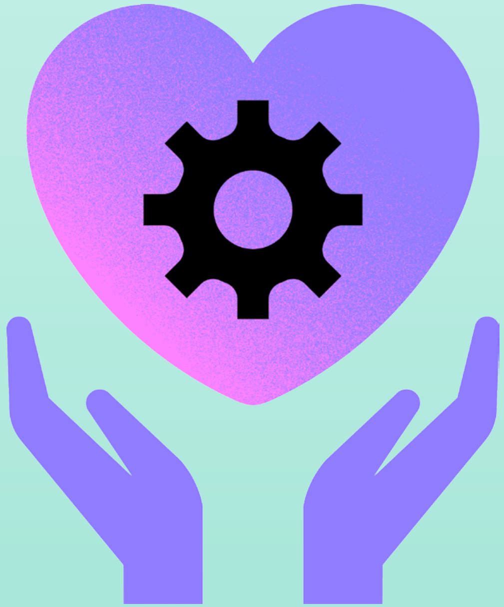
2024 Kakao Group ESG Activities and Performance



kakao

ESG Activities and Performance of Kakao Group

Kakao Group's ESG Framework and Activities

ESG Management of the Kakao Group

Kakao Group strengthens its unity and pursues a management system and growth direction that align with societal expectations and trust through the Corporate Alignment Council (CA Council), an independent body that coordinates and reaches consensus among the Group's stakeholders. Under the CA Council, the Strategy Committee, Brand Communication Committee, ESG Committee, and Responsible Management Committee have been established. These committees identify key issues requiring discussion at the Group level and provide input on strategic direction and policy development. The ESG Committee enhances the Group's ESG management framework by engaging with various stakeholders and society at large to build a sustainable internal and external management environment. In addition, by collaborating with the Kakao Compliance and Trust Committee—an external body that monitors compliance and ethical management across Kakao's affiliates—we address and coordinate external risks to restore social trust. We will continue striving to ensure that the ESG management efforts of our affiliates are operated and advanced more efficiently and effectively to generate collective outcomes.

Key ESG Achievements of the Kakao Group

In 2024, significant accomplishments were made through the joint efforts of the CA Council's ESG Committee and each affiliate in developing ESG management systems and shared growth initiatives. Moving forward, we aim to generate greater synergy and impact from our ESG management activities across the Kakao Group through a more integrated approach.

Key ESG Achievements of the Kakao Group
1. Launched the Group-wide shared growth campaign "Closer with Kakao"
2. Carried out the Group-wide shared growth initiative "Senior Digital School"
3. Operated the Group-wide ESG forums, "ESG Officer Table" and related seminars
4. Supported the establishment of a Group-level ESG KPI system
5. Operated Kakao Group Tech Ethics Subcommittee to build a safe and transparent technological environment
6. Contributed to socioeconomic value creation and public innovation through Kakao's services
7. Launched the Kakao Compliance and Trust Committee and reported its performance
8. Established a Group-wide integrated methodology for measuring social value

ESG Initiatives of the Kakao Group

In April 2022, Kakao announced the "Active Green Initiative," which outlines our commitment to addressing climate change and our proactive role in solving environmental issues. Kakao also became the first IT company in Korea to appoint a Digital Accessibility Officer (DAO) and launched the "Barrier-Free Initiative" to strengthen digital accessibility. Furthermore, we introduced the "Win-Win Impact Initiative" to propose a sustainable growth strategy that promotes shared growth with society. Under this initiative, we pledged a total of KRW 300 billion over five years to a mutual cooperation fund, fulfilling our promise to the public. The Active Green Initiative, Barrier-Free Initiative, and Win-Win Impact Initiative are ESG initiatives collectively promoted by Kakao Group, with each affiliate implementing tailored activities in alignment with its specific business context.

Win-Win Impact Initiative	Active Green Initiative	Barrier-Free Initiative

ESG Activities and Performance of Kakao Group

Kakao Group's ESG in Numbers

Flagship Shared Growth Projects by Kakao Group and Its Affiliates

Group-Wide Initiatives

Senior Digital School

A program to bridge the digital divide for senior citizens

Free distribution of customized textbooks to senior welfare centers nationwide

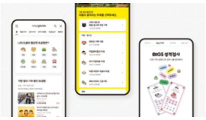
50,000 copies

Kakao Together

A social contribution platform where anyone can participate and take action

Cumulative donations (as of March 2025)

KRW **81.1 billion**



Kakao

Project Dangol

A shared growth initiative supporting the digital transformation of small businesses

Number of participating small business owners (cumulative since 2022)

66,000 people

Harmonious Digital World

A digital citizenship education program for children and youth

Number of children and youth who participated in the program (cumulative since 2015)

250,000 people

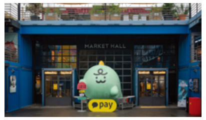
Kakaopay

Oraeorae Together Store

A market access support program for small businesses

Participating small business brands (cumulative since 2023)

204 brands



Kakao Pay Blind Spot Senior Pay School

Education program for the digital financial vulnerable

Number of senior "Paytutor" trained for digital financial education (cumulative since 2023)

104 people

Kakaomobility

Kakaomobility Junior Lab

An IT coding camp for the grandchildren of taxi drivers

Satisfaction rating by participating students

4.6/5 points

Giveshuttle

A volunteer travel program using Kakao T Shuttle to make volunteering more accessible

Number of participating volunteers

262 people

Kakao Games

Kakao Friends Visiting Friends Game Land

A traveling theme park to promote positive gaming culture

Number of participants (cumulative since 2019)

15,895 people

Support Project to Improve Game Accessibility for People with Disabilities Through Assistive Devices

A program to reduce the accessibility gap in gaming

Number of assistive devices provided for persons with disabilities (cumulative since 2023)

405 devices

Kakao Entertainment

Online Creative Academy

A free online academy for aspiring content creators

Number of Creative Academy learners

1,739 people

Melon's Forest Streaming

Forests created through listening to music from favorite artists

Creation of Artist's Forests (cumulative since 2022)

12 forests

Kakao Group ESG

ESG Activities and Performance of Kakao Group

Kakao Group's ESG in Numbers

Kakao Group's Socioeconomic Contributions and Public Innovation Through Kakao Services

An analysis of the Kakao Group's economic impact revealed that, in 2023 alone, the Kakao Group generated a total production inducement effect of KRW 17.7 trillion and a value-added inducement effect of KRW 8.4 trillion in the domestic industry, both directly and indirectly. A further analysis of the socioeconomic value created by Kakao's services showed that the number of partners using KakaoTalk Channel to communicate with customers surpassed 2 million, and their average monthly marketing cost savings were estimated at approximately KRW 34.7 billion. In addition, the use of services from Kakao Group's affiliates in the public sector has helped alleviate administrative inconveniences, reduce budgets, improve administrative efficiency, and enhance public-private cooperation.

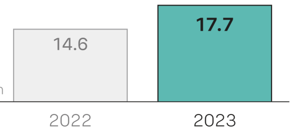
Economic Impact of Kakao Group[1]

Production Inducement Effect

2023 KRW **17.7 trillion**

2022 KRW **14.6 trillion**

Unit: KRW trillion

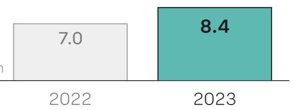


Value-Added Inducement Effect

2023 KRW **8.4 trillion**

2022 KRW **7.0 trillion**

Unit: KRW trillion

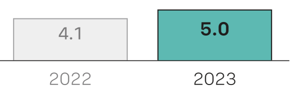


Employment Inducement Effect

2023 **50,000** jobs

2022 **41,000** jobs

Unit: jobs



1) The economic impact of domestic companies was calculated based on direct effects (such as revenue and operating revenue) and the input-output tables of the Bank of Korea. This analysis, conducted in July 2025, utilized Kakao Group's annual revenue figures (based on the Q4 2024 IR data) along with the Bank of Korea's input-output tables. The tables used include the latest available benchmark table from 2020 and extended tables for 2021 and 2022. For the analysis, the Kakao Group's business was classified into six industries according to the subcategories of the input-output tables. These six categories are wholesale & retail and product intermediary services, information services, other financial intermediaries, insurance, video and audio production&distribution, and central banks and depository institutions.

Socioeconomic Impact of Kakao's Digital Transformation

Number of partners communicating with customers via KakaoTalk Channel

As of August 2024

2 million partners

Marketing cost savings for partners using KakaoTalk Channel

From August 2023 to July 2024

KRW **34.7 billion** in average monthly

Examples of Public Innovation Using Kakao Group Services

Resolving Administrative Inconveniences

Mobile local tax delinquency notification service by Nowon-gu Office, Seoul (kakao)

As of November 2023
Collection Target Achievement Rate
106%

As of July 2024
Received the award for proactive administration
Order of Service Merit
(Aquamarine Stripe)

As of August 2024
Expanded Adoption
Over **60** local governments

Public Budget Savings

Ministry of National Defense Reservist e-Document Service and Notification Talk (kakao)

As of January 2024
Approximately **65**% cost savings compared to text messages

Korea Coast Guard Notification service for general public information (kakao)

Annual usage doubled
43% reduction in monthly message delivery costs

Improved Administrative Efficiency

Korean National Police Agency Simultaneous Message Delivery System[1] (kakaomobility)

As of November 2024
Cumulative messages delivered
956,000

Ministry of Health and Welfare Mental Health Chatbot (kakaohealthcare)

As of November 2024
Friends added
55,000

Public-Private Cooperation

Ultra-Precision Bus Service (kakao)

As of November 2024
Local governments in partnership
21

Autonomous Driving Mobility pilot project (kakaomobility)

As of September 2024
Autonomous driving pilot zones in "Seoul Autonomous Vehicle" initiative
7

1) Simultaneous Message Delivery System: A system that sends police-requested messages simultaneously to Kakao T taxi drivers

ESG Activities and Performance of Kakao Group

Key ESG Achievements of Kakao Group

1. Launch of Group-Wide Shared Growth Campaign "Closer with Kakao"

Kakao Group is committed to helping everyone enjoy a more convenient and accessible daily life through its technologies and services. In the second half of 2024, we launched the Group-wide shared growth campaign under the slogan "Closer with Kakao," aiming to bring seniors closer to the digital world, help small businesses succeed, and support the dreams of future developers and creators. By launching "Closer with Kakao," we integrated previously independent shared growth initiatives at the Group level to create greater synergy. We also launched the "Closer with Kakao" campaign website, where users can explore various shared growth programs in one place. The campaign was supported by promotional videos and interactive events encouraging user participation.

"Closer with Kakao" Website

더 가깝게, 카카오

- **Bringing digital technologies closer** to seniors
- **Bringing business success closer** to small businesses
- **Bringing dreams and opportunities** closer to creators

Flagship Shared Growth Programs of Kakao Group

Supporting digital adoption for small businesses	Developing future talent in technology and digital citizenship
Project Dangol	**Kakao Tech Campus and A Kinder Digital World**
Strengthening digital literacy among senior citizens	Exploring solutions to social issues through technology
Senior Digital School	**Tech for Impact**

2. Implementation of Group-Wide Shared Growth Program "Senior Digital School"

The Senior Digital School is a flagship group-level social contribution initiative promoted under the slogan "Closer with Kakao." It was designed to enhance digital accessibility and literacy among the elderly. In collaboration with the Ministry of Health and Welfare, the Korea Association of Senior Welfare Centers, and the Senior Financial Education Council, we produce and distribute customized educational materials for seniors free of charge. We also deliver on-site education, along with digital education kits, to senior welfare centers and other requesting institutions across the country.

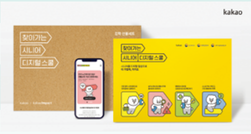
Key Achievements in 2024

Number of distributed textbooks	Over 50,000 copies
Number of senior teachers	264 persons
Number of trainees	Over 4,000 persons
Number of training sessions	Over 1,900 sessions

The senior-friendly educational materials include service screens for each function, enabling learners to follow along and try out useful digital features in their daily lives. QR codes are also included to provide access to video content. The materials are printed in a spread layout for better readability, and all text is presented in large print for improved visibility. Through a public offering, we plan to donate up to 100,000 copies of the senior-friendly educational materials by the first half of 2025.

The senior-friendly educational materials

- Enjoying conversations with family and friends
- Getting around conveniently
- Using financial services safely and easily via smartphones
- Accessing public services without visiting government offices



ESG Activities and Performance of Kakao Group

Key ESG Achievements of Kakao Group

3. Operation of Group-Wide ESG Council "ESG Officer Table" and ESG Expert Seminars

To systematically manage ESG and shared growth initiatives previously led by individual affiliates and to strengthen inter-affiliate synergy, Kakao Group established the Group-wide council, the ESG Officer Table. This integrated council comprises ESG and shared growth practitioners from affiliates that are parties to the CA Council agreement. The group regularly shares and discusses key agendas related to ESG and shared growth to maximize the efficiency and influence of Group-wide efforts. The ESG Officer Table is operated under the leadership of the Group ESG Support Team, which is part of the CA Council's ESG Committee. Meetings are attended by the Chair of the ESG Committee, ESG Officers, and ESG leaders from each affiliate to discuss company-specific issues, industry trends, and collaboration strategies. For issues requiring further discussion, one-on-one strategic meetings are also conducted with the relevant affiliates. Additionally, regular ESG expert seminars were held for Krew at each affiliate to enhance their understanding of ESG management and its implications. Experts from various fields—such as attorneys, accountants, legal advisors from law firms with backgrounds in journalism, and university professors—shared insights on a wide range of ESG-related topics, including governance, enhancing corporate value, communication strategies, and developing methodologies for social value measurement.

Kakao Group ESG Expert Seminars

1st Session	October 16, 2024	• Governance Risk from the Perspective of ESG Ratings and Indicators (Attorney Kim Ji-Pyoung, Kim & Chang) • Corporate Value and Shareholder Returns from the ESG Metrics Perspective (Accountant Lee Hyun-hoon , Kim & Chang)
2nd Session	November 20, 2024	• ESG Communication Strategy for Kakao Group (Senior Advisor Kwon Suk-Chun, Bae, Kim & Lee LLC))
3rd Session	January 22, 2025	• What Is a Social Value Methodology for Kakao Group? (Professor Lee Jeong-Hwan, Hanyang University)


ESG Officer Table


ESG expert seminar on Kakao's governance structure

ESG expert seminar on ESG communication strategies

4. Support for Group ESG KPI Framework Development

The ESG Committee of the CA Council supports Group-wide ESG performance management by establishing a consistent ESG management direction and enabling proactive responses to internal and external changes. Kakao Group defines externally declared ESG initiatives as ESG KPIs based on objective indicators and processes, monitors their implementation, and links performance to executive compensation. These ESG KPIs are being advanced as Group-wide goals to contribute to both ESG management and the enhancement of corporate value across affiliates. We are also reviewing the expansion of applicable affiliates. In addition, to enable data-driven ESG management, we are preparing to build an ESG data system. A carbon accounting platform will also be introduced to manage ESG KPIs in a more structured and measurable manner.

ESG Activities and Performance of Kakao Group

Key ESG Achievements of Kakao Group

5. Operation of the Group Tech Ethics Committee to Build a Safe and Transparent Technological Environment

In July 2022, Kakao Group established the Kakao Community Tech Ethics Committee to address the growing societal demands arising from technological advancement and to support safe service usage for users.
As the first tech ethics organization formed at the group level in Korea, the committee is significant in that it created a governance structure in which Kakao affiliates collectively discuss tech ethics issues and define strategic directions. In April 2024, Kakao Group reorganized the former Community Tech Ethics Committee into the "Kakao Group Tech Ethics Subcommittee" under the CA Council, enabling the integrated management of tech ethics—related policies and activities. The subcommittee has expanded to include 10 affiliates, adding newly participating companies such as dk techin, Kakao Style, and Kakao Healthcare. The subcommittee is composed of tech ethics leaders from each affiliate and holds monthly meetings. In addition, working-level meetings, which include team leaders and above, are also held every month. The working-level meetings derive actionable items based on the decisions made by the subcommittee and distribute them to each affiliate for implementation. The Kakao Group Tech Ethics Subcommittee and affiliated entities have engaged in a total of 40 activities. All related policies and initiatives are disclosed to users through the publication of the Kakao Group Tech Ethics Report.

Kakao Tech Ethics Report

Achievements in Strengthening the Governance and Policies of the Group Tech Ethics Subcommittee
Added the provision "User Autonomy" to the Guidelines for Responsible AI
Introduced a review procedure, "Checklist for Safe AI"
Established the Internal Use Policy for Generative AI
Published the monthly online magazine, "Tech Ethics"
Launched a dedicated page introducing Group-wide digital literacy activities
Strengthened local and global partnerships and improved public communication to promote transparency

6. Kakao Group's Socioeconomic Contributions and Public Innovation Through Kakao Services

Kakao Group conducted a quantitative analysis of its socioeconomic contributions using the input-output analysis method to measure its impact on society and the economy and to assess its economic ripple effects. To enhance the validity and objectivity of the analysis, the study was carried out with consultation from three university professors specializing in economics. Along with the results of the economic ripple effect analysis, Kakao Group disclosed various indicators demonstrating its contributions to digital transformation across users, small businesses, finance, startups, and the cultural ecosystem through its services. The analysis covers 10 Kakao affiliates—Kakao, Kakao Games, Kakaomobility, KakaoBank, Kakao Ventures, Kakao Style, Kakao Enterprise, Kakao Entertainment, Kakaopay, and Kakao Healthcare—through 60 indicators that reflect each affiliate's direct social contributions within its respective industry sector. In addition, through the Public Innovation Report 2024, Kakao Group showcased how government and public institutions have innovated their administrative operations by leveraging Kakao services. The public sector has utilized Kakao Group's services to alleviate administrative inconveniences, reduce public budgets, and improve administrative efficiency, thereby driving innovation in public administration. Moreover, Kakao Group published a report compiling academic research, including scholarly papers and seminar presentations by academic experts, focusing on Kakao's services and social contribution activities. The report includes expert analyses of the value and socioeconomic role created by Kakao Group's services.

Kakao Group's Social Contribution
Public Innovation Report 2024
Kakao's Socioeconomic Contributions in Data

ESG Activities and Performance of Kakao Group

Key ESG Achievements of Kakao Group

7. Launch and Activities of the Kakao Compliance and Trust Committee

In December 2023, Kakao Group launched the Kakao Compliance and Trust Committee, an independent audit body led by external experts, to establish a group-wide compliance and trust management framework and fulfill its social responsibility. The committee and Trust Committee operates outside the group and is responsible for activities such as issuing recommendations, providing ongoing compliance support, delivering compliance education, and receiving and investigating reports for six affiliated companies[1] under agreement. In 2024, the committee held 22 regular meetings and subcommittees, reviewing a total of 97 agenda items. It identified key group-wide tasks centered on three main themes: responsible management, ethical leadership, and restoration of social trust, and issued recommendations to all affiliates. As of January 2025, the committee had implemented detailed improvement measures for each agenda item and plans to regularly evaluate the compliance systems of the affiliated companies based on 16 risk categories. Moving forward, the committee aims to enhance the compliance system, strengthen social trust, and establish a robust compliance management framework for the platform industry.

Roles of Kakao Compliance and Trust Committee

Recommendations	• Researches and recommends of necessary measures for compliance system improvement and social trust restoration
Ongoing Compliance Support	• Reviews and presents discussions on stock market large-scale transactions, mergers and acquisitions and IPOs, internal transactions, and risks of top management compliance obligation violations • Requests investigations and conducts direct investigations regarding compliance obligation violations • Checks effective operation of compliance programs
Compliance Education	• Conducts compliance workshops and education for compliance system improvement
Reporting	• Receives and investigates reports of reports related to compliance obligation violations

Compliance Obligation-Related Reporting Investigation Procedures

Report Submission	Accepts submissions via email (jebo@kakaocorp.com) or postal mail
Fact Confirmation	Conducts preliminary fact-checking of reported content and closes cases lacking sufficient basis for review
Primary Investigation	Engages compliance officers from affiliated entities to perform initial review
Supplementary Investigation	Undertakes additional inquiries when preliminary findings are deemed insufficient
Direct Investigation	Launches a direct investigation by the committee if further clarification is required
Investigation Closure	Concludes investigation and communicates agreed measures following approval of findings and recommendations
Follow-Up	Monitors and evaluates implementation of recommended compliance actions

1) Six Agreement Affiliates: Kakao, Kakao Games, Kakaomobility, KakaoBank, Kakao Entertainment, Kakaopay

8. Establishment of Methodology for Measuring Group-Wide Social Value

Kakao Group is developing an integrated methodology for measuring social value to closely assess the impact of each affiliate's shared growth initiatives on stakeholders and society. We aim not only to make efforts, but also to verify tangible change and its effectiveness, in order to earn the support and trust of beneficiaries and stakeholders. To ensure consistency across affiliates and business units in measuring social value, we are developing an integrated framework. The goal is to assess both quantitative and qualitative indicators in an integrated manner, and to measure the outcomes—changes experienced by beneficiaries—and the short- and long-term impact of each business initiative. The methodology is being developed in consultation with Professor Ye Eun-jung of the School of Business Administration at Chung-Ang University, and Professor Lee Jeong-hwan of the College of Economics and Finance at Hanyang University. As a result of pilot social value measurements for some shared growth businesses, Kakao Games' Support Project to Improve Game Accessibility for People with Disabilities Through Auxiliary Devices showed KRW 710 million as of 2024, and Kakaomobility's Taxi Driver Medical Support Phase 1 project showed social value creation of KRW 910 million assuming loan repayment after 2 years and KRW 640 million assuming repayment after 1 year, both as of 2023.

Pilot Methodology for Measuring the Social Value of Shared Growth Initiatives

Kakao Games — Support Project to Improve Game Accessibility for People with Disabilities

Step 1 Value of Improved Digital Accessibility
- Formula: {Per capita value of access to information (frequency) × Weekly usage frequency (52 weeks)} × {Beneficiary ratio (½) + Increase in satisfaction rate (½)}
- Based on the information access satisfaction score of persons with disabilities (77.6 points) compared to that of persons without disabilities (100 points), the score is weighted by a factor of 1.3 (digital accessibility gap weighting factor) and applied as a multiplier of both elements. (Source: Korea Agency for Digital Opportunity and Promotion, Digital Divide Index Survey, 2005)

Step 2 Value of Reduced Caregiving Costs
- The estimated value from Step 1 is added to the cost savings from reduced caregiving needs.

Kakaomobiliy — Taxi Driver Medical Support Program

Step 1 Interest Cost Reduction from Medical Expense Support
- Formula: Medical expenses × Credit card loan/short-term loan interest rate + Financial hardship risk premium (3–5 percentage points)
- Reflecting low-income ratio (½)), gender diversity (½)

Step 2 Effect of Income Reduction Due to Loans and Consumption Boost from Living Expense Support
- Formula: Step 1 result + Daily income loss from taking out loans + Living expenses (adjusted by average marginal propensity to consume by income bracket)

Kakao Group's ESG Initiatives

Win-Win Impact Initiative

Win-Win Impact Initiative

In April 2022, Kakao Group announced its strategy for sustainable growth in partnership with society, pledging to create a KRW 300 billion Win-Win Partnership Fund over five years. The Win-Win Partnership Fund is used to support the growth of Kakao Group's partners. Each affiliate carries out a variety of shared growth initiatives aimed at enhancing the capabilities and growth of its partners.

Kakao Group's Win-Win Partnership Fund Allocation Goals

Small Businesses and Local Partners

Support for digital transformation and growth programs for small businesses

KRW **100 billion**

Participating affiliates: Kakao, Kakao Games, Kakaopay, Kakao Impact Foundation

Digital Content Creators

Initiatives supporting sustainable creative activities for content creators

KRW **70 billion**

Participating affiliates: Kakao, Kakao Entertainment, Kakao Games, Kakao Impact Foundation, Kakao Creative Foundation

Mobility Platform Workers

Efforts to improve working conditions and income for mobility platform workers and advance the industry

KRW **50 billion**

Participating affiliates: Kakao, Kakaomobility, Kakao Impact Foundation

Startups and Social Innovators

Support for indie/small developers, startups, and social innovators to build a sustainable IT ecosystem

KRW **20 billion**

Participating affiliates: Kakao, Kakao Enterprise, Kakaopay, Kakao Impact Foundation

Local Communities, the Mobility-Challenged, and the Digitally Disadvantaged

Support for under-resourced communities and populations to address social issues

KRW **60 billion**

Participating affiliates: Kakao, Kakaomobility, Kakao Entertainment, Kakao Games, Kakaopay, Kakao Enterprise, Kakao Impact Foundation

Co-Prosperity Fund Implementation Process and Performance Management

Executed by participating affiliates based on Group-wide shared growth KPIs and guidelines

Shared Growth Budget and Business Plan > Budget & Performance Management by Business > Shared Growth Performance Reporting within Agreement Companies

↔

Integrated management by the ESG Committee of the CA Council

Group Company Shared Growth Goals & Performance Management > CA ESG Committee Discussion/ Review > ESG Committee Reporting within Kakao Corporation Board of Directors

Shared Growth Budget and Business Plan	5-year goal roadmap management
Budget & Performance Management by Business	Shared growth management report preparation
Shared Growth Performance Reporting within Agreement Companies	Management reporting for each company
Group Company Shared Growth Goals & Performance Management	Group integrated target amount management Shared growth business monitoring
CA ESG Committee Discussion/ Review	Shared growth-related issue discussion/review Group-level external response plan consultation
ESG Committee Reporting within Kakao Corporation Board of Directors	Kakao Group Win-Win Fund performance reporting

CA Council 'ESG Officer Table' Operations

- Issue/goal management
- Strategy establishment and alignment
- Impact enhancement

Kakao Group's Public Interest Foundations

Kakao Impact Foundation

Drives positive social impact and seeks solutions to social problems through technology and platform-based initiatives.

Kakao Creative Foundation

Fosters cultural content creators through education, legal, and copyright-related support programs.

Kakaomobility Foundation

Launched in 2025, the Kakaomobility Foundation aims to advance the mobility industry and improve the welfare of its workers. It plans to pursue initiatives in shared growth, policy research, and awareness-raising activities.

Kakao Group's ESG Initiatives

Active Green Initiative

The Active Green Initiative is Kakao Group's environmental management initiative aimed at contributing to the resolution of the climate crisis and environmental issues. It seeks to fulfill responsibilities such as responding to climate change and transitioning to renewable energy, while also generating eco-friendly impact for a sustainable environment and society. Through the Active Green Initiative, Kakao Group aims to create an ecosystem where all members of society—including Krew, partners, and users—can participate in the transition to a more sustainable future.

Active Green Initiative	
Strengthening Environmental Management Across Kakao Group	Eco-Friendly Transition with Everyone
• Expansion and Reinforcement of the Environmental Management System Within the Group • Transition to Renewable Energy and Pursuit of Net Zero	• Everyday Changes for the Planet • Technology Support for a Sustainable Future

Strengthening Environmental Management Across Kakao Group

Expansion and Reinforcement of the Environmental Management System Within the Group

Kakao Group is working to expand and reinforce its environmental management system to improve environmental performance. Kakao, Kakaopay, and Kakao Games have acquired and are expanding their Environmental Management System certifications (ISO 14001), while Linkage Lab has established and declared its Environmental Policy, laying the foundation for environmental management internalization across affiliates.

Transition to Renewable Energy

Most of Kakao Group's greenhouse gas emissions stem from electricity use, making the transition to renewable energy a core strategy for achieving Net Zero. Kakao Group has joined the global renewable energy initiative RE100, and affiliates included within the scope of RE100—such as Kakao, Kakaopay, and Kakao Games—are making various efforts to achieve the goal of transitioning to 100% renewable energy by 2040. At the Group level, renewable energy KPIs have been introduced, and annual transition targets are being gradually raised to ensure systematic management of affiliates' progress and to drive proactive transitions.

Eco-Friendly Transition with Everyone

Everyday Changes for the Planet

To raise environmental awareness among Krew and users, Kakao Group is implementing a variety of affiliate-specific activities. Kakao and Linkage Lab carried out a discarded tumbler collection campaign to promote a culture of internal resource circulation. Kakaopay introduced reusable cups at its in-house café to reduce carbon emissions and waste from single-use items. Kakao Entertainment is making efforts to allow users to contribute positively to the environment through the Melon Forest Streaming Project, which creates forests named after the artists users support.

Technology for a Sustainable Future

Kakao Group is applying its technologies and services to address real-world problems for a sustainable future. Kakaomobility is conducting R&D with its partners to improve the efficiency of electric vehicle energy use. Kakao Impact and Kakao Enterprise are developing AI-based solar power solutions and supporting drone-based biodiversity monitoring technologies with cloud infrastructure.

AI-Based Research for Maximizing Solar Power Utilization

Tech for Impact, an initiative by Kakao Impact, supports projects that leverage technology to address social issues. As part of the 2024 Tech for Impact projects, Kakao Enterprise provided cloud computing resources to Solar Finder LAB, supporting research to enhance the efficiency of solar energy utilization using AI technologies. To enable the stable use of solar energy, which is highly variable due to weather conditions, this project focused on developing satellite and aerial imagery—based solar panel detection models, as well as solar irradiance prediction models. These efforts contributed to the identification of unregistered and unmetered panels and to the advancement of technologies that improve the accuracy of solar power generation forecasting. Through this project, Kakao Group demonstrates that AI technologies can contribute to solving real-world environmental issues and maximizing the use of renewable energy. We aim to continue sharing and expanding such impactful case studies.

Kakao Group's ESG Initiatives

Barrier-Free Initiative

Digital Accessibility

Kakao Group became the first IT company in Korea to appoint a Digital Accessibility Officer (DAO) and has been promoting the Barrier-Free Initiative to enable unrestricted access to its services. To ensure more systematic management, we established the Kakao Accessibility Table, where service leaders come together to manage the current status of accessibility across services and to discuss strategic direction. Affiliates of Kakao Group are making structured efforts to enhance digital accessibility and are managing six key focus areas collaboratively.

Digital Accessibility Management Areas of Kakao Group	
• Establishment of the Kakao Accessibility Guidelines	• Integration of the accessibility verification workflow
• Development of a systematic process for managing accessibility issues	• Enhancement of accessibility in the Customer Service Center
• Implementation of the Kakao Accessibility Status Survey	• Improvement of accessibility on corporate websites

Key Digital Accessibility Activities by Affiliates

Kakao

- Operates a dedicated accessibility team
- Operation of the Kakao Accessibility Table
- Distributed accessibility guidelines for practitioners
- Operates Kakao Accessibility Supporters
- Conducts Kakao Accessibility Status Survey

Kakaomobility

- Operates the Accessibility Table and an Accessibility Response Taskforce (TF)
- Runs continuous QA, monitoring, and complaint response systems
- Supports Kakao Accessibility Supporters

Kakaopay

- Established and operates accessibility guidelines
- Improved design system for better usability
- Developed accessibility policies for users with visual impairments
- Developed accessibility policies for seniors

Kakao Entertainment

Melon

- Strengthened accessibility across mobile, PC, and wearable devices
- Verifies and responds to accessibility issues when launching new services
- Conducts monthly usability testing with users with visual, mobility, and hearing impairments
- Supports Kakao Accessibility Supporters

KakaoPage

- Adjusted color contrast ratios on service screens
- Increased button and font sizes
- Provides alternative text for images
- Requires accessibility verification for all new projects
- Supports Kakao Accessibility Supporters

Employment of People with Disabilities

Linkage Lab, Kakao's subsidiary-type standard workplace for persons with disabilities, is a growing company dedicated to breaking down barriers between persons with and without disabilities. It actively promotes the employment of persons with disabilities and raises awareness through inclusion-focused initiatives. Major Kakao affiliates—such as Kakaopay, Kakao Games, and Kakaomobility—have participated in capital increases for the company. As of the end of December 2024, 135 persons with disabilities were employed by Linkage Lab, of whom 76% have severe disabilities and 24% have mild disabilities. Krew with disabilities are engaged in IT-specialized roles such as Kakao platform service operations and digital accessibility consulting, as well as in-house welfare services across the Kakao Group, including corporate café operations, health keeper services for the visually impaired, snack curation, landscaping, and daycare maintenance.

Kakao Games' Support Project to Improve Game Accessibility for People with Disabilities

In 2023, Kakao Games launched a support project for game assistive devices to help persons with disabilities and their families enjoy a more fulfilling daily life through gaming. As the first initiative in Korea to offer 1:1 customized game assistive devices to persons with disabilities, the project is being carried out in collaboration with The Beautiful Foundation, Gyeonggi-do Assistive Technology Research & Support Center, and the National Rehabilitation Center. Over the course of two years starting in 2023, the project provided a total of 405 devices across 88 types, including specialized mice, keyboards, switches, and controllers, to 66 individuals with severe physical and brain impairments.

For more information on Kakao Group's ESG, click here

Kakao | Kakaopay | Kakao Games