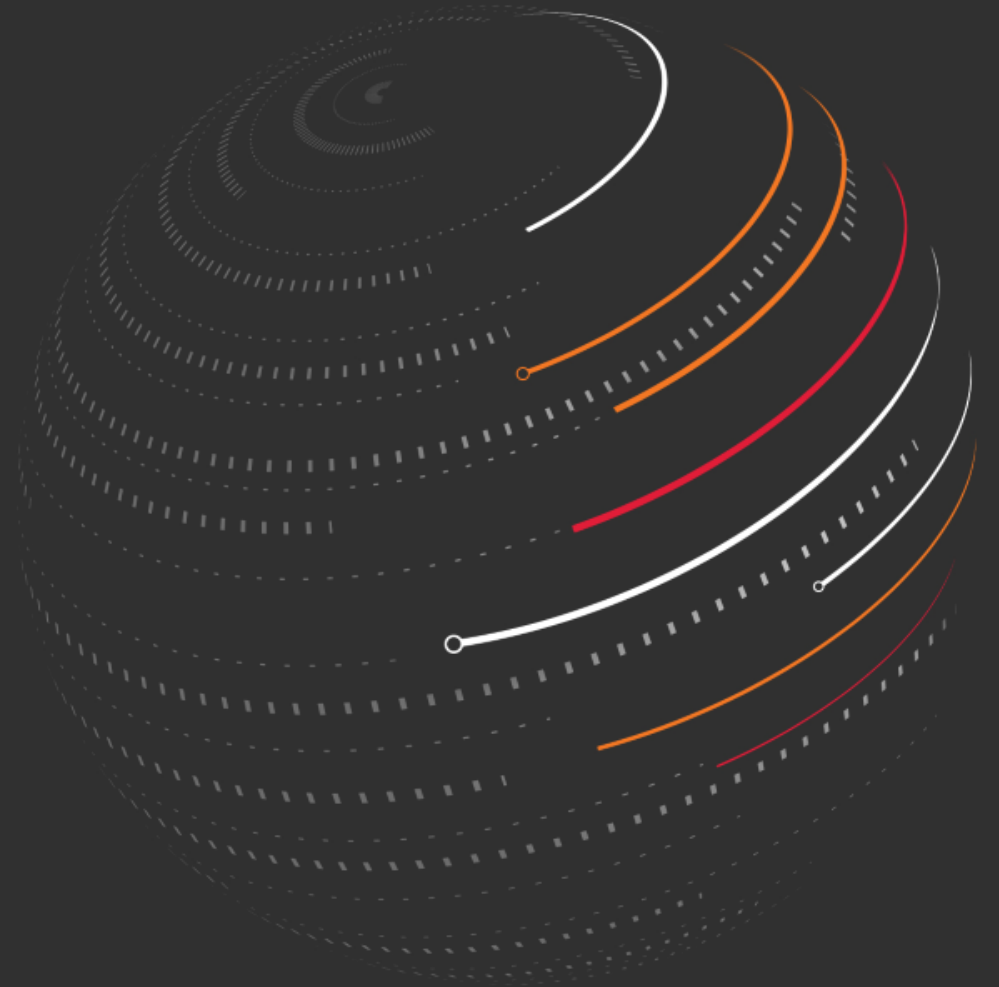


2023 SK Inc. Presentation

March 2023



2022 Investment Review

SiC Power Semiconductor
Value Chain
- YPTX (Korea)

Decarbonization
- Terra Power (US)



CGT CDMO business
- CBM (US)

Mobility and AI
- Softberry (Korea)

KRW **3.4** tn

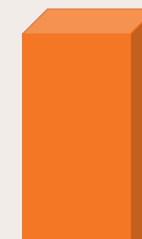
YoY +24%



Revenue

KRW **1.1** tn

YoY +33%



EBITDA

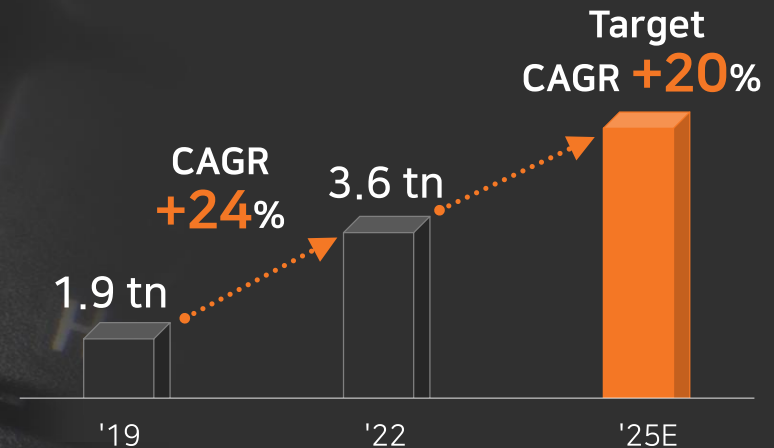
Stability First

Priority



Secure reliable cash flow from core unlisted subsidiaries

* Combined EBITDA of E&S, siltron, MR CIC, pharmteco



Focus on portfolio value enhancing activities



Efficient and effective investing by utilizing capital market partners & divestment gains

New Growth Opportunities



Focus on advanced technologies

- Next-generation materials · Decarbonization solutions
- New drugs · Mobility/AI



ESG ecosystem development

Building Trust



ESG and portfolio mgmt. system

- ESG risks & opportunities
- ROIC oriented assessment



Advanced governance



Enhanced shareholder return

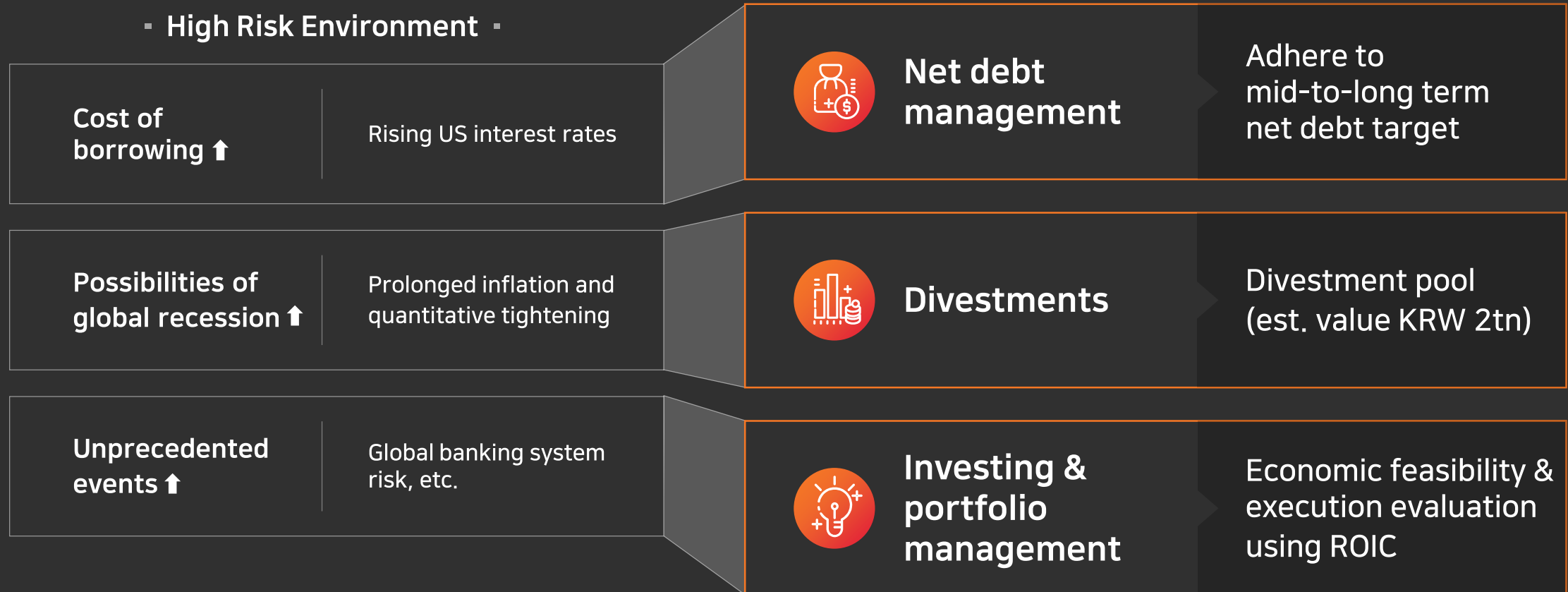
Financial Stability & Shareholder Return



Reinforce financial stability to weather uncertain market conditions

▪ Strategies for Stronger Financial Stability ▪

▪ High Risk Environment ▪



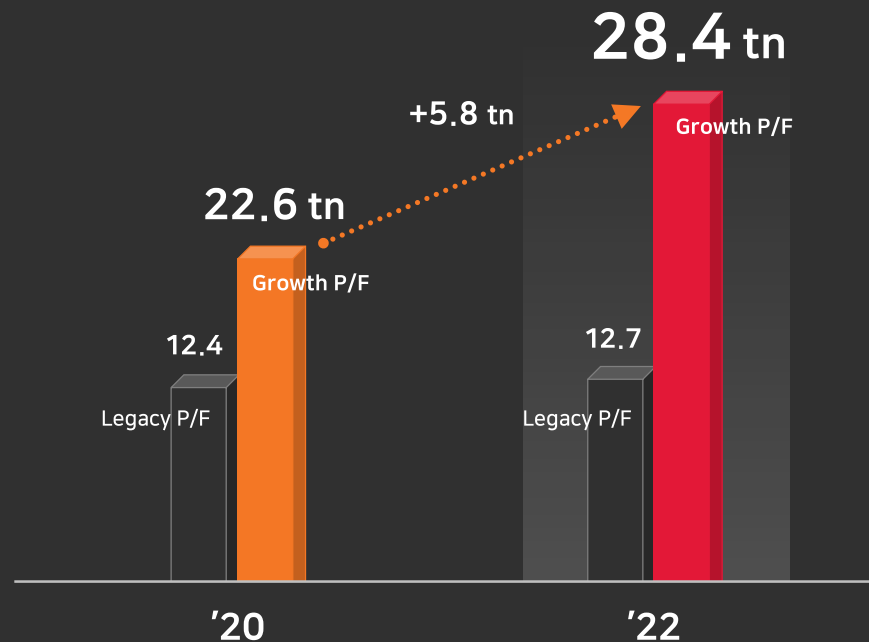
ROIC as a Portfolio Management Tool

Securing both balance sheet growth & stability

Portfolio Value

Portfolio Management Guideline

■ Investments in future growth engines (i.e. SMR, SES)



ROIC

Comprehensive review of
 - Inc. borrowing cost,
 - required rate of return,
 - opportunity cost

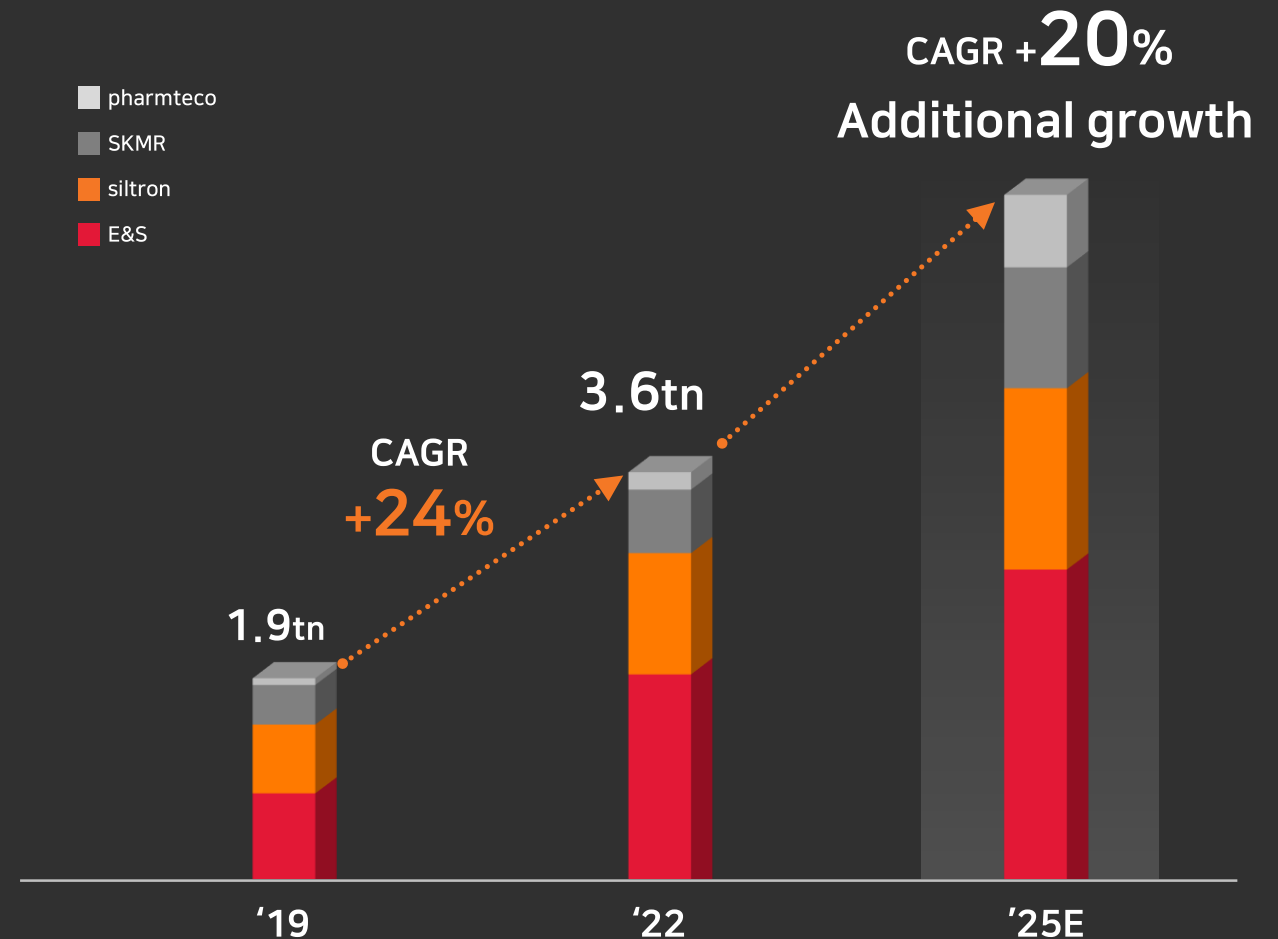
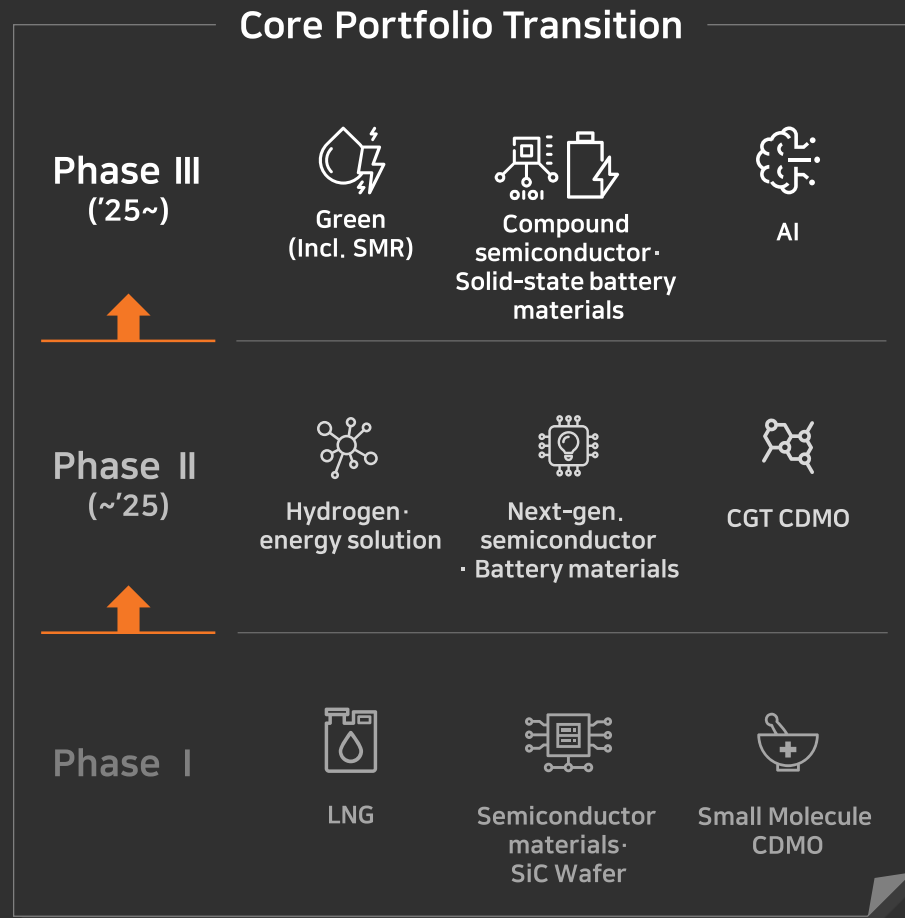
+

**Active Portfolio
In & Out**

Growth Projection – Core Unlisted Subsidiaries



Achieve mid-to-long term growth via portfolio transition



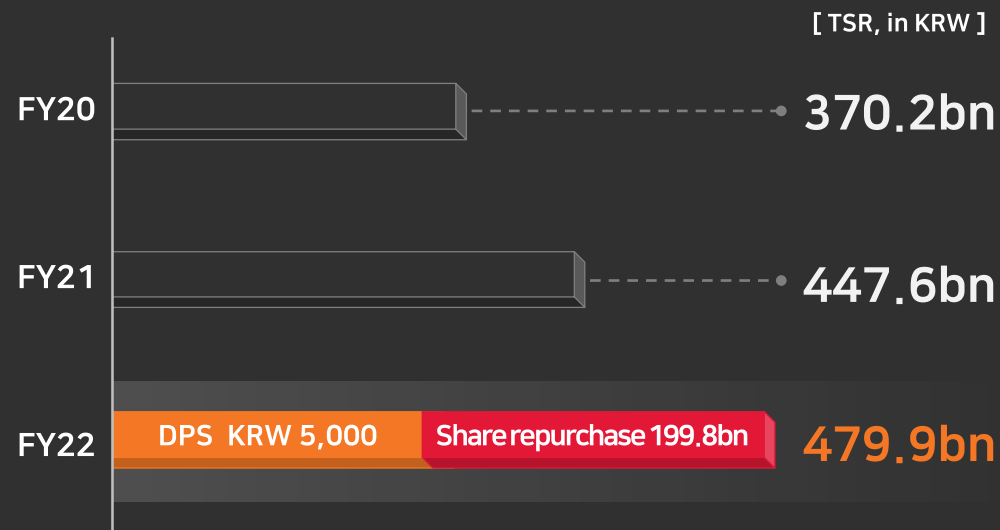
* Combined revenue of E&S, pharmteco, siltron, MR CIC

Shareholder Return and Financial Stability Management



Maximize shareholder value via share repurchase & cancellation

Shareholder Return on the Rise



Midterm Shareholder Return Policy

- 1 **Stable increase** of resources for shareholder return
- 2 **Implementation** of midterm shareholder return policy



FY22 Total Shareholder Return YoY +7%



Maximize Shareholder Value

Operations & Strategies

| Advanced Materials Investment Center



Introduction

Identity

Investing in core materials and technologies for innovation in the advanced tech industry

“**Global Advanced Tech Investor**”



Capabilities

- Creating unique synergy when connecting technologies with customers

Manufacturing · tech expertise + global customer base + seasoned investors



Investing Principle

- Acquire advanced technologies in high-growth areas
- Create unique synergy from customer · tech perspective
- Portfolio optimization

Investment Objectives

CAGR

20 %

+

ROIC

20 %

&

**Key player in
future technology innovation
and global supply chain**

Portfolio Transition

Mega Trend

Increase in high-performance computing

EV proliferation, growing importance of power efficiency

Advanced vision sensing for self-driving · AR

Increase in demand for high power · high efficiency batteries

As-is → To-be



[Semiconductor Materials]

Market Growth (~'25) | ~10%

- Si wafer
- Specialty gas

- CIS color material
- EUV photo material
- Advanced packaging material



[Battery Materials]

Market Growth (~'25) | ~30%

- Copper foil
- Si anode material

- Next-generation cathode
- Si anode materials
- Next-generation Li-Metal battery
- Carbon nanotube materials



[EV SCM]

Market Growth (~'25) | ~35%

- 150mm SiC wafer
- SiC power semiconductor

- 200mm SiC wafer
- EV SiC power semiconductor
- Compound semiconductor (i.e. GaN on SiC)

Target Revenue Growth

↑ 15 %

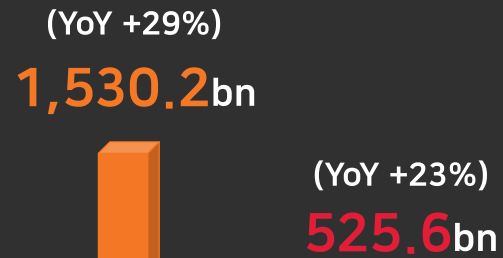
↑ 50 %

↑ 150 %

FY22 Financial Results

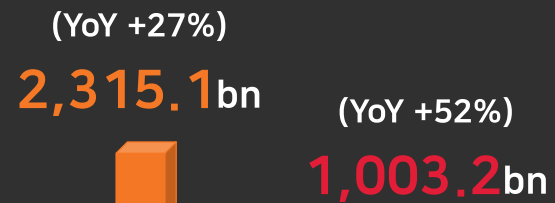
SK Inc. Materials
(100% stake)SK siltron
(51% stake)Wason
(copper foil, 30% stake)

(KRW)



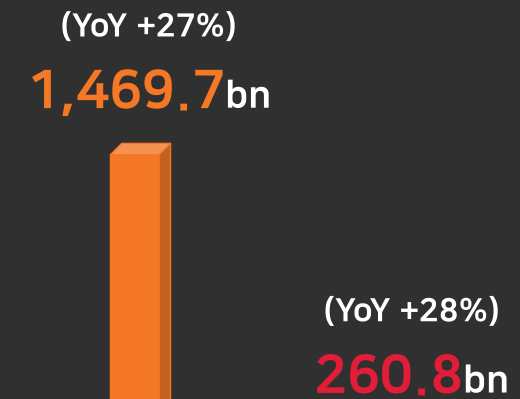
'22 Revenue

EBITDA



'22 Revenue

EBITDA



'22 Revenue

EBITDA

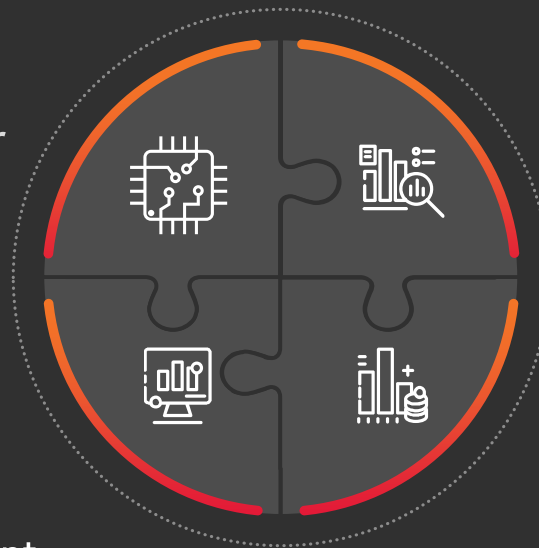
Achievements in FY22

SiC Power Semiconductor Value Chain Development

- SK siltron CSS builds new SiC wafer fab in Michigan, US
- Acquired YPTX (99% stake), a domestic SiC power semiconductor design · manufacturer
 - Mass production facility in Busan to begin operation in April

Active portfolio management enables **optimal asset utilization**

- KRW 1 tn sale of SK airplus' industrial gas plant provides resources for new investment and financial stability



Investing in **Legacy Businesses**

- SK siltron, expansion of 300mm facilities
- SK specialty, planning expansion of NF_3 and silane manufacturing facilities

Investing in new tech, with tangible results

- Acquisition of Teraon (80% stake), a thermal resistance · heating material manufacturer
- Nasdaq IPO of Solid Energy in February, '22 (Next-generation Li Metal battery tech company)

Investment Direction for FY23

Tangible Results from New Growth Portfolio

- Global expansion of SK signet with development of US manufacturing facilities, etc.
- Commercial expansion of YPTX following operation initiation at Busan fab in April
- World-first mass production of SK-G14 JV Si-C anode materials (Sangju)



Creating Value from Portfolio Optimization

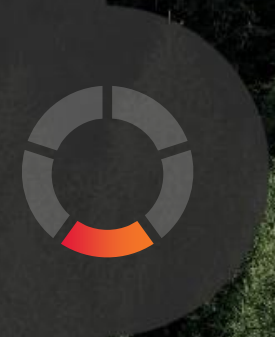
- Maximize investment value by listing Wason
- Secure resources for investing by liquefying assets
- Maintain high ROIC structure

Core Technology based Global Supply Chain Development

- Implementing strategies to respond to shifts in SCM and global onshoring trend
- Cooperation with global partners for expansion into future materials (i.e. adv. packaging, EUV photo materials, next-gen cathode materials)

Operations & Strategies

| Green Investment Center

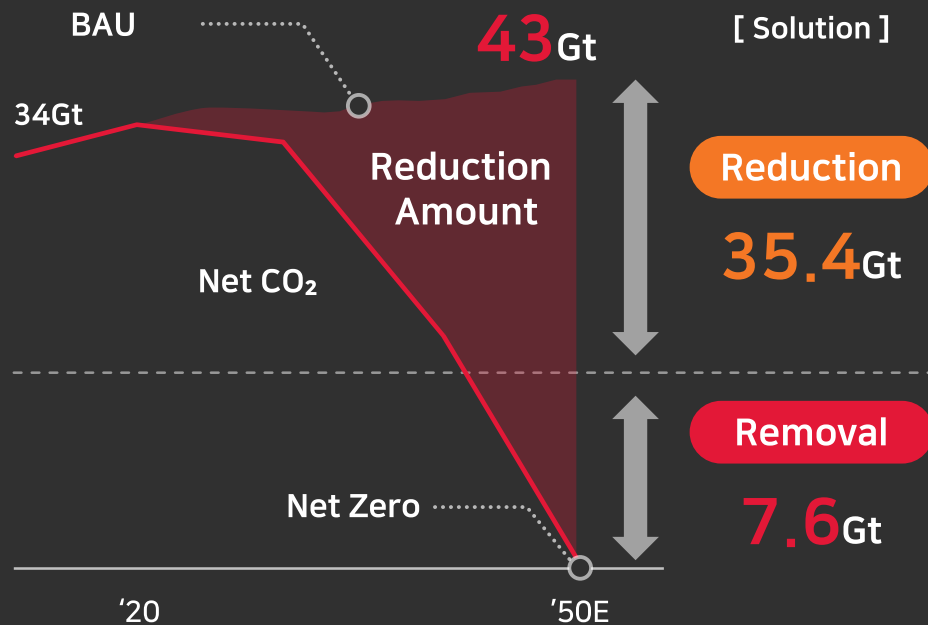


Green Investment Center – Focus

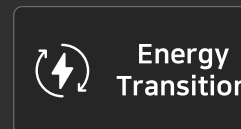
Vision: Global Decarbonization Value Investor

Decarbonization Solution: 'Reduction' & 'Removal'

2050 Net Zero: Goals and Challenges



Solutions for Reduction



Energy
Transition

Replace fossil fuels

Electrification, Clean Fuels



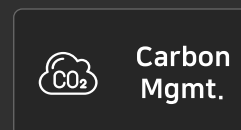
Industrial
Transition

Changing high emitting industries

Agriculture, manufacturing (i.e. steel, cement), waste management



Solutions for Removal



Carbon
Mgmt.

Maximum elimination of existing GHG

CCUS, nature-based carbon removal

Green Investment Center in FY22 - Energy Transition

Investment & development of global decarbonization assets

Major Milestones of FY22

	<ul style="list-style-type: none"> Investment in SMR · TPI to commercialize SMRs, expanded bio business portfolio - Announced plans to build 5 reactors in Wyoming and Utah with US utility company
	<ul style="list-style-type: none"> Collect and analyze power data to increase energy solution competitiveness
	<ul style="list-style-type: none"> Secured top financial investors including TPG, BlackRock, Temasek - Expected to benefit from the IRA
	<ul style="list-style-type: none"> Initiated waste-to-fuel business in Asia, sustainable aviation fuel business with SK Group companies
	<ul style="list-style-type: none"> Founded SK Plug Hyverse and signed IP licensing agreement
	<ul style="list-style-type: none"> Entered home ESS market to develop dispersed power source solutions business







Financial Performance

Initial Investment

'21

'22

'22 MOIC¹⁾ (Initial investment)

	
1.5x (KRW 5.7bn)	1.1x (KRW 29.5bn)
	
1.3x (KRW 56.3bn)	0.5x (KRW 904.7bn)
	
(KRW 62.5bn)	(KRW 97.6bn)

1) MOIC calculated with newly issued share price; for PlugPower applied '22 year end share price

Green Investment Center in FY22 - Industrial Transition

Investment & development of global decarbonization assets

Major Milestones of FY22



- World-first to succeed in cell-grown salmon



- Invested in UK plant-based meat company and expanded into European Market



- Noble protein based yogurt, sausage undergoing commercialization process



- Precision fermentation tech company, acquired plant in India to expand commercial operations
 - Signed Nestle, Starbucks to supply animal-free protein products
 - To establish 3-company JV between Maeil Dairies-SK-PD



- Fruit · seafood¹⁾ 20% revenue growth, increased investment in sustainable food
 - Subsidiary²⁾ to enter Chinese meat substitute market

Financial Performance

Initial Investment

'19~'21

'22 MOIC¹⁾ (Initial investment)


1.5x (KRW 67.1bn)



2.7x (KRW 73.7bn)



1.0x (KRW 31.3bn)



(KRW 41.6bn)



(KRW 8.8bn)

'22

1) MOIC calculated with newly issued share price

1) Joyvio, top Chinese fresh produce company 2) PAYC, catering subsidiary company of Joyvio

Green Investment Center - Strategies for FY23

Achieve future value growth by solidifying global anchor businesses and securing investment resources

New Investment Strategies

Solidify Anchor Assets

Support Green Transition of "Grey" anchor assets

- Connect non-Green assets with Inc. portfolio, execute bolt-on acquisitions, and other diverse business expansions

Secure Promising Businesses

Toehold investment in businesses with potential

- Invest in pre-growth stages, create strategic synergies

Support Transition Within SK Group

Ⓐ Reinforce connection between assets and companies

- Find opportunities by forming global JVs and connecting new projects with SK Group companies

Ⓑ Achieve Green portfolio optimization

- Develop strategies to maximize value and growth

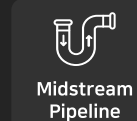
Securing Investment Capital



Gradual exit of US G&P assets

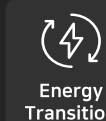
- Realize gains from stable cash generating midstream assets

US G&P Assets



Realized gains

Decarbon Investment



Cooperation with the capital market

- Attract new investors with existing energy · industrial transition portfolio
- Expand scope of cooperation by sharing pipelines, making joint investments, and forming strategic partnerships



SI/FI partnerships in US/Japan/Europe

- Seek joint decarbon investment opportunities with likeminded US · Japanese strategic investors
- Increase partnerships with leading green companies & financial investors in Europe

Operations & Strategies

| Bio Investment Center



Bio Investment Center – FY23 Strategies

Continue expansion of small molecule CDMO business and develop global operations of cell · gene therapy (CGT) CDMO business

Small Molecule

With investments in advanced manufacturing technology, increase new product offerings (i.e. ADC · Oligonucleotide) and services

- Increase investment in manufacturing technologies that will address drugs which require both small molecule & CGT expertise

Secure long-term agreement volume and expand global sites to meet regional customer demands

- Expansion aligned with increase in existing LTAs, i.e. diabetes medications
- Large-scale expansions in Sejong, Korea, and California, US

Reach out to small & mid sized pharmas developing new drugs

- Build a balanced portfolio to achieve stable top-line growth

Cell · Gene Therapy

Global consolidated operations to reinforce growth in the CGT business

- SK pharmteco to lead in establishing stable operations for CGT business

Create synergy between Yposkesi and CBM by consolidating everything from marketing to manufacturing

- Conduct marketing for global clients and share resources and expertise required for manufacturing

With the completion of large-scale manufacturing facilities, provide one-stop service for global pharmas

- From ingredients to analysis, provide all services pharmas require
- Competition to commence between CGT CDMOs



Bio Investment Center – FY23 Strategies

Investing in pharmaceutical companies with growth potential and technology

Portfolio Specific Growth Plans

- Reach milestones and cooperate with large pharmaceutical companies to accelerate growth

[Portfolio Performance]



Hummingbird Bioscience

2 anti-tumor antibodies undergoing phase 1 clinical trial



GI Innovation

Bispecific fusion protein platform technology based immuno-oncology undergoing clinical trial, going public in '23 (KOSDAQ)



GenEdit

Partnered with global pharma (S, E) to develop its gene delivery system

Strategies for FY23



Develop mid-to-long term pharmaceutical business strategies to align with current global trend and macro environment

Strategy

- Create strategic synergy between anchor assets such as SK biopharm · SK pharmteco and new assets



Expansion into new modalities with potential for high growth

Strategy

- Assess new technologies such as antitumor drugs, cell and gene therapy to invest in
- Invest in companies with proven prowess and talent

Operations & Strategies

| Digital Investment Center



Digital Investment Center – Investing in FY23

With the goal of securing a new anchor asset in the digital sector,
reinforce legacy business & develop new areas

Industries in Boom

Generate and implement
market leading strategies



EV Charging

- EV charging market size to reach over KRW 5tn by 2030
- Numerous companies under the SK umbrella actively pursuing the market



Mobility

- Self-driving technology development and market growth accelerating
- Armed with experience in domestic and southeast Asian markets

Transformation Leaders

Become the game changing
first movers



AI

- Dawn of generative AI
- AI transition across industries ongoing & accelerating



Web3

- Most companies are in the early stages of market entry
- Infra technology required for Web3 ecosystem in development



New Industries

Discover future growth engines

Emerging Robotics

- Advanced functioning robots backed by AI · machine learning
- Industries accumulating data

New Space

- Private sector led New Space era on the rise
- New business models for services in space under development

Quantum Computing

- Enables currently unachievable features
- Potential for high growth as technology develops

Digital Investment Center – Strategies for FY23

Investing by Industry & Region

[Portfolio by Region]

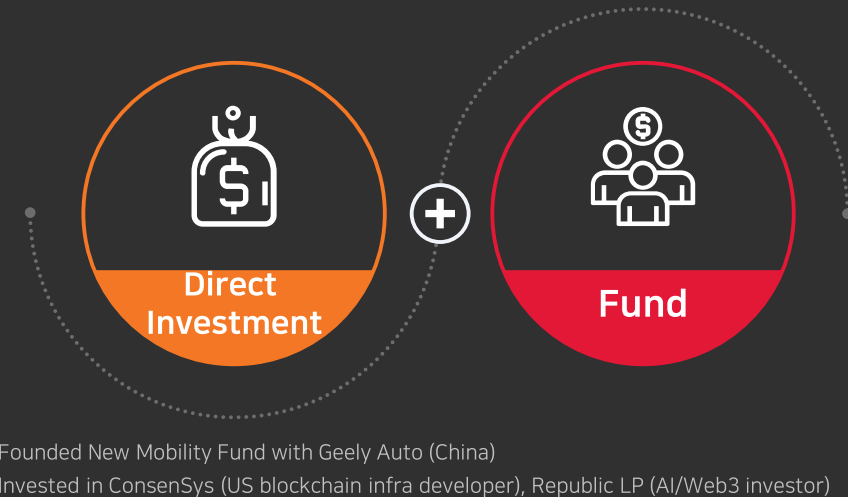


Target companies with global tech leadership in Software (i.e. AI, Web3) and Deep Tech



Asia expansion of proven technology and business models

Optimized Investment System



Create investment funds and vehicles for easier access to investment opportunities



Combined with direct investing, developing a systematic approach of considering

- tech and industry lifecycle,
- Investment purpose



THANK YOU
