Seongnam, Daejeon)	2027. 05
SK Telecom	Headquarters and All Business Sites	2026. 10
SK Networks	SK Networks Headquarters (Seoul)	2028. 11
	SK Intellix Headquarters (Seoul) and Hwaseong Campus	2027. 11
SKC	SKPIC (Ulsan)	2026. 11
	SKNX (Jeongeup)	2027. 05
	ISC Headquarters (Pangyo)	2028. 07
	SK Nexilis (Malaysia)	2026. 07
	ISC (Vietnam)	2026. 10
SK Biopharmaceuticals	SK Biopharmaceuticals Headquarters (Seongnam)	2028. 05
SK Innovation	SKE (Ulsan Complex)	2029. 11
	SKGC (Ulsan Complex)	2029. 06
	SKGC (Spain)	2026. 11
	SKGC (France)	2029. 05
	SKO (Seosan)	2028. 12
	SKO (USA)	2028. 12
	SKO (SKOH2, Hungary)	2028. 12
	SKO (SKBM, Hungary)	2028. 12
	SKO (China)	2028. 12
SK Innovation	SKEN (Ulsan Complex)	2027. 06
	SKEN (China)	2027. 09
	SKIPC (Incheon Complex)	2026. 11
	SKIET (Jeungpyeong)	2028. 09
	SKIET (Poland)	2029. 01
	SKIET (China)*	2026. 04
	SKI E&S (Gwangyang LNG Power Plant)	2028. 04
	SKI E&S (Narae Energy Service (Hanam))	2027. 08
	SKI E&S (Narae Energy Service (Wirye))	2027. 08
	SKI E&S (Paju Energy Service)	2027. 09
	SKI E&S (Yeoju Energy Service)	2027. 10
	SKI E&S (Ensolve)	2026. 09
	SKI E&S (Busan City Gas)	2028. 04
	SKI E&S (Yeongnam Energy Service (Pohang))**	2026. 11
	SKI E&S (Yeongnam Energy Service (Gumi))**	2027. 10
	SKI E&S (Jeonbuk Energy Service)	2027. 10
	SKI E&S (IGE)	2029. 05

* Divestiture of the business site was resolved in May 2026

** Managed business sites not subject to ISO 14001 certification

Social

Employee Status (Consolidated)

Category	Item	Unit	2022	2023	2024	2025
Number of Employees	**Total**	Persons	**26,145**	**25,951**	**25,348**	**26,199**
Gender	Male	Persons	20,314	19,948	19,307	19,932
	Female	Persons	5,831	6,003	6,041	6,267
Age	Under 30	Persons	3,543	3,450	3,321	3,244
	30–50	Persons	16,070	15,687**	15,398	16,027
	Over 50	Persons	6,532	6,814**	6,629**	6,928
Employment Type	Permanent	Persons	24,452	23,971	23,249	24,260
	Temporary	Persons	1,693	1,980	2,099	1,939
Socially Disadvantaged	Number of Employees with Disabilities*	Persons	738	857	837	843
	Number of National Veterans Employed	Persons	607	482	459	476

* The number of employees with disabilities is calculated based on Article 22, Paragraph 3 of the Act on the Employment Promotion and Vocational Rehabilitation of Persons with Disabilities
** Differs from the 2025 Sustainability Report due to data corrections by SK Innovation.
※ The calculation criteria for the number of employees with disabilities vary by subsidiary, and data for SKC have been recalculated in accordance with SK Inc.'s standards, which may differ from its individually disclosed data.

Employee Status (Individual Subsidiaries)

Category	Item	Unit	2025						
			SK Inc.	SK Innovation	SK Telecom	SK Networks	SK Square	SKC	SK Biopharmaceuticals
Total Employees	**Total**	Persons	4,419	10,996	5,316	3,747	84	1,365	272
By Gender	Male	Persons	3,332	8,955	4,047	2,321	69	1,072	136
	Female	Persons	1,087	2,041	1,269	1,426	15	293	136
By Age	Under 30	Persons	447	1,652	459	510	1	159	16
	30–50	Persons	2,813	6,677	2,888	2,426	76	915	232
	Over 50	Persons	1,159	2,667	1,969	811	7	291	24
By Employment Type	Regular	Persons	4,266	10,429	4,881	3,093	82	1,260	249
	Contract	Persons	153	567	435	654	2	105	23
Socially Disadvantaged	Number of Employees with Disabilities*	Persons	156	373	174	96	0	34	10
	Number of National Veterans Employed	Persons	71	193	165	31	0	16	0

* The number of employees with disabilities is calculated based on Article 22, Paragraph 3 of the Act on the Employment Promotion and Vocational Rehabilitation of Persons with Disabilities
※ The calculation criteria for the number of employees with disabilities vary by subsidiary, and data for SKC have been recalculated in accordance with SK Inc.'s standards, which may differ from its individually disclosed data.

Hires and Turnover (Consolidated)

Category	Item	Unit	2022	2023	2024***	2025
New Hires	**Total**	**Persons**	**4,024**	**2,978**	**2,299**	2,356
By Gender	Male	Persons	2,668	1,808	1,482	1,528
	Female	Persons	1,356	1,170	817	828
By Age	Under 30	Persons	1,688	1,507	1,349	1,066
	30–50	Persons	2,186	1,315	734	1,012
	Over 50	Persons	150	156	216	278
Internal Hires (Open Position)	Number of Internal Hires	Persons	1,907	1,094	1,340	1,533
	Rate	%	37.9	43.0	55.7	59.5
Turnover	**Total**	**Persons**	**1,424**	**1,994**	**2,512**	**2,518**
	Rate*	**%**	**5.4**	**7.7**	**9.9**	**9.6**
By Gender	Male	Persons	991	1,248	1,808	1,849
	Female	Persons	433	746	704	669
By Age	Under 30	Persons	390	567	595	632
	30–50	Persons	704	866	976	1,148
	Over 50	Persons	330	561	941	738
Voluntary Turnover	Number of Voluntary Turnovers**	Persons	1,098	1,491	1,675	1,289
	Voluntary Employee Turnover Rate	%	4.2	5.7	6.6	4.9

* Recalculated based on SK Inc. due to differing Employee turnover rate calculation standards across subsidiaries
** Voluntary Turnover: Refers to cases where employees leave voluntarily for reasons other than retirement, contract expiration, or dismissal
*** Differs from the 2025 Sustainability Report due to the correction of an inconsistency error in the calculation of SK Inc.'s 2024 hiring and turnover figures

Hires and Turnover (Individual Subsidiaries)

Category	Item	Unit	2025						
			SK Inc.	SK Innovation	SK Telecom	SK Networks	SK Square	SKC	SK Biopharmaceuticals
New Hires	**Total**	**Persons**	**369**	**776**	**301**	**740**	**5**	**137**	**28**
Gender	Male	Persons	226	662	117	409	4	98	12
	Female	Persons	143	114	184	331	1	39	16
By Age	Under 30	Persons	191	220	173	434	0	43	5
	30–50	Persons	149	377	107	278	4	75	22
	Over 50	Persons	29	179	21	28	1	19	1
Employee Turnover	**Total**	**Persons**	**222**	**964**	**364**	**757**	**3**	**176**	**28**
	Rate*	**%**	**5.0**	**8.8**	**6.8**	**20.2**	**3.6**	**12.9**	**10.3**
Gender	Male	Persons	167	823	283	413	1	149	12
	Female	Persons	55	141	81	344	2	27	16
By Age	Under 30	Persons	34	148	8	397	2	33	5
	30–50	Persons	112	408	267	237	1	104	22
	Over 50	Persons	76	408	89	123	0	39	1
Voluntary Turnover	Voluntary Turnover **	Persons	141	499	28	523	0	71	27
	Voluntary Employee Turnover Rate	%	3.2	4.6	0.5	14.0	0.0	5.2	9.9

* Recalculated based on SK Inc. due to differing Employee turnover rate calculation standards across subsidiaries
** Voluntary Turnover: Refers to cases where employees leave voluntarily for reasons other than retirement, contract expiration, or dismissal
※ Recruitment costs by year (separate basis): 1,325 (2022) / 933 (2023) / 520 (2024) / 498 (2025) [Unit: KRW million]

Gender Diversity by Job Category and Position (Consolidated - 2025)

Category	Item	Unit	Ratio
Female Employees Relative to Male Employees	Percentage of Female Employees	%	23.9
	Percentage of Women in Management	%	18.6
	Percentage of Women in Top Management Positions	%	12.6
	Percentage of Women in Junior Management Positions	%	19.1
	Percentage of Women in Management Positions in Revenue-generating Functions	%	11.6
	Percentage of Women in STEM-related Positions	%	22.2

※ The percentage of female employees by position/job category is calculated as the sum and average of employees across companies.

※※ SK Square is excluded from the calculation due to data unavailability.

Gender Pay Indicators by Job Category (Consolidated - 2025)

Category	Item	Unit	Ratio
Executive Management	Base Salary	%	65.7
	Base Salary and Performance-Based Pay	%	64.8
Management	Base Salary	%	86.2
	Base Salary and Performance-Based Pay	%	81.1
Non-Management	Base Salary	%	82.9
	Base Salary and Performance-Based Pay	%	81.6

※ Calculated as the ratio of average female salary to average male salary within the same position: Average Female Salary / Average Male Salary
※※ SK Networks and SK Square are excluded from the calculation due to data unavailability.

Foreign National Employees (Consolidated - 2025)

Nationality	Total Number of Employees	Total Number of Managers
United States	37	15
China	24	10
Canada	21	9
New Zealand	4	2
Others	28	15

Collective Bargaining Agreement Coverage Rate (Consolidated)

Category	Unit	2022*	2023*	2024*	2025
Collective Bargaining Agreement or Management Council Coverage Rate	%	100.0	100.0	100.0	100.0

* Recalculated based on the collective bargaining agreement coverage rate, which differs from the 2025 Sustainability Report

※ SK Innovation, SK Networks, and SKC calculated the rate based on the labor union collective bargaining agreement coverage rate, while other subsidiaries without labor unions calculated it based on the percentage of employees covered by the Management Council.

Employee Training Status (Consolidated)

Category	Item		Unit	2024	2025
Training Hours	Total Training Hours		Hours	1,110,698	1,243,487
	Average Training Hours per employee		Hours	54	56
	By Gender	Male	Hours	55	60
		Female	Hours	49	55
	By Age	Under 30	Hours	59	56
		30–50	Hours	52	58
		Over 50	Hours	56	63
Training Costs	Total Training Costs		KRW	70,321,310,680	72,250,452,943
	Average Training Cost per employee		KRW/person	3,397,442	3,255,582
	By Gender	Male	KRW/person	3,471,738	3,502,154
		Female	KRW/person	3,103,701	2,966,218
	By Age	Under 30	KRW/person	3,561,236	3,513,924
		30–50	KRW/person	3,322,885	3,330,344
		Over 50	KRW/person	3,434,950	3,399,900

※ Due to differences in the scope of employee training management data across subsidiaries, the data was compiled and calculated based on SK Inc.'s data management standards.
※※ SK Biopharmaceuticals was excluded from the calculation as detailed data on training participants could not be collected.

Human Capital Return on Investment (HC ROI) (Consolidated)

Category	Item	Unit	2022	2023	2024	2025
Human Capital Return on Investment Metrics	Revenue	Million KRW	132,079,354	128,798,468	124,690,439	122,703,338
	Total Operating Expenses	Million KRW	116,435,597	116,609,571	113,998,912	113,115,428
	Employee-related Costs*	Million KRW	2,718,296	2,858,959	3,164,161	2,951,511
	HC ROI		**6.75**	**5.26**	**4.38**	**4.25**

* Employee-related costs include salaries, retirement benefits, welfare benefits, and training and research expenses.
※ Figures for previous years have been retroactively adjusted due to changes in the business structure of consolidated entities.

Occupational Health and Safety (Consolidated)

Category	Item	Unit	2022	2023	2024	2025
Employees	Number of Fatalities (Work-related)	Persons	0	0	0	0
	Lost Time Injuries (LTI)	Cases	26	19	7	17
	Lost Time Injury Frequency Rate (LTIFR)	Cases/Million Hours	0.48	0.35	0.13	0.38
Contractors	Number of Fatalities (Work-related)	Persons	3	0	1	2
	Lost Time Injuries (LTI)	Cases	38	40	20*	26
	Lost Time Injury Frequency Rate (LTIFR)	Cases/Million Hours	1.38	1.40	0.84*	0.43

* Differs from the 2025 Sustainability Report due to data restatements for SK Telecom.

Occupational Health and Safety (Individual Subsidiaries)

Category	Item	Unit	2025						
			SK Inc.	SK Innovation	SK Telecom	SK Networks	SK Square	SKC	SK Biopharmaceuticals
Employees	Number of Fatalities (Work-related)	Persons	0	0	0	0	0	0	0
	Lost Time Injuries (LTI)	Cases	0	10	1	2	0	4	0
	Lost Time Injury Frequency Rate (LTIFR)	Cases/Million Hours	0.00	0.46	0.09	0.27	0.00	1.27	0.00
Contractors	Number of Fatalities (Work-related)	Persons	0	2	0	0	0	0	0
	Lost Time Injuries (LTI)	Cases	0	15	4	5	0	2	0
	Lost Time Injury Frequency Rate (LTIFR)	Cases/Million Hours	0.00	0.86	0.10	1.99	0.00	3.37	0.00

※ In the case of SK Inc., SK Square, and SK Biopharmaceuticals, contractor working hours could not be collected and were excluded from the calculation of the total contractor LTIFR.
※※ Lost Time Injury Frequency Rate (LTIFR) = Number of lost-time injuries / Total Working Hours x 1,000,000 (Hours)

Online Sales Status (Consolidated)

Category	Unit	2022	2023	2024	2025
Online Customer Ratio*	%	71	73	75	76
Share of Online Sales**	%	4.7	5.2	5.4	4.6

* Online Customer Ratio: Percentage of users of SK Telecom's online marketing platforms (T World, T Direct, etc.) and online value-added services (calculated using users of SK Telecom, a major subsidiary, as the population)
** Share of Online Sales: Revenue from AX CloudZ + SKT online services + SK Square subsidiaries (11st, SK Planet, ONE Store), as a percentage of consolidated total revenue

Customer Satisfaction Status (Consolidated)

Category	Item	Unit	2022	2023	2024	2025
SK Inc.	CSI	Points	70.7	72.1	70.4	76.9
SK Innovation	KCSI	Rank	1st (12 consecutive years)	1st (13 consecutive years)	1st (14 consecutive years)	1st (15 consecutive years)
SK Telecom	NCSI	Points	79	79	80	81
SK Networks	GEI NCSI KNPS	Points	• Speedmate (self): 91.7/100 • Walkerhill (NCSI): 4.3/5	• Speedmate (self): 91.7/100 • Walkerhill (NCSI): 4.3/5	• Speedmate (self): 93/100 • Walkerhill (NCSI): 80/100	• Speedmate (self): 94/100 • Walkerhill (self NPS): 68.2/100 • SK Intellix (NCSI): 3rd (77/100)

※ SK Square, SKC, and SK Biopharmaceuticals are excluded as they do not conduct separate customer satisfaction surveys due to the nature of their businesses.
※※ Customer Satisfaction Assessment Methodology: CSI (Customer Satisfaction Index), KCSI (Korean Customer Satisfaction Index), NCSI (National Customer Satisfaction Index), GEI (Guest Experience Index)

Policy & Principle

Environmental Management Principle and Policy	PDF Download
Biodiversity Policy	PDF Download
No Deforestation Policy	PDF Download
Human Rights Management Principle and Policy	PDF Download
Safety and Health Management Principle and Policy	PDF Download
Supply Chain Sustainability Management Policy	PDF Download
Supplier's Code of Conduct	PDF Download
Information Security Principle	PDF Download
AI Code of Conduct	PDF Download
Quality Management Policy and Principles	PDF Download
Community Engagement Policy	PDF Download
Regulations of the Board of Directors	PDF Download
Regulations of the Strategy and ESG Committee	PDF Download
Board Independence Guidelines	PDF Download
Board Diversity Guidelines	PDF Download
Code of Ethics	PDF Download
Code of Ethics Practice Guidelines	PDF Download
Anti-Corruption Policy	PDF Download
Fair Trade Policy	PDF Download

Global Initiative

SK Inc. fully recognizes the importance of achieving global Net Zero and eliminating carbon footprints and is actively reviewing and promoting eco-friendly and carbon reduction initiatives across the organization. In 2020, SK became the first company in Korea to join RE100 and begin SASB disclosures, followed by its Net Zero 2040 declaration and TCFD disclosure in 2021.

List of Global Initiatives

Category	Details
UN Global Compact (UNGC)	The UN Global Compact (UNGC) is the world's largest voluntary corporate citizenship initiative, outlining 10 principles in the areas of human rights, labor, environment, and anti-corruption. SK Inc. is a signatory to the initiative and is actively working to fulfill its corporate social responsibility by adhering to the UNGC's 10 principles. Going forward, SK Inc. will continue to participate in the implementation of these principles and transparently disclose its progress, thereby fulfilling its role as a responsible corporate citizen in building a sustainable society.
RE100 Initiative	RE100 is a global initiative through which companies voluntarily commit to sourcing 100% of their electricity from renewable energy. In December 2020, SK Inc. became the first company in Korea to join RE100, demonstrating its commitment to global climate action. The company has also established a RE100 2040 target to guide its transition.

UNGC Response Activities

Category	Principle	Key Activities	2026 Contents
Human Rights	01. Businesses should support and respect the protection of internationally proclaimed human rights; and 02. make sure that they are not complicit in human rights abuses.	• Acquisition of human rights management system certification • Establishment and declaration of human rights management system • Compliance with labor principles and relevant laws • Enhancement of human rights violation response and procedures through establishment of the Human Rights Management Committee and the Human Rights Violation Remedy Committee	Social > Human Rights Management (p.54)
Labor	03. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; 04. the elimination of all forms of forced and compulsory labour; 05. the effective abolition of child labour; and 06. the elimination of discrimination in respect of employment and occupation.	• Compliance with the Labor Standards Act • Operation of the management council • Operation of a fair performance management system • Implementation of individual career path planning and performance reviews for employees	Social > Talent Management (p.60)
Environment	07. Businesses should support a precautionary approach to environmental challenges; 08. undertake initiatives to promote greater environmental responsibility; and 09. encourage the development and diffusion of environmentally friendly technologies.	• Implementation of the RE100 initiative and the Net Zero 2040 commitment • Resource circulation response and expansion of eco-friendly business • Expansion of eco-friendly investment and technology development • Strengthening of green business portfolio	Environmental > Climate Change Response (TCFD) (p.23) Environmental > Environmental Impact Management (p.45)
Anti-Corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery.	• Establishment of business ethics and anti-corruption policy • Establishment of a dedicated business ethics unit and a reporting and counseling system • Operation of a business ethics self-inspection system • Implementation of business ethics and anti-corruption training	Governance > Business Ethics (p.123) Governance > Anti-Corruption and Fair Trade (p.128)

Industry-Specific Metrics

SK Inc. identifies, manages, and discloses industry-specific metrics across the areas of environment, social, and governance, reflecting changes and expectations of key external stakeholders.

Category	Key indicators	Details	2026 Contents
Eco-friendly Opportunities	Clean Technology	• Possession of a clean technology development strategy • Established targets for expanding investment in clean technologies • Number of patents related to clean technologies • Clean technology activities (Biz.) Performance of clean technology activities (Biz.) - by clean technology type: R&D level, non-core business level, core business level, and Pure Play level • Discussion of environmental factors that must be managed within data centers for the establishment and implementation of environmental strategies (e.g., energy, water) → Includes discussions on measures for expanding existing data center management items, constructing new data centers, and outsourcing (when using third-party data centers) • R&D activities in sectors applicable to clean technologies • Clean technology R&D expenditure (R&D expenditure ÷ revenue and its trend) • Revenue from clean technology activities (Biz.)	Environmental > Clean Technology/Business Investment (p.42) Appendix > ESG Data > Environmental Management (p.139)
Product Responsibility	Product and Service Safety	• (1) Performance issues, (2) number of service outages, and (3) service downtime affecting all customers • Detailed explanation of factors leading to operational risk occurrences (e.g., technical issues, hacking, natural disasters, programming errors, etc.)	Social > Service Quality and Reliability (p.97) Appendix > ESG Data > Service Downtime Status (p.148)
Human Capital Development	Labor Practices	• Provision of employee stock ownership options • Implementation of variable performance-based compensation	Social > Talent Management > Performance-based Compensation (p.69)
	Workforce Composition	• Percentage of (1) foreign nationals and (2) overseas-based employees	Appendix > ESG Data > Employee Diversity (p.141)
	Employee Capability Development	• Employee participation rate (%)	Social > Talent Management > Job Competency Development Performance (p.68) Social > Talent Management > Employee Satisfaction Management (p.65)
Product Responsibility	Personal Information Protection & Corporate Data Security	• Number of customer personal data entries used for indirect purposes • Total monetary losses incurred as a result of legal proceedings related to the protection of customers' personal data • (1) Number of law enforcement requests for customer data, (2) number of customers whose data was requested, and (3) disclosure rate • List of countries where core products or services are subject to direct government control (e.g., monitoring, blocking, content filtering, censorship) • (1) Number of data breaches, (2) proportion involving personally identifiable information (PII), and (3) number of affected customers	Appendix > ESG Data > Information Security (p.147)
Corporate Behavior	Anti-Corruption Management	• Total monetary losses incurred as a result of legal proceedings related to anti-competitive conduct	FY2025 Business Report p.1424 - Matters Related to Sanctions, etc. Appendix > ESG Data > Status of Rulings and Fines Related to Bribery and Corruption (p.151)

Awards, Certifications, and Association Activities

Awards and Recognitions

2025 Awards Status

Award Title	Awarding/Host Organization
Morgan Stanley Capital International (MSCI) ESG Ratings AAA	Morgan Stanley Capital International
Included in the DJBIC (Dow Jones Best-in-Class) World Index	S&P Dow Jones Indices
KCGS ESG Integrated A Rating	Korea Institute of Corporate Governance and Sustainability (KCGS)
Recipient of the Korean Readers' Choice Awards (KRCA) for 7 Consecutive Years	Korean Standards Association (KSA)

Certifications


Certificate of Registration
QUALITY MANAGEMENT SYSTEM - ISO 9001:2015
This is to certify that: SK Inc. SK U-Tower 9, Seongnam-daero 343beon-gil Bundang-gu, Seongnam-si Gyeonggi-do 13558 Republic of Korea
Holds Certificate No: FM 682773
For and on behalf of BSI: Michael Lam, Managing Director Assurance - APAC
...making excellence a habit.

ISO 9001


Certificate of Registration
ENVIRONMENTAL MANAGEMENT SYSTEM
SK Inc.
KS I ISO 14001:2015/ISO 14001:2015
The Provision of Service for System Integration, IT Outsourcing, Data Center Operation and Digital Transformation(AI, Cloud, Big Data, Block Chain)
Issue Date : May. 30. 2025
Certification Date : Apr. 30. 2025 Valid Date : May. 16. 2027

ISO 14001

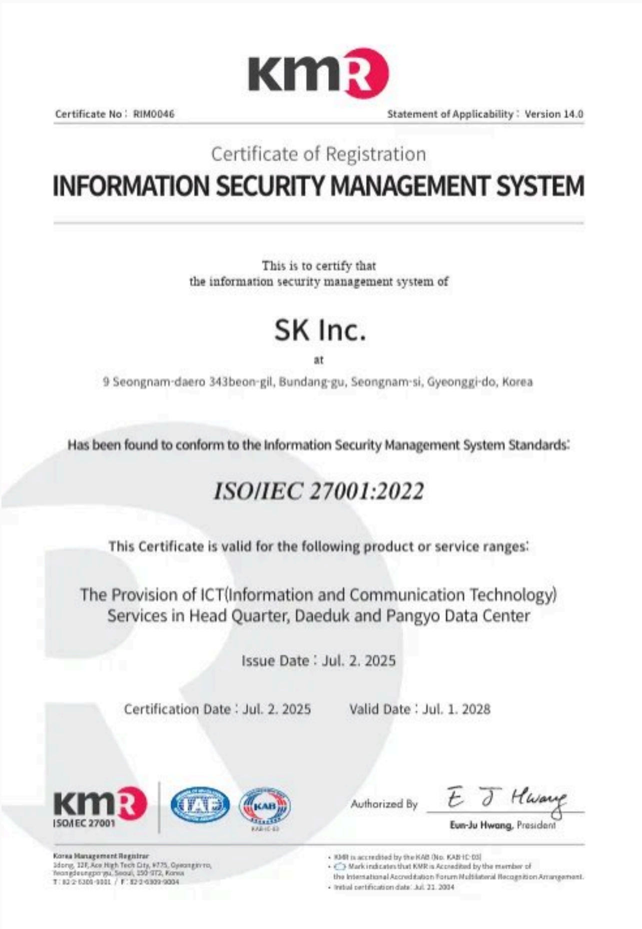

Certificate of Registration
IT SERVICE MANAGEMENT SYSTEM - ISO/IEC 20000-1:2018
This is to certify that: SK Inc. SK U-Tower 9, Seongnam-daero, 343beon-gil Bundang-gu, Seongnam-si Gyeonggi-do 13558 Republic of Korea
Holds Certificate No: ITMS 508634
For and on behalf of BSI: Michael Lam, Managing Director Assurance - APAC
...making excellence a habit.

ISO 20000

ISO 9001 PDF ↗

ISO 14001 PDF ↗

ISO 20000 PDF ↗


Certificate No : RIM0046 Statement of Applicability : Version 14.0

Certificate of Registration

INFORMATION SECURITY MANAGEMENT SYSTEM

This is to certify that the information security management system of

SK Inc.

at

9 Seongnam-daero 343beon-gil, Bundang-gu, Seongnam-si, Gyeonggi-do, Korea

Has been found to conform to the Information Security Management System Standards:

ISO/IEC 27001:2022

This Certificate is valid for the following product or service ranges:

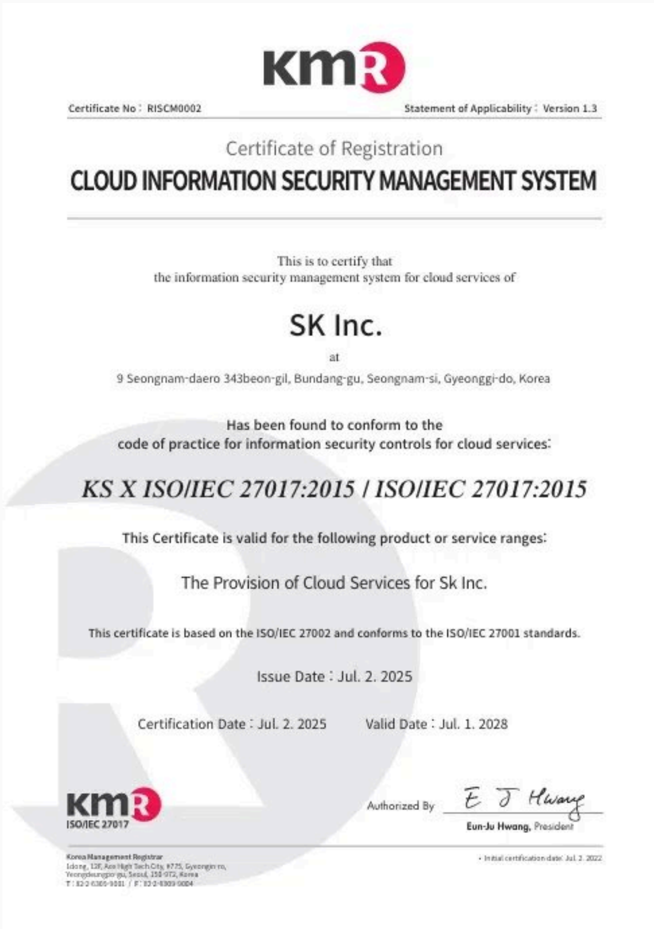
The Provision of ICT(Information and Communication Technology) Services in Head Quarter, Daeduk and Pangyo Data Center

Issue Date : Jul. 2. 2025

Certification Date : Jul. 2. 2025 Valid Date : Jul. 1. 2028

Authorized By Eun-Ju Hwang, President

ISO 27001


Certificate No : RISCM0002 Statement of Applicability : Version 1.3

Certificate of Registration

CLOUD INFORMATION SECURITY MANAGEMENT SYSTEM

This is to certify that the information security management system for cloud services of

SK Inc.

at

9 Seongnam-daero 343beon-gil, Bundang-gu, Seongnam-si, Gyeonggi-do, Korea

Has been found to conform to the code of practice for information security controls for cloud services:

KS X ISO/IEC 27017:2015 / ISO/IEC 27017:2015

This Certificate is valid for the following product or service ranges:

The Provision of Cloud Services for Sk Inc.

This certificate is based on the ISO/IEC 27002 and conforms to the ISO/IEC 27001 standards.

Issue Date : Jul. 2. 2025

Certification Date : Jul. 2. 2025 Valid Date : Jul. 1. 2028

Authorized By Eun-Ju Hwang, President

ISO 27017


Certificate No : RPIM0001 Statement of Applicability : Version 1.3

Certificate of Registration

PUBLIC CLOUD PERSONALLY IDENTIFIABLE INFORMATION SECURITY MANAGEMENT SYSTEM

This is to certify that the information security management system for PII of

SK Inc.

at

9 Seongnam-daero 343beon-gil, Bundang-gu, Seongnam-si, Gyeonggi-do, Korea

Has been found to conform to the code of practice for protection of personally identifiable information(PII) in public acting as PII processors:

ISO/IEC 27018:2019

This Certificate is valid for the following product or service ranges:

The Provision of Cloud Services for Sk Inc.

This certificate is based on the ISO/IEC 27001 and conforms to the ISO/IEC 27018:2019 Code of practice.

Issue Date : Jul. 2. 2025

Certification Date : Jul. 2. 2025 Valid Date : Jul. 1. 2028

Authorized By Eun-Ju Hwang, President

ISO 27018

ISO 27001 PDF ↗

ISO 27017 PDF ↗

ISO 27018 PDF ↗


bsi.

Certificate of Registration

ANTI-BRIBERY MANAGEMENT SYSTEM - ISO 37001:2016

This is to certify that: SK Inc. SK U-Tower 9, Seongnam-daero 343beon-gil Bundang-gu, Seongnam-si Gyeonggi-do 13558 Republic of Korea

Holds Certificate Number: IABMS 744684

and operates an Anti-Bribery Management System which complies with the requirements of ISO 37001:2016 for the following scope:

The provision of services for system integration, IT outsourcing, data center operation and digital transformation (Artificial Intelligence, Cloud, Big Data).

For and on behalf of BSI: Matt Page, Managing Director Assurance - UK & Ireland

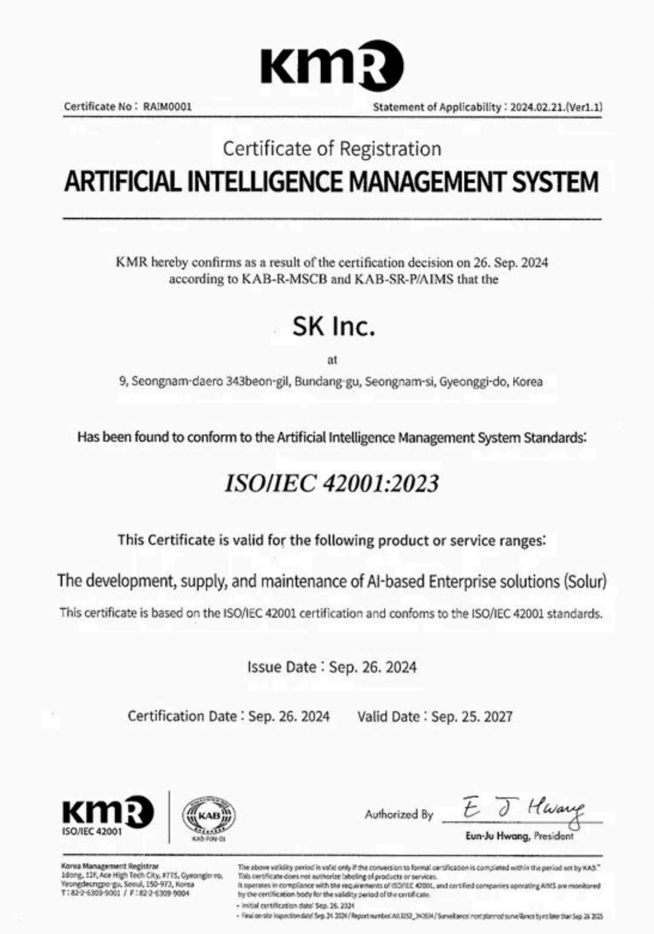
Original Registration Date: 2021-06-16 Effective Date: 2024-06-16

Latest Revision Date: 2024-05-24 Expiry Date: 2027-06-15

Page: 1 of 2

...making excellence a habit.™

ISO 37001


Certificate No : RAIM0001 Statement of Applicability : 2024.02.21.(Ver1.1)

Certificate of Registration

ARTIFICIAL INTELLIGENCE MANAGEMENT SYSTEM

KMR hereby confirms as a result of the certification decision on 26. Sep. 2024 according to KAB-R-MSCB and KAB-SR-P/AIMS that the

SK Inc.

at

9, Seongnam-daero 343beon-gil, Bundang-gu, Seongnam-si, Gyeonggi-do, Korea

Has been found to conform to the Artificial Intelligence Management System Standards:

ISO/IEC 42001:2023

This Certificate is valid for the following product or service ranges:

The development, supply, and maintenance of AI-based Enterprise solutions (Solur)

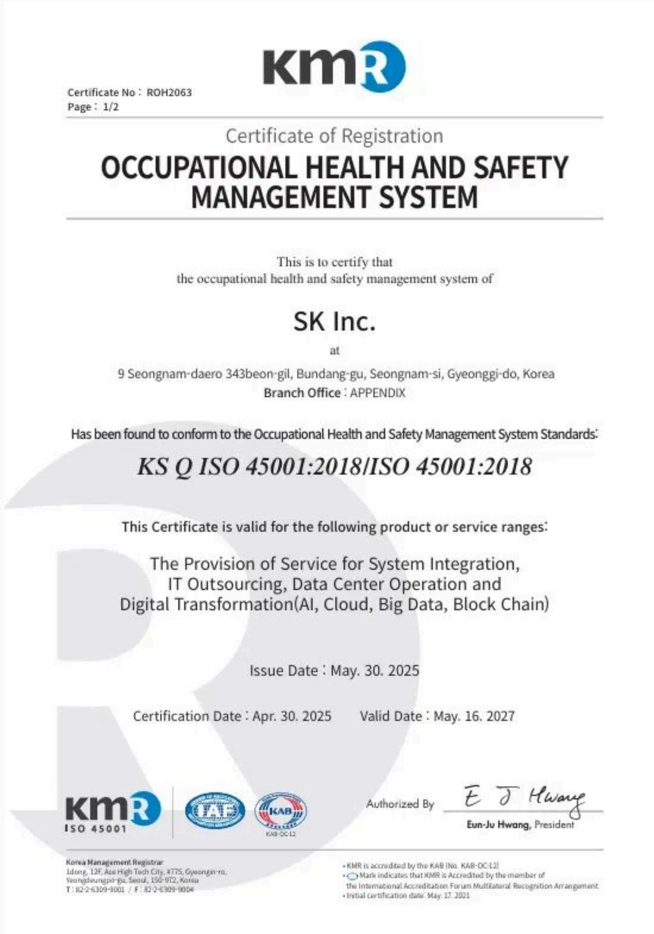
This certificate is based on the ISO/IEC 42001 certification and conforms to the ISO/IEC 42001 standards.

Issue Date : Sep. 26. 2024

Certification Date : Sep. 26. 2024 Valid Date : Sep. 25. 2027

Authorized By Eun-Ju Hwang, President

ISO 42001


Certificate No : ROH2063 Page : 1/2

Certificate of Registration

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

This is to certify that the occupational health and safety management system of

SK Inc.

at

9 Seongnam-daero 343beon-gil, Bundang-gu, Seongnam-si, Gyeonggi-do, Korea

Branch Office : APPENDIX

Has been found to conform to the Occupational Health and Safety Management System Standards:

KS Q ISO 45001:2018/ISO 45001:2018

This Certificate is valid for the following product or service ranges:

The Provision of Service for System Integration, IT Outsourcing, Data Center Operation and Digital Transformation(AI, Cloud, Big Data, Block Chain)

Issue Date : May. 30. 2025

Certification Date : Apr. 30. 2025 Valid Date : May. 16. 2027

Authorized By Eun-Ju Hwang, President

ISO 45001

ISO 37001 PDF ↗

ISO 42001 PDF ↗

ISO_45001 PDF ↗


Certificate of Green Data Center

Certificate No : 2026-01
Company : SK Inc. AX
Data Center : Daedeok Data Center
Address : 325 Expo-ro, Yuseong-gu Daejeon, Korea

This is hereby to certify that the data center stated above has been Granted as 'Gold' grade with the Green data center certification assessment in witness where of Korea Data center Council

Certification Grade : Gold
Date of Issue : January 1, 2026
Date of Expiry : December 31, 2026

Korea Data Center Council
Green Data Center Certification Committee


Certificate of Approval No : HRMS 25-0057-04

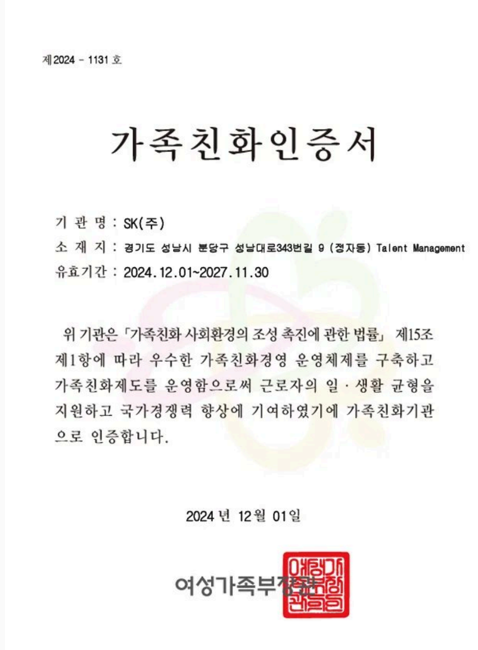
Certificate of Approval
Human Rights Management System Certificate

This is to certify that the Human Rights Management system of

SK Inc.

Has been found to conform to the Human Rights Management System Standard:

Korea Management Registrar


제2024 - 1131 호

가족친화인증서

기 관 명 : SK(주)
유효기간 : 2024. 12. 01~2027. 11. 30

위 기관은 「가족친화 사회환경의 조성 촉진에 관한 법률」 제15조 제1항에 따라 우수한 가족친화경영 운영체제를 구축하고 가족친화제도를 운영함으로써 근로자의 일·생활 균형을 지원하고 국가경쟁력 향상에 기여하였기에 가족친화기관으로 인증합니다.

2024 년 12 월 01 일

여성가족부장관


CERTIFICATE OF Information Security Management System

1. Certificate Number : ISMS-KISA-2020-050
2. Name Of Organization : SK Inc.
3. Name of Representative : Jang Yong-ho, Tae-won Chey
4. Scope of Certification : Co-location Service Operation
5. Period Of Validity : 2026.03.25 ~ 2029.03.24
6. Examination Institution : Korea Online Privacy Association

This is to certify that the abovementioned organization is compliant to the assessment standard for Information Security Management System certification in accordance with Article 47, Paragraph 1 of "Act on Information Network Utilization and Data Protection, etc., and Article 47 of the Enforcement Decree of the same Act

Date of Issuance : 25 March 2026

Korea Internet & Security Agency President

GDC	HRMS	Family-Friendly Certification	ISMS

GDC PDF ↗

HRMS PDF ↗

Family-friendly Certification PDF ↗

ISMS PDF ↗

Member Organizations

Korea AI·Software Industry Association (KOSA)	IT Service Industry Association of Korea (ITSA)	The Federation of Korea Information Industries (FKII)
Korea Association for ICT Promotion (KAIT)	Seongnam Chamber of Commerce & Industry (SNCCI)	Korea Engineering Association (KENCA)
Korea Information & Communication Contractors Association (KICA)	Korea Mechanical Construction Contractors Association (KMCCA)	Korea Fire Safety Institute (KFSI)
Korea Construction Engineers Association (KCEA)	Korea Electrical Contractors Association (KECA)	Engineering Financial Cooperative (EFC)
Information & Communication Financial Cooperative (ICFC)	Korean Nurses Association (KNA)	Korea Fire Facility Association (KFFA)
Korean Counseling Association (KCA)	Korean Counseling Psychological Association (KCPA)	Korea Coach Association (KCA)
Seoul Bar Association (SBA)	Korea Patent Attorneys Association (KPAA)	Korea Enterprises Federation (KEF)
Korean Standards Association (KSA)	Korea Exchange (KRX)	Corporate Renewable Energy Foundation (CREF)
The Climate Change Organisation	Korea Fair Competition Federation (KFCF)	Korea AI & Cloud Industry Association (KACIA)
Korea Data Center Council (KDCC)	Korea Cloud Computing Research Association (CCCR)	Korea Industrial Technology Association (KOITA)
Financial Information System Research Group (ARFIS)	Korean Society of Safety (KSOS)	Korean Society of System Safety (KSSS)
Korean Institute of Hazardous Materials (KIHM)	Korean Society of Environmental Engineers (KSEE)	Gyeonggi Enterprises Federation

Global Index

GRI

GRI Content Index

Statement of Use	This report has been prepared and reported in accordance with the GRI Standards by SK Inc. (Reporting Period: January 1, 2025 – December 31, 2025)
GRI Standards	GRI 1: Foundation 2021
Application of GRI Sector Standards	No applicable Sector Standards currently available

GRI 2: General Disclosures 2021

<table>
<tr><th>Category</th><th>GRI Number</th><th>Disclosure Title</th><th>Contents</th></tr>
<tr><td rowspan="5">Organization and Reporting Practices</td><td>2-1</td><td>Organizational details</td><td>SK Inc. is divided into the "Investment Division," which continuously innovates its business portfolio and discovers and fosters future growth engines, and the "Business Division," which operates comprehensive IT service businesses based on digital technology.

[Basic Organizational Information]
<table>
<tr><th>Category</th><th>Details</th></tr>
<tr><td>Organization Name</td><td>SK Inc.</td></tr>
<tr><td>Ownership and Legal Form</td><td>SK Inc. is a joint-stock company under the Korean Commercial Act, corresponding to a corporation registered in accordance with the law.</td></tr>
<tr><td>Headquarters Location</td><td>26 Jong-ro, Jongno-gu, Seoul</td></tr>
<tr><td>Countries of Operation</td><td>Republic of Korea</td></tr>
<tr><td>Locations of Operations</td><td>(Investment Division) Seorin Office / SKMS Research Center/ Seonhyewon / Materials Seoul Office
(Business Division) Gwangju POS / Busan POS / Seongnam POS / Daedeok Data Center / Jeongja Office / Pangyo Office / Chungmuro Office / Yeouido Hub Office / Sunae Office / Ackerton Partners
* The Pangyo Data Center was sold in June 2025 and has been excluded from the reporting boundary.</td></tr>
</table></td></tr>
<tr><td>2-2</td><td>Entities included in the organization's sustainability reporting</td><td>Appendix > About this Report (p.181)</td></tr>
<tr><td>2-3</td><td>Reporting period, frequency and contact point</td><td>Appendix > About this Report (p.181)</td></tr>
<tr><td>2-4</td><td>Restatements of information</td><td>Any differences from the previous year's report are indicated separately in the footnotes.</td></tr>
<tr><td>2-5</td><td>External assurance</td><td>Appendix > Assurance (p.177)</td></tr>
<tr><td rowspan="3">Activities and Workers</td><td>2-6</td><td>Activities, value chain and other business relationships</td><td>FY2025 Business Report p. 78~81 - Business Overview, Major Products and Services
SK ESG Story > Company Overview (p.6)</td></tr>
<tr><td>2-7</td><td>Employees</td><td>Appendix > ESG Data > Employee Status (p.140)
Appendix > ESG Data > Employee Status (Consolidated) (p.156)</td></tr>
<tr><td>2-8</td><td>Workers who are not employees</td><td>Appendix > ESG Data > Employee Status (p.140)
Appendix > ESG Data > Employee Status (Consolidated) (p.156)</td></tr>
</table>

Category	GRI Number	Disclosure Title	Contents
Governance	2-9	Governance structure and composition	Governance > Governance > Board Composition Status (p.112)
	2-10	Nomination and selection of the highest governance body	Governance > Governance > Board Operations (p.111) Governance > Governance > Committees under the Board of Directors (p.114)
	2-11	Chair of the highest governance body	Governance > Governance > Board Composition Status (p.112)
	2-12	Role of the highest governance body in overseeing the management of impacts	Governance > Governance > Board Operations (p.111) Governance > Governance > Committees under the Board of Directors (p.114)
	2-13	Delegation of responsibility for managing impacts	Environmental > Climate Change Response (TCFD) > Climate Governance (p.23) Environmental > Environmental Impact Management > Company-wide Environmental Management System (p.45) Social > Human Rights Management > Dedicated Organization (p.54) Social > Talent Management > Talent Management Operational Framework (p.60) Social > Safety and Health > Safety and Health Management System (p.71) Social > Supply Chain Management > Supply Chain Management Framework (p.79) Social > Information and Data Security > Information Security Management Framework (p.87) Governance > Governance > Committees under the Board of Directors (p.114) Governance > Integrated Risk Management > Risk Management Framework (p.116) Governance > Business Ethics > Business Ethics Operating Framework (p.124) Governance > Anti-Corruption and Fair Trade > Operation of the Anti-Corruption Management System (p.128)
	2-14	Role of the highest governance body in sustainability reporting	Governance > Governance > Board Operations (p.111) Governance > Governance > Committees under the Board of Directors (p.114)
	2-15	Conflicts of interest	Governance > Governance > Board Operations (p.111) Governance > Governance > Board Expertise, Independence, and Diversity (p.113)
	2-16	Communication of critical concerns	Governance > Governance > Board Operations (p.111) Governance > Governance > Committees under the Board of Directors (p.114)
	2-17	Collective knowledge of the highest governance body	Governance > Governance > Board Risk Training (p.111) Governance > Governance > Board Skills Matrix (p.113)
	2-18	Evaluation of the performance of the highest governance body	Governance > Governance > Board of Directors Remuneration (p.115)
	2-19	Remuneration policies	Governance > Governance > Board of Directors Remuneration (p.115)
	2-20	Process to determine remuneration	Governance > Governance > Board of Directors Remuneration (p.115)
	2-21	Annual total compensation ratio	FY2025 Business Report p.1369 - Status of Employees, etc. FY2025 Business Report p.1371~1375 - Remuneration of Officers, etc.
Strategy, Policies, and Practices	2-22	Statement on sustainable development strategy	SK ESG Story > ESG Letter (p.4)
	2-23	Policy commitments	Appendix > Policy & Principle (p.161)
	2-24	Embedding policy commitments	Environmental > Environmental Impact Management > Environmental Policy (p.45) Social > Human Rights Management > Human Rights Management Policy (p.54) Social > Safety and Health > Safety and Health Policy (p.71) Social > Supply Chain Management > Supply Chain Management Policy (p.79) Social > Information and Data Security > Information Security Policy (p.87) Social > Social Contribution > Community Engagement Policy (p.104) Governance > Business Ethics > Business Ethics Policy (p.123)
	2-25	Processes to remediate negative impacts	Materiality > Stakeholder Engagement (p.12) Social > Human Rights Management > Human Rights Grievance Handling (p.58) Social > Supply Chain Management > Supplier Grievance Handling (p.86)
	2-26	Mechanisms for seeking advice and raising concerns	Governance > Business Ethics > Whistleblowing System (p.126)
	2-27	Compliance with laws and regulations	FY2025 Business Report p.1424 - Matters Related to Sanctions, etc.
	2-28	Membership associations	Appendix > Global Initiative (p.162) Appendix > Awards, Certifications, and Association Activities > Member Organizations (p.166)
Stakeholder Engagement	2-29	Approach to stakeholder engagement	Materiality > Stakeholder Engagement (p.12)
	2-30	Collective bargaining agreements	Appendix > ESG Data > Collective Bargaining Agreement Coverage Rate (p.145) Appendix > ESG Data > Collective Bargaining Agreement Coverage Rate (Consolidated) (p.158)

GRI 3: Material Topics

Category	GRI Number	Disclosure Title	Contents
Disclosures on Material Topics	3-1	Processes to determine material topics	Materiality > Double Materiality Assessment (p.14)
	3-2	List of material topics	Selects and manages impact material topics and financial material topics separately based on double materiality Principle
	3-3	Management of material topics	Materiality > Impact Material Topics > Impacts and Responses (p.17) Materiality > Financial Material Topics > Risk Management and Strategy (p.20)

Impact Material Topics

Priority	Material Topic	GRI Standards Related to Material Topic
1	Climate Change Response (Mitigation/Adaptation)	201-2 305-1 305-2 305-3 305-4 305-5
2	Talent Development and Human Capital Management	401-1 401-2 401-3 404-1 404-2 405-1 405-2
3	Fair Trade and Compliance	205-1 205-2 205-3 206-1
4	Information Security and Data Privacy	418-1

Financial Material Topics

Priority	Material Topic	GRI Standards Related to Material Topic
1	Information Security and Data Privacy	418-1
2	Protection of Shareholder Rights and Value Enhancement	Non-GRI
3	Talent Development and Human Capital Management	401-1 401-2 401-3 404-1 404-2 405-1 405-2
4	Energy Transition and Efficiency	302-1 302-3 302-4

Topic Standards

Category	GRI Number	Disclosure Title	Contents
Economic Performance	201-1	Direct economic value generated and distributed	FY2025 Business Report p.498~1129 - Financial Matters
	201-2	Financial implications and other risks and opportunities due to climate change	Environmental > Climate Change Response (TCFD) > Identification of Risks and Opportunities (p.26)
	201-3	Defined benefit plan obligations and other retirement plans	Social > Talent Management > Expanding Support for a Stable Post-Retirement Life (p.63)
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	Social > Corporate Social Responsibility > Key Social Contribution Activities (p.105)
	203-2	Significant indirect economic impacts	SK ESG Story > SK Double Bottom Line (p.8) Social > Corporate Social Responsibility > Key Social Contribution Activities (p.105)
Procurement Practices	204-1	Proportion of spending on local suppliers	Appendix > ESG Data > Supply Chain Management (p.147)
Anti-corruption	205-1	Operations assessed for risks related to corruption	Governance > Business Ethics > Audit Activities (p.125)
	205-2	Communication and training about anti-corruption policies and procedures	Governance > Business Ethics > Internalization of Business Ethics (p.124) Governance > Anti-corruption and Fair Trade > Internalization of Anti-Corruption and Fair Competition (p.130)
	205-3	Confirmed incidents of corruption and actions taken	Appendix > ESG Data > Status of Business Ethics Reports and Violations (p.150)
Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	FY2025 Business Report p.1424 - Matters Related to Sanctions, etc.
Biodiversity	101-2	Management of biodiversity impacts	Environmental > Environmental Impact Management > Biodiversity Risk Assessment (p.51)
	101-5	Location of biodiversity impacts	Environmental > Environmental Impact Management > Biodiversity Risk Assessment (p.51)
Energy	302-1	Energy consumption within the organization	Appendix > ESG Data > Energy Management (p.135) Appendix > ESG Data > Energy Management (Consolidated) (p.152)
	302-3	Energy intensity	Appendix > ESG Data > Energy Management (p.135) Appendix > ESG Data > Energy Management (Consolidated) (p.152)
Water and Effluents	303-3	Water withdrawal	Appendix > ESG Data > Water Management (p.137) Appendix > ESG Data > Water Management (Consolidated) (p.153)
	303-4	Water discharge	Appendix > ESG Data > Water Management (p.137) Appendix > ESG Data > Water Management (Consolidated) (p.153)
	303-5	Water consumption	Appendix > ESG Data > Water Management (p.137) Appendix > ESG Data > Water Management (Consolidated) (p.153)
Emissions	305-1	Direct (Scope 1) GHG emissions	Appendix > ESG Data > GHG Emissions (p.136) Appendix > ESG Data > GHG Emissions (Consolidated) (p.152)
	305-2	Energy indirect (Scope 2) GHG emissions	Appendix > ESG Data > GHG Emissions (p.136) Appendix > ESG Data > GHG Emissions (Consolidated) (p.152)
	305-3	Other indirect (Scope 3) GHG emissions	Appendix > ESG Data > GHG Emissions (p.136) Appendix > ESG Data > GHG Emissions (Consolidated) (p.152)
	305-4	GHG emissions intensity	Appendix > ESG Data > GHG Emissions (p.136) Appendix > ESG Data > GHG Emissions (Consolidated) (p.152)
Waste	306-3	Waste generated	Appendix > ESG Data > Waste Management (p.139) Appendix > ESG Data > Waste Management (Consolidated) (p.154)
	306-4	Waste diverted from disposal	Appendix > ESG Data > Waste Management (p.139) Appendix > ESG Data > Waste Management (Consolidated) (p.154)
	306-5	Waste directed to disposal	Appendix > ESG Data > Waste Management (p.139) Appendix > ESG Data > Waste Management (Consolidated) (p.154)
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Appendix > ESG Data > Supply Chain Management (p.147)
	308-2	Negative environmental impacts in the supply chain and actions taken	Social > Supply Chain Management > Improvement and Implementation Monitoring (p.82)
Employment	401-1	New employee hires and employee turnover	Appendix > ESG Data > Hires and Turnover (p.143) Appendix > ESG Data > Hires and Turnover (Consolidated) (p.157)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-term employees	Social > Talent Management > Fostering Work-Life Balance (WLB) (p.62) Social > Talent Management > Employee Happiness Support (p.64)
	401-3	Parental leave	Social > Talent Management > Strengthening Maternity Protection Activities for Employees (p.64) Appendix > ESG Data > Parental Leave Usage Status (p.145)

Category	GRI Number	Disclosure Title	Contents
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	403-2	Hazard identification, risk assessment, and incident investigation	Social > Safety and Health > Risk Assessment (p.73)
	403-3	Occupational health services	Social > Safety and Health > Health Support Initiatives (p.76)
	403-4	Worker participation, consultation, and communication on occupational health and safety	Social > Safety and Health > Safety and Health Accident Response System (p.72) Social > Safety and Health > Supplier Safety and Health Management (p.76)
	403-5	Worker training on occupational health and safety	Social > Safety and Health > Safety and Health Training (p.75)
	403-6	Promotion of worker health	Social > Safety and Health > Health Support Initiatives (p.76)
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social > Safety and Health > Supplier Safety and Health Management (p.76)
	403-8	Workers covered by an occupational health and safety management system	Appendix > ESG Data > Occupational Health and Safety (p.145) Appendix > ESG Data > Occupational Health and Safety (Consolidated) (p.159)
	403-9	Work-related injuries	Appendix > ESG Data > Occupational Health and Safety (p.145) Appendix > ESG Data > Occupational Health and Safety (Consolidated) (p.159)
	403-10	Work-related ill health	Appendix > ESG Data > Occupational Health and Safety (p.145) Appendix > ESG Data > Occupational Health and Safety (Consolidated) (p.159)
Training and Education	404-1	Average hours of training per year per employee	Appendix > ESG Data > Training and Development (p.144) Appendix > ESG Data > Training and Development (Consolidated) (p.159)
	404-2	Programs for upgrading employee skills and transition assistance programs	Social > Talent Management > Capability Enhancement (p.66)
	404-3	Percentage of employees receiving regular performance and career development reviews	Appendix > ESG Data > Status of Performance Evaluation (p.144)
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Appendix > ESG Data > Employee Status (p.140) Appendix > ESG Data > Employee Status (Consolidated) (p.156)
	405-2	Ratio of basic salary and remuneration of women to men	Appendix > ESG Data > Gender Pay Indicators by Job Category (p.144) Appendix > ESG Data > Gender Pay Indicators by Job Category (Consolidated) (p.158)
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Appendix > ESG Data > Status of Business Ethics Reports and Violations (p.150)
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Appendix > ESG Data > Supply Chain Management (p.147)
	414-2	Negative social impacts in the supply chain and actions taken	Social > Supply Chain Management > Supply Chain ESG Assessment Results (p.147)
Public Policy	415-1	Political contributions	Appendix > ESG Data > Policy Expenditures (p.151)
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Appendix > ESG Data > Information Security (p.147) FY2025 Business Report p.1424 - Matters Related to Sanctions, etc.

SASB

TC-SI. Software & IT Services

Topic	SASB Code	Disclosure Title	Contents
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable energy	The company uses standard commercial power and does not consume separate grid electricity. Appendix > ESG Data > Energy Consumption (p.135)
	TC-SI-130a.2	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Appendix > ESG Data > Water Consumption (p.137)
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Environmental > Climate Change Response (TCFD) > Data Center Energy Transition and Power Management (p.32)
Data Privacy & Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Social > Information and Data Security > Information Security Policy (p.87) Social > Information and Data Security > AI Code of Conduct (p.90)
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	Appendix > ESG Data > Information Security (p.147)
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	
	TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) Number of users whose information was requested, (3) Percentage of requests that resulted in disclosure	
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	SK Inc.'s core products and services fall under the IT solutions segment, and the company has not received any requests for blocking or censorship from government or judicial authorities.
Data Security	TC-SI-230a.1	(1) Number of data breaches, (2) Percentage involving personally identifiable information (PII), (3) Number of users affected	Appendix > ESG Data > Information Security (p.147)
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Social > Information and Data Security > Information Security Policy (p.87) Social > Information and Data Security > Information Security Certifications (p.88)
Recruiting & Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.1	Percentage of employees requiring a work visa	Appendix > ESG Data > Employee Diversity (p.141)
	TC-SI-330a.2	Employee engagement as a percentage	Social > Talent Management > Employee Satisfaction Management (p.65)
	TC-SI-330a.3	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	Appendix > ESG Data > Employee Diversity (p.141)
Intellectual Property Protection & Competitive Behaviour	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	FY2025 Business Report p.1424 - Matters Related to Sanctions, etc.
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	(1) Number of performance issues, (2) Number of service disruptions, (3) Total customer downtime (days)	Appendix > ESG Data > Service Downtime Status (p.148)
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Social > Service Quality and Reliability > Service Interruption Management (p.98)
Activity Metrics	TC-SI-000.A	(1) Number of licenses or subscriptions, (2) Percentage cloud-based	Social > Service Quality and Reliability > Status of Owned Licenses and Data Processing/Storage Capacity (2025) (p.103)
	TC-SI-000.B	(1) Data processing capacity, (2) Percentage outsourced	Social > Service Quality and Reliability > Status of Owned Licenses and Data Processing/Storage Capacity (2025) (p.103)
	TC-SI-000.C	(1) Amount of data storage, (2) Percentage outsourced	Social > Service Quality and Reliability > Status of Owned Licenses and Data Processing/Storage Capacity (2025) (p.103)

TCFD

Category	TCFD Item	Disclosure Title	CDP Questionnaire No.	Contents
Governance	G-a	Describe the board's oversight of climate-related risks and opportunities	4.1.2	Climate Change Response (TCFD) > Governance > Climate Oversight System (p.23)
	G-b	Describe management's role in assessing and managing climate-related risks and opportunities	4.3	Climate Change Response (TCFD) > Governance > Management-Level Climate Management System (p.25)
Strategy	S-a	Describe climate-related risks and opportunities the organization has identified over the short, medium, and long term	3.1, 3.1.1, 3.6	Climate Change Response (TCFD) > Strategy > Identification of Risks and Opportunities (p.26) Climate Change Response (TCFD) > Strategy > Materiality Assessment (p.27)
	S-b	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	3.1.1, 3.6.1, 5.1.2, 5.2, 5.3.1, 5.3.2, 5.14, 5.14.1	Climate Change Response (TCFD) > Strategy > Climate Transition Plan (p.28) Climate Change Response (TCFD) > Strategy > Scenario Analysis (p.30)
	S-c	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	5.1, 5.1.1, 5.1.2	Climate Change Response (TCFD) > Strategy > Scenario Analysis (p.30)
Risk Management	R-a	Describe the organization's processes for identifying and assessing climate-related risks	2.1, 2.2.1, 2.2.2, 2.2.5, 2.2.6, 2.2.8, 2.2.9	Climate Change Response (TCFD) > Risk Management > Risk and Opportunity Management (p.37)
	R-b	Describe the organization's processes for managing climate-related risks	2.1, 2.2.1, 2.2.8, 2.2.9	Climate Change Response (TCFD) > Risk Management > Risk and Opportunity Management (p.37) Climate Change Response (TCFD) > Risk Management > Monitoring System (p.38)
	R-c	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	-	Climate Change Response (TCFD) > Risk Management > Monitoring System (p.38)
Metrics and Targets	M-a	Disclosure of the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	7.52, 7.54, 7.54.1, 7.54.2	Climate Change Response (TCFD) > Metrics and Targets > Metrics (p.39)
	M-b	Disclosure of Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	7.6, 7.7, 7.8, 7.8.1, 12.1, 12.1.1, 12.1.3, 12.3	Climate Change Response (TCFD) > Metrics and Targets > Metrics (p.39)
	M-c	Description of the targets used by the organization to manage climate-related risks and opportunities and performance against targets	7.53, 7.53.1, 7.53.2, 7.53.4, 7.54, 7.54.1, 7.54.2	Climate Change Response (TCFD) > Metrics and Targets > Targets (p.41)

Case. Climate Change Stakeholder Communication

Governance of Climate Change Activities

- SK Inc. operates a management system to ensure that climate change-related policies and stakeholder communication activities remain aligned with its climate strategy. The company's climate policy positions, including its 2040 Net Zero and RE100 target declarations, are aligned with the Paris Agreement's goal of limiting temperature rise to within 1.5°C and the Nationally Determined Contribution (NDC).
- The CEO of SK Inc. oversees the management of climate change-related targets (Net Zero, RE100, etc.) and implementation status, while major issues are discussed by the Strategy and ESG Committee under the Board of Directors. In addition, the executive in charge of ESG at SK Inc. oversees ESG-related operations and monitors and supervises whether climate change-related association activities, as well as direct and indirect donations and sponsorships, comply with the Paris Agreement.
- This management system applies equally across all jurisdictions where domestic and international business sites are operated.

Climate Change Lobbying (Policy) Activities

- Climate-related policy activities are pursued after reviewing their alignment with the Paris Agreement and NDC in advance, and the ESG department monitors these activities.
- As of 2025, the major climate-related policy activities in which the company directly participated are shown in the table below, all of which align with the direction of the Paris Agreement and NDC.

Climate Change Association and Organization Activities

- When deciding to join or withdraw from associations and organizations, external communication-related departments and the ESG department participate in a prior review to examine whether the association's climate-related policies and positions align with the Paris Agreement, NDC, and the company's climate policies. This review is applied with priority to associations and organizations related to climate change and energy policy.
- Even after joining associations and organizations, the company regularly monitors whether their activities align with its climate policy direction.
- A four-step response policy is in place if the activities of joined associations and organizations conflict with the Paris Agreement, NDC, or the company's climate policies. As of 2025, no cases of misalignment have been identified.

Process for Resolving Climate Policy Misalignment with Associations and Organizations

1. Consultation to change the association's position
2. Public statement regarding the misalignment between the company and the association
3. Non-renewal or withdrawal of association membership
4. Identification and joining of an alternative association

Membership and Activity Status in Climate Change Associations

- The climate policy positions of the major climate-related associations and organizations joined by the company are as follows, all of which maintain alignment with the Paris Agreement and NDC.

Joined Association	Key Activities	Company's Participation Activities
Korea Data Center Council (KDCC)	• Responding to policies on energy efficiency and greenhouse gas reduction in the data center industry • Expressing policy opinions on carbon neutrality in the telecommunications and data center sectors	• Participating in the telecommunications sector greenhouse gas reduction study group (commissioned by the Ministry of Trade, Industry and Resources) to achieve reduction targets and derive institutional improvement measures • Improving data center energy efficiency by participating in green data center certification and PUE verification projects • Cooperating as a member in developing data center efficiency standards for ISO/IEC, ITU-T, KS, and TTA
Corporate Renewable Energy Foundation (CREF)	• Accelerating corporate renewable energy transition and RE100 implementation • Supporting 100% renewable energy transition (aligned with the 1.5°C pathway)	• Cooperating with the global RE100 initiative and supporting renewable energy policy development activities

WBA

SK Inc. discloses content related to the World Benchmarking Alliance (WBA) Core Social Indicators (CSIs) in its Sustainability Report.

Respect for Human Rights

Indicator		Element	Contents
1. Commitment to respect human rights	Commitment to respect international human rights standards across all business activities	(a) The company has a publicly available policy statement committing it to respect human rights.	Social > Human Rights Management > Human Rights Management Policy (p.54)
2. Commitment to respect the human rights of workers	Commitment to respect the fundamental rights of workers at the company and its suppliers in the workplace	(a) The company has a publicly available policy statement committing it to respect the human rights that the ILO has declared to be fundamental rights at work.	Social > Human Rights Management > Human Rights Management Policy (p.54)
		(b) The company has a publicly available policy statement that expects its business relationships to commit to respecting the human rights that the ILO has declared to be fundamental rights at work.	Social > Supply Chain Management > Supply Chain Management Policy (p.79)
3. Commitment to remedy	Commitment to provide fair remedy for negative impacts	(a) The company has a publicly available policy statement committing it to remedy the adverse impacts on individuals, workers and communities that it has caused or contributed to.	Social > Human Rights Management > Human Rights Management Policy (p.54) Social > Human Rights Management > Human Rights Grievance Handling (p.58)
		(b) The company expects its business relationships to commit to the right to remedy.	Social > Supply Chain Management > Supply Chain Management Policy (p.79)
4. Identifying human rights risks and impacts	Procedures for identifying human rights risks and impacts in the company and its supply chain	(a) The company describes the process(es) it has in place to identify its human rights risks and impact in specific locations or activities, covering its own operations.	Social > Human Rights Management > Human Rights Impact Assessment Process (p.55) Social > Human Rights Management > Human Rights Impact Assessment Implementation (p.56)
		(b) The company describes the process(es) it has in place to identify its human rights risks and impact through relevant business relationships, including its supply chain.	Social > Human Rights Management > Supplier Human Rights Compliance Assessment (p.58)
		(c) The company describes how it involves affected stakeholders and internal or independent external human rights experts in its human rights risks and impacts identification process(es).	Social > Human Rights Management > Stakeholders in Human Rights Impact Assessments (p.55) Social > Human Rights Management > Third-Party Participation (p.55) Social > Human Rights Management > Stakeholder Needs and Expectations (p.56)
5. Assessing human rights risks and impacts	Human rights risk and impact Assessment and identification of material human rights issues	(a) The company describes the process(es) it has in place to assess its human rights risks and impacts and discloses what it considers to be its salient human rights issues, covering its own operations.	Social > Human Rights Management > Human Rights Impact Assessment Process (p.55) Social > Human Rights Management > Human Rights Issues Selected for 2026 (p.57)
		(b) The company describes the process(es) it has in place to assess its human rights risks and impacts in its supply chain.	Social > Human Rights Management > Supplier Human Rights Compliance Assessment (p.58)
		(c) The company publicly discloses the results of its human rights risks and impact assessments, which may be aggregated across its operations and locations.	Social > Human Rights Management > Three-Year Summary of HRIA Results (p.57)
		(d) The company describes how it involves affected stakeholders in its human rights risks and impact assessment process(es).	Social > Human Rights Management > Stakeholders in Human Rights Impact Assessments (p.55) Social > Human Rights Management > Stakeholder Needs and Expectations (p.56)
6. Integrating and acting on human rights risk and impact assessments	Implementation of prevention, mitigation, and remediation measures for material human rights issues	(a) The company describes the process(es) it has in place to prevent, mitigate or remediate its salient human rights issues in its own operations.	Social > Human Rights Management > Human Rights Impact Assessment Process (p.55) Social > Human Rights Management > Implementation Results of 2025 HRIA Improvement Tasks (p.56)
		(b) The company describes the process(es) it has in place to prevent, mitigate or remediate its salient human rights issues in its supply chain.	Social > Human Rights Management > Supplier Human Rights Compliance Assessment (p.58)
		(c) The company provides an example of the specific actions taken or to be taken on at least one of its salient human rights issues as a result of assessment process(es) in at least one of its activities/operations in the last three years.	Social > Human Rights Management > Implementation Results of 2025 HRIA Improvement Tasks (p.56)
		(d) The company describes how it involves affected stakeholders in decisions about the actions to take in response to its salient human rights issues.	Social > Human Rights Management > Stakeholder Needs and Expectations (p.56)
7. Grievance mechanisms for workers	Worker grievance mechanism	(a) The company indicates that it has one or more mechanism(s), or participates in a third-party or shared mechanism, accessible to all workers to raise complaints or concerns related to the company without fear of reprisals.	Social > Human Rights Management > Human Rights Grievance Handling (p.58)
8. Grievance mechanisms for external individuals and communities	Grievance mechanism for external individuals and communities	(a) The company indicates that it has one or more mechanism(s), or participates in a shared mechanism, accessible to all external individuals and communities who may be adversely impacted by the company, or those acting on their behalf, to raise complaints or concerns without fear of reprisals.	

Providing and Promoting Decent Work

Indicator		Element	Contents
9. Health and safety fundamentals	Disclosing internal occupational health and safety data and monitoring supply chain health and safety performance	(a) The company discloses quantitative information on health and safety for its workers.	Social > Safety and Health > Risk Assessment Results (p.73) Appendix > ESG Data > Occupational Health and Safety (p.145)
		(b) The company discloses how it monitors the health and safety performance of its business relationships.	Social > Safety and Health > Supplier Safety and Health Management (p.76)
10. Living wage fundamentals	Efforts to pay a living wage to internal workers and supporting the payment of living wages in the supply chain	(a) The company describes how it determines a living wage for the regions where it operates.	Social > Talent Management > Enhanced Care for Employees' Families (p.63)
		(b) The company has measured the gap between current wages and living wages for all workers.	
		(c) The company discloses a time-bound target for paying all workers a living wage or that it has achieved paying all workers a living wage.	
		(d) The company discloses evidence of activities to further the payment of living wages by its business relationships.	Social > Supply Chain Management > Supply Chain Management Policy (p.79)
11. Working hours fundamentals	Compliance with international standards on working hours and rest/breaks	(a) The company has a publicly available policy statement committing it to respect the ILO conventions on working hours or stating that workers shall not be required to work more than 48 hours in a regular work week or 60 hours including overtime.	Social > Talent Management > Payment of Overtime Allowance (p.62)
		(b) The company has a publicly available policy statement stating that all overtime work must be consensual and paid at a premium rate.	Social > Talent Management > Payment of Overtime Allowance (p.62)
		(c) The company has a publicly available policy statement that expects its business relationships to commit to respecting the ILO conventions on working hours or not require workers to work more than 48 hours in a regular work week or 60 hours including overtime.	Social > Supply Chain Management > Supply Chain Management Policy (p.79)
12. Collective bargaining fundamentals	Disclosure of collective bargaining agreement coverage for internal operations and the supply chain	(a) The company discloses the proportion of its total direct operations workforce covered by collective bargaining agreements.	Appendix > ESG Data > Collective Bargaining Agreement Coverage Rate (p.145)
		(b) The company describes how it works to support the practices of its business relationships in relation to freedom of association and collective bargaining.	Social > Human Rights Management > Human Rights Management Policy (p.54) Social > Talent Management > Operation of the Management Council (p.60)
13. Workforce diversity disclosure fundamentals	Disclosure of workforce composition by job category	(a) The company discloses the proportion of its total direct operations workforce for each employee category by age group.	Appendix > ESG Data > Employee Status (p.140) Appendix > ESG Data > Employee Diversity (p.141) Appendix > ESG Data > Gender Breakdown by Job Category and Position (p.142)
		(b) The company discloses the proportion of its total direct operations workforce for each employee category by gender.	
		(c) The company discloses the proportion of its total direct operations workforce for each employee category by one or more additional indicators of diversity (e.g., race and ethnicity, disability).	
14. Gender equality and women's empowerment fundamentals	Public commitment to gender equality and women's empowerment and disclosure of related quantitative information	(a) The company has a publicly available policy statement committing it to gender equality and women's empowerment.	Social > Talent Management > Diversity Targets (p.70)
		(b) The company discloses one or more time-bound target(s) on gender equality and women's empowerment.	
		(c) The company maintains a gender balance (between 40-60%) at the highest governance body.	Governance > Governance > Board Composition (p.112)
		(d) The company discloses the ratio of the basic salary and remuneration of women to men in its total direct operations workforce for each employee category, by all locations of operation.	Social > Talent Management > Gender Pay Gap Monitoring (p.69)

Ethical Behavior

Indicator		Element	Contents
15. Personal data protection fundamentals	Personal Information Protection Declaration	(a) The company has a public commitment to protecting personal data.	Social > Information and Data Security > Information Security Policy (p.87)
		(b) The company has a global publicly available privacy statement in relation to the collection, sharing and access to personal data.	
16. Responsible tax fundamentals	Global Tax Strategy and Corporate Income Tax Paid by Country	(a) The company has a publicly available global tax strategy approved by its highest governance body.	FY2025 Business Report p.667~673 - Corporate Income Tax Expenses (Consolidated)
		(b) A governance body or executive-level position is tasked with accountability for compliance with the company's global tax strategy.	
		(c) The company clearly discloses the amount of corporate income tax paid for each tax jurisdiction where it is a resident for tax purposes.	
17. Anti-bribery and anti-corruption fundamentals	Anti-Bribery and Anti-Corruption Declaration and Response to Related Risks	(a) The company has a publicly available policy statement prohibiting bribery and corruption.	Governance > Business Ethics > Business Ethics Policy (p.123) Governance > Anti-Corruption and Fair Trade > Anti-Bribery and Anti-Corruption Standards (p.128)
		(b) The company describes the process(es) to identify its bribery and corruption risks and impacts in specific locations or activities that are part of its own operations.	Governance > Business Ethics > Audit Activities (p.125)
		(c) The company includes anti-bribery and anti-corruption clauses in its contracts with business relationships.	Governance > Business Ethics > Supplier Ethics Compliance Pledge (p.123)
		(d) The company indicates that it has a confidential and anonymous channel/mechanism accessible to all stakeholders to raise bribery and corruption concerns and complaints without fear of reprisals.	Governance > Business Ethics > Whistleblowing System (p.126)
18. Responsible lobbying and political engagement fundamentals	Disclosure of Lobbying and Political Engagement Methods and Political Expenditures	(a) The company has a publicly available policy statement(s) or policy(ies) setting out its lobbying and political engagement approach.	Governance > Business Ethics > Business Ethics Policy (p.123)
		(b) The company discloses the total monetary value of financial and in-kind political contributions made directly by the organisation by country and by recipient/beneficiary.	Appendix > ESG Data > Policy Expenditures (p.151)
		(c) The company discloses the total monetary value of financial and in-kind political contributions made indirectly by the organisation by country and by recipient/beneficiary, including its lobbying expenses.	
		(d) The company requires third-party lobbyists to comply with its lobbying and political engagement policy (or policies).	Governance > Business Ethics > Supplier Ethics Compliance Pledge (p.123) Appendix > ESG Data > Policy Expenditures (p.151)

Assurance

SK Inc. has conducted independent verification procedures for its greenhouse gas emissions and sustainability performance.

GHG Emission Verification Opinion

Scope 1 and 2 GHG Emission Verification Opinion

Verification Scope

Korean Standards Association has conducted verification for GHG emissions based on GHG report provided by SK Inc. which includes Scope1 and Scope2 emissions.

Verification Standards and Guidelines

To conduct verification activities, verification team applied verification standards and guidelines. The standards and guidelines are as follows.

· Guidance for reporting and verification of GHG emissions trading scheme (No. 2025-64 provided by Ministry of Environment, Republic of Korea)
· Verification Guidelines for the Operation of the Greenhouse Gas Emission Trading System (No. 2025-165 provided by Ministry of Environment, Republic of Korea)
· For matters not specified in other guidelines, refer to KS I ISO 14064-1: 2018 and KS I ISO 14064-3: 2019

Level of Assurance

SK Inc.'s GHG emissions satisfy the Reasonable Assurance level(less than ±5.0% of total emissions).

Verification Conclusion

As a result of verification activities, verification team has found no significant errors, omissions, and misstatements. Therefore, Korean Standards Association confirms that following emissions data are adequately quantified.

2025 GHG Emissions and Energy Consumption (Unit : tCO2eq)

Division	Scope 1	Scope 2	Total
Location-based	1,178.973	23,811.658	24,985
Market-based	1,178.973	15,980.226	17,154
Energy Consumption(TJ)	20.052	501.708	515

※ Note : Decimal place is not considered when calculating the emission of each workplace.

June 12, 2026

KOREAN STANDARDS ASSOCIATION

Scope 3 GHG Emission Verification Opinion

Organization(Responsible party): SK Inc.

Organization (Responsible party) address: 26, Jong-ro, Jongno-gu, Seoul, Seorin Building

Verification Objective: This verification objectives to fairly reflect greenhouse gas data and information to ensure accuracy and without material discrepancies to provide a third-party verification opinion on SK Inc.'s 2025 greenhouse gas emissions statement.

Verification Scope: 2025 Scope 3 Other Indirect Greenhouse Gas Emissions from domestic sites

- **Reporting and Verification Period:** Greenhouse gas emissions for the one-year period from January 1 to December 31, 2025
- **Organizational Boundary:** Domestic sites: investment division (Seorin Office, SKMS Research Center, Seonhyewon) and business division (Jeongja Office, Pangyo Office, Daedeok Data Center, Sunae Office, Chungmuro Office, Yeouido Hub Office, Ackerton Partners, Gwangju POS, Busan POS, Seongnam POS)
- **Reporting Boundary:** Other Indirect Greenhouse Gas Emissions (Scope 3) (CAT 1, 2, 3, 4, 5, 6, 7, 11, 12, 15)
- **Excluded Sources:** CAT 8, 9,10, 13, 14 are excluded. Emissions by city buses, subways, and taxis (business division) in CAT 6, and those by public transit (city buses, subways, taxis) and personal vehicles (investment division) in CAT 7 are excluded.

Reporting and Verification Criteria: ISO 14064-1:2018 / ISO 14064-3:2019 / WRI/WBCSD GHG Protocol Corporate Value Chain (Scope 3) Standard / IPCC Guideline:2006 / BSI's Verification Manual of GHG Emissions

Materiality Level: A level of 5% of total emissions is applied for material discrepancies (errors, omissions, or miss statements)

Level of Assurance: Limited Level of Assurance

Verification Process and Limitations: Verification activities were conducted on the greenhouse gas emission information and data provided by the organization, including document review, risk analysis and interviews with responsible personnel, evaluation of monitoring and control systems through observation and investigation, and data verification through sampling recalculation, tracking, cross-checking, and adjustment. This verification process may be affected by limiting factors such as the limitations of the provided data and sampling and carries an inevitable risk that material discrepancies may go undetected due to these limitations.

- SK Inc. is responsible for the preparation and fair presentation of the GHG statement and report in accordance with the agreed criteria. BSI Group Korea is responsible for expressing an opinion on the GHG statement based on the verification.

Verification Data: The results of verifying the data in the organization's GHG Report, which includes the greenhouse gas statement, are as follows. Details, including the boundary, method, limitations, and assumptions for estimating emissions by scope and category, are described in the verification report

[Unit: tCO_2eq]

Categories	Total emissions in 2025
Category 1. Purchased goods and services	128,626
Category 2. Capital goods	163,731
Category 3. Fuel- and energy-related activities	1,943
Category 4. Upstream transportation and distribution	25
Category 5. Waste generated in operations	3
Category 6. Business travel	2,261
Category 7. Employee commuting	693
Category 11. Use of sold products	1,871,023
Category 12. End-of-Life Treatment of Sold Products	2,498
Category 15. Investments	12,415,107
Total emissions	**14,585,910**

Verification Result: Verified as Satisfactory
As a result of conducting verification at a limited assurance level in accordance with verification processes and procedures, no material discrepancies were found that could be included in the greenhouse gas reports and statements prepared by SK Inc., and no evidence could be found that the greenhouse gas data and information were unfair.

BSI Group Korea is independent and has no financial interest in SK Inc. This 3rd party Verification Opinion has been prepared for SK Inc. solely for the purposes of verifying its statement relating to its GHG emissions, more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Group Korea has assumed that all information provided to it by SK Inc. is true, accurate and complete. BSI Group Korea accepts no liability to any third party who place reliance on this statement.

Issuing body of verification opinion: BSI Group Korea (Address: 8th Floor, Taehwa Building, Insadong 5-gil, Jongno-gu, Seoul)

Verification Team Leader: Yongjoon Kim (Lead verifier)

Independent reviewer: Chongkwan Kim (Lead verifier)

Number of Verification Opinion: GHGEV 843817

Issue Date: 18/06/2026
For and on behalf of BSI:

Managing Director of BSI Korea, SeongHwan Lim

Third-Party Verification Statement

Overview

BSI (British Standards Institution) Group Korea (hereinafter referred to as the "Assurer") was requested to verify "2026 SK Inc. Sustainability Report" (hereinafter referred to as the "Report"). The Assurer is independent of SK Inc. and has no major operational financial interest other than assurance. This assurance opinion statement is intended to provide information related to the assurance of SK Inc. report relating to the environment, social and governance (ESG) to the relevant stakeholders and may not be used for any purpose other than the purpose of publication. This assurance opinion statement was prepared based on the information presented by SK Inc. and the assurance was carried out under the assumption that the information and data presented were complete and accurate.

SK Inc. is responsible for managing the relevant information contained within the scope of assurance, operating the relevant internal control procedures, and for all information and claims contained in the report. Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to SK Inc. only.

The Assurer is responsible for providing SK Inc. management with an independent assurance opinion containing professional opinions derived by applying the assurance methodology to the specified scope and providing the information to all stakeholders of SK Inc. The Assurer shall not bear any other responsibility, including legal responsibility, to any third party other than SK Inc. in providing the assurance opinion and shall not be liable to any other purpose or stakeholders related thereto for which the assurance opinion may be used.

Scope

The scope of engagement agreed upon with SK Inc. includes the following:

- Reporting contents during the period from January 1st to December 31st 2025 included in the report, some data included first half of 2026.
- Reporting ESG Data of SK Inc. and consolidation-based subsidiary company included in the report Appendix.
- Major assertion included in the Report, such as sustainability management policies and strategies, goals, projects, and performance, and the Report contents related to material topics determined as a result of materiality assessment.
- Appropriateness and consistency of processes and systems for data collection, analysis and review.
- In Accordance with the four principles of AA1000 AccountAbility in the Report, based on the type of Sustainability Assurance based on AA1000AS v3 and if applicable, the reliability of the sustainability performance information contained in the Report.

The following contents were not included in the scope of assurance.

- Financial information in Appendix.
- Index items related to other international standards and initiatives other than the GRI.
- Other related additional information such as the business annual report.

Assurance Level and Type

The assurance levels and types are as follows;

- Moderate level based on AA1000 AS and Type 2 (confirmation to the four principles as described in the AA1000 Accountability Principle 2018 and quality and reliability of specific performance information published in the report.)

Description and sources of disclosures covered

Based on the scope and methodology of assurance applied, the assurer reviewed the following Disclosures based on the sampling of information and data provided by SK Inc.

[Universal Standards]

2-1 to 2-5 (The organization and its reporting practices), 2-6 to 2-8 (Activities and workers), 2-9 to 2-21 (Governance), 2-22 to 2-28 (Strategy, policies and practices), 2-29 to 2-30 (Stakeholder engagement), 3-1 to 3-3 (Material Topics Disclosures)

[Topic Standards]

101-2, 101-5, 201-1~3, 203-1~2, 204-1, 205-1~3, 206-1, 302-1, 302-3, 303-3~5, 305-1~4, 306-3~5, 308-1~2, 401-1~3, 403-1~10, 404-1~3, 405-1~2, 406-1, 414-1~2, 415-1, 418-1

Methodology

As a part of its independent assurance, the Assurer has used the methodology developed for relevant evidence collection in order to comply with the verification criteria and to reduce errors in reporting. The Assurer has performed the following activities;

- A top-level review of issues raised by external parties that could be relevant to organizations policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staff on organization's approach to stakeholder engagement.
- Review of the supporting evidence related to the material topics through interviews with senior managers in the departments responsible.
- Review of the system for sustainability management strategy process and implementation
- Review of materiality issue analysis process and prioritization by reviewing materiality issue analysis process and verifying the results
- Verification of data generation, collection and reporting for each performance index and document review of relevant systems, policies, and procedures where available
- An assessment of the company's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000 AccountAbility Principles Standard (2018).
- Visit of SK Inc. SK-U Tower to confirm the data collection processes, record management practices.

Limitations and approach used to mitigate limitations

The Assurer performed limited verification for a limited period based on the data provided by the reporting organization. It implies that no significant errors were found during the verification process, and that there are limitations related to the inevitable risks that may exist. The Assurer does not provide assurance for possible future impacts that cannot be predicted or verified during the verification process and any additional aspects related thereto.

Competency and Independence

BSI (British Standards Institution) is a leading global standards and assessment body founded in 1901. BSI is an independent professional institution that specializes in quality, health, safety, social and environmental management with almost 120 years history in providing independent assurance services globally. No member of the assurance team has a business relationship with SK Inc. The Assurer has conducted this verification independently, and there has been no conflict of interest. All assurers who participated in the assurance have qualifications as an AA1000AS assurer, have a lot of assurance experience, and have in-depth understanding of the BSI Group's assurance standard methodology.

Opinion Statement

The assurer was carried out by a team of sustainability report assurers in accordance with the AA1000 Assurance Standard v3. Assurer planned and performed this part of our work to obtain the necessary information and explanations assurer considered to provide sufficient evidence that SK Inc.'s description of their approach to AA1000 Assurance Standard and their self-declaration of compliance with the GRI standards were fairly stated.

On the basis of our methodology and the activities described above, it is our opinion that the information and data included in the Report are accurate and reliable and the Assurer cannot point out any substantial aspects of material with mistake or misstatement. We believe that the economic, social and environment performance indicators are accurate and are supported by robust internal control processes.

Conclusions

The Report is prepared in accordance with the GRI Standards. (Reporting in accordance with the GRI standards). The detailed reviews against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact and the GRI Standards are set out below.

Inclusivity

SK Inc. defined employees, shareholders/investors, business partners, customers and local communities as Key Stakeholder Groups. To collect opinions by each stakeholder group in the context of sustainability, the stakeholder engagement process operated. SK Inc. conducted a review of the stakeholder engagement process at the governance level to reflect on the major issues derived through the stakeholder engagement process in sustainability strategy and goals. SK Inc. disclosed the results related to the process in the Report.

Materiality

SK Inc. implemented its own materiality assessment process in consideration of the major business and operational characteristics to derive important reporting issues related to sustainability. SK Inc. conducted benchmarking and media analysis of similar companies and institutions globally, identified financial impact and social/environmental impact, and determined material topics for the reporting year. SK Inc. derived 4 impact material topics and 4 financial material topics through the relevant process, and disclosed GRI topic standards disclosures related to material topics in the Report.

Responsiveness

SK Inc. operated a management process for material topics in the context of sustainability derived from the materiality assessment. SK Inc. established mid- to long-term sustainability plans and goals according to the management methodology established to effectively reflect the expectations of key stakeholders. SK Inc. disclosed the process including policy, indicator, activity and response performance on material topics in the Report.

Impact

SK Inc. identified the scope and extent of the impacts to the organization and key stakeholders in the context of the sustainability of the material topics reported. SK Inc. established sustainability strategies and objectives based on the analysis results of major impacts, including risks and opportunities for material topics, disclosed mid- to long-term plans and strategic system in the Report.

Findings and conclusions concerning the reliability and quality of specified performance information

Among the GRI Topic Standards, the below disclosure and following indicators such as energy consumption; general and hazardous waste disposal; volatile organic compound (VOC) emissions; water consumption; number of new hires and employee turnover; gender pay indicators (average compensation by position); work-related fatalities of the company's own and suppliers' employees; lost-time injury frequency rate (LTIFR) of employees and suppliers; supplier assessment and development; and ethics and anti-corruption trainings were carried out in an assurance Type 2 based on the information and data provided by the reporting organization. In order to verify the reliability and accuracy of the data and information, internal control procedures related to data processing, processing, and management were verified through interviews with the responsible department, and accuracy was verified through sampling. Errors and intentional distortions in sustainability performance information included in the report were not found through assurance processes. The reporting organization manages the sustainability performance information through reliable internal control procedures and can track the process of deriving the source of the performance. Errors and unclear expressions found during the assurance process were corrected during the assurance process and prior to the publication of the report, and the assurer confirmed the final published report with the errors and expressions corrected.

- GRI Topic standards: 201-1~3, 203-1~2, 204-1, 205-1~3, 206-1, 101-2, 101-5, 302-1, 302-3, 303-3~5, 305-1~4, 306-3~5, 308-1~2, 401-1, 401-3, 403-1~10, 404-1, 404-3, 405-1~2, 406-1, 414-1~2, 418-1

Recommendations and Opportunity for improvement

The assurer will provide the following comments to the extent that they do not affect the result of assurance;

- SK Inc. operates a proprietary materiality assessment process to derive material impact and financial issues, disclosing performance data for each priority topic in its reports. In future reporting, it will be effective to reflect the unique business and operational profiles of its consolidated subsidiaries, accounting for SK Inc.'s distinctive segment characteristics.
- Furthermore, in alignment with global standards, upcoming KSSB mandates, and global ESG rating requirements, formalizing a robust tracking framework for sustainability indicators across all consolidated entities and strengthening associated internal control procedures will significantly advance the management system.

GRI-Reporting

SK Inc. provided us with their self-declaration of compliance within GRI Standards. Based on our review, we confirm that social responsibility and sustainable development indicators. The Assurer confirmed that the Report was prepared in accordance with the GRI Standards and the disclosures related to the Universal Standards and Topic Standards Indicators based on the data provided by SK Inc. The sector standard was not applied.

Issue Date: 15/07/2026

For and on behalf of BSI (British Standards Institution):

BSI representative

Jungwoo Lee, Lead Assurer, LCSAP

Seonghwan Lim, Managing Director of BSI Korea

BSI Group Korea Limited: 29, Insa-dong 5-gil, Jongno-gu, Seoul, South Korea
Hold Statement Number: SRA 843827

About this Report

SK Inc. has published the 2026 Sustainability Report to communicate its ESG management activities and performance with stakeholders. This report covers not only the company's ESG strategies and performance but also the ESG performance of its major consolidated subsidiaries. Going forward, SK Inc. will continue to transparently disclose its business strategies for sustainable growth and its ESG management performance, guided by its management philosophy of pursuing the happiness of stakeholders.

Reporting Period

This report covers the performance of SK Inc.'s key ESG management activities from January 1 to December 31, 2025, with some data including information from the first half of 2026. For quantitative performance, the report includes data from the past four years, from January 1, 2022 to December 31, 2025, to illustrate trends over time.

Reporting Boundary

Considering SK Inc.'s effective control and influence, this report covers the performance of SK Inc. and its major consolidated subsidiaries. Specifically, the environmental and social areas of ESG performance were prepared on a consolidated basis—including major subsidiaries such as SK Innovation, SK Telecom, SK Networks, SK Square, SKC, and SK Biopharmaceuticals (representing approximately 86.1% of consolidated revenue)—while the governance area was prepared on a separate (non-consolidated) basis for SK Inc. Separate-basis ESG performance was aggregated across SK Inc.'s 14 business sites, excluding data from the Pangyo Data Center, which was divested in June 2025. For certain indicators, data from the business division (SK Inc. AX) was primarily reflected in consideration of industry characteristics. The reporting boundary, detailed data calculation criteria, changes in historical data, and other notable items for each area are indicated separately in the main text and footnotes.

Reporting Standards and External Assurance

This report was prepared in accordance with the GRI (Global Reporting Initiative) Standards, a global reporting guideline, and applies the IFRS requirements of the ISSB (International Sustainability Standards Board). It also complies with the UNGC CoP (Communication on Progress) principles, follows the climate-related disclosure recommendations of the TCFD (Task Force on Climate-related Financial Disclosures), and adheres to the SASB (Sustainability Accounting Standards Board) standards, which reflect industry-specific characteristics. To ensure the reliability of its contents, this report underwent an assurance process by a professional sustainability report assurance provider, and the assurance statement is included in Appendix > Assurance of this report.

Stakeholder Engagement

SK Inc. pursues ESG management based on communication with stakeholders, operating a range of online and offline communication channels to identify the requirements of each stakeholder group and reflect them throughout its management activities. Each year, the company publishes a Sustainability Report to transparently share the status and performance of its ESG management with stakeholders. In 2026, SK Inc. actively identified stakeholder needs through media research, surveys, and expert interviews, and reflected them in its management activities. SK Inc. will continue to strengthen communication with stakeholders and further advance its ESG management.

2026 SK Inc. Sustainability Report

Homepage	SK Inc.(https://www.sk-inc.com)
Publication Date	July 2026
Report Production	Brand Management Group (Investment Division) ESG Strategy Group (Business Division)
Inquiries	sustainability@sk.com