



CJ Corporation ESG Report 2023

**LIVE NEW
LIVE SUSTAINABLE**

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INTERACTIVE USER GUIDE

This document, the CJ Corporation ESG Report 2023, is an interactive PDF.

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CEO MESSAGE

Dear Valued Stakeholders,

The year 2023 has been characterized by significant global economic uncertainties, driven by geopolitical conflicts, elevated interest rates, and persistent inflation. Domestically, we have encountered notable structural changes, such as low economic growth, a declining population, and shifts in industrial structures, which have added to the challenges we face.

Amid these unprecedented internal and external upheavals, the path to sustainable growth for companies has become increasingly uncertain, creating a difficult business environment.

Despite these challenges, CJ views this period of crisis as an opportunity for transformation. We are committed to becoming the world's leading lifestyle and culture company by harnessing our core value and business execution standard, ONLYONE (First, Best, Different), to build outstanding competency.

In response to growing internal and external demands for sustainable corporate growth and the rising importance of ESG (Environmental, Social, and Governance) management, we are enhancing CJ Group's ESG management practices. This includes establishing a robust response to climate change and ESG information disclosure system.

First, we are strengthening our greenhouse gas emissions management by developing a comprehensive greenhouse gas inventory and implementing a climate risk management process. This will enable us to proactively identify and address both direct and indirect climate-related risks.

Second, we are committed to creating a safe and healthy working environment through rigorous health and safety management. We are also reinforcing human rights management to protect and respect the rights of all stakeholders—employees, partners, customers, and the community. Our focus on human capital management includes acquiring and developing top talent and fostering leadership.

Lastly, to enhance our business value, we have introduced a segmented management system for each business unit. This approach aims to drive future growth and refine our business structure. Upholding transparency and sound governance, and ethical and compliance management remains central to our corporate management, with stakeholder trust being our highest priority.

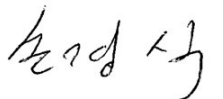
This year's ESG report is designed to transparently communicate CJ's ESG management status to our stakeholders. It highlights major sustainability issues, aligns with domestic and global disclosure regulations, and details our governance, strategy, risk management, metrics & targets for each key issue.

Moving forward, CJ will continue to engage with customers, employees, shareholders, partners, and the community to build a sustainable future. As a global lifestyle and culture company, we are dedicated to leading the way with a strong sense of mission and responsibility, striving to meet the expectations of all our stakeholders.

Thank you for your continued support.

Sincerely,

CJ CORPORATION
CEO SOHN KYUNG-SHIK



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MANAGEMENT PHILOSOPHY

CJ Group aims to share Korean culture with the world. CJ Corporation envisions a world where Korean food, television, movies, and music are enjoyed globally, bringing health, happiness, and convenience to people everywhere. CJ Group operates in 4 main business areas: FOOD & FOOD SERVICE, BIO, LOGISTICS & RETAIL, and ENTERTAINMENT & MEDIA. In each of these areas, CJ Group endeavors to create the best value possible for the world through its ONLYONE products and services.



MILESTONES AND 4 CORE INDUSTRIES

CJ Group operates in the 4 major areas of FOOD & FOOD SERVICE, BIO, LOGISTICS & RETAIL, and ENTERTAINMENT & MEDIA.

MILESTONES

1953-1992	1993-2001	2002-2016	2017-PRESENT
GROWING INTO A TOTAL FOOD CORPORATION TO PRODUCE PRODUCTS EVERYONE NEEDS 1953 Established CheilJedang Co.,Ltd. (Current CJ CheilJedang)	EXPANSION OF THE 4 CORE LIFESTYLE INDUSTRIES IN LINE WITH CHANGING LIFESTYLES 1993 Declaration of CJ CheilJedang as separate legal entity	EXPANDED GLOBAL BUSINESS AREAS TO MAKE KOREAN CULTURE ACCESSIBLE TO ALL 2002 Constitution of CJ Group 2007 Transition to the holding company 2011 CJ Logistics acquired	CEASELESS ENDEAVORS TO CREATE UNPRECEDENTED LIFESTYLES 2018 US food company, Schwan's acquired

4 CORE INDUSTRIES

FOOD & FOOD SERVICE	BIO	LOGISTICS & RETAIL	ENTERTAINMENT & MEDIA
CJ CheilJedang Food Division CJ Foodville CJ Freshway CJ Seafood	CJ CheilJedang Bio Division CJ Feed&Care CJ Bioscience	CJ Logistics CJ OliveNetworks CJ OliveYoung CJ ENM Commerce Division	CJ ENM Entertainment Division Studio Dragon TVING CJ CGV



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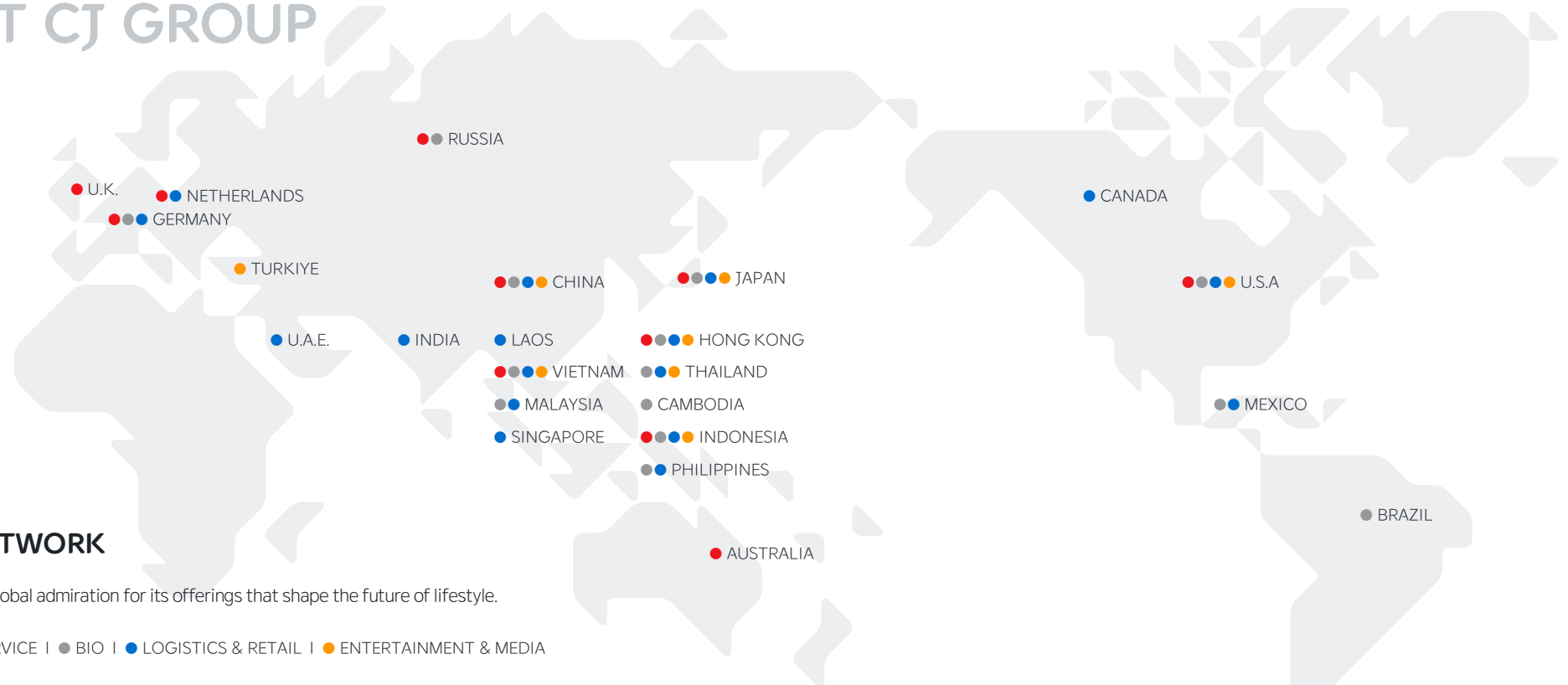
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GLOBAL NETWORK

CJ Group is gaining global admiration for its offerings that shape the future of lifestyle.

● FOOD & FOOD SERVICE | ● BIO | ● LOGISTICS & RETAIL | ● ENTERTAINMENT & MEDIA

THE AMERICAS: THE ENGINE FOR THE KOREAN WAVE

The U.S., as the world's largest market, serves as a central hub for spreading Korean culture globally. In the U.S., CJ Group has established significant FOOD and ENTERTAINMENT & MEDIA operations while also expanding its LOGISTICS networks and BIO production bases.

- CJ Foods (CJ CheilJedang Food Division)
- CJ Foodville
- CJ Bio (CJ CheilJedang Bio Division)
- CJ Logistics
- CJ ENM Entertainment Division
- CJ Cinemas (CJ CGV)
- Studio Dragon International

SOUTHEAST ASIA AND AUSTRALIA: A GLOBAL LOGISTICS BASE

It began with establishing BIO plants in Indonesia. After becoming the leading LOGISTICS operator in Southeast Asia, CJ Group is now expanding its regional operations to include animal feed, bakery, and entertainment sectors

- CJ Foods (CJ CheilJedang Food Division)
- CJ Foodville
- CJ Freshway
- CJ Bio (CJ CheilJedang Bio Division)
- CJ Feed&Care
- CJ Logistics
- CJ OliveNetworks
- CJ ENM Entertainment Division
- CJ Cinemas (CJ CGV)

CHINA: SUPPLIER OF GLOBAL ESSENTIALS

CJ Group's business in China is flourishing, supported by the company's extensive global network across FOOD, BIO, and RETAIL operations.

- CJ Foods (CJ CheilJedang Food Division)
- CJ Bio (CJ CheilJedang Bio Division)
- CJ Feed&Care
- CJ Logistics
- CJ OliveYoung
- CJ OliveNetworks
- CJ ENM Entertainment Division
- CJ Cinemas (CJ CGV)

JAPAN: THE HUB OF K-CONTENT

CJ Group has a strong foothold in Japan through its FOOD operations and is actively expanding its MEDIA and MUSIC businesses via CJ ENM Japan and Lapone Entertainment.

- CJ Foods (CJ CheilJedang Food Division)
- CJ Bio (CJ CheilJedang Bio Division)
- CJ Logistics
- CJ ENM Entertainment Division
- Studio Dragon Japan

EUROPE AND THE MIDDLE EAST: A GROWING GLOBAL MARKET FOR CJ GROUP

With some of the world's top food companies among its European clientele, CJ Group is expanding its FOOD and BIO operations into the Middle East and Africa.

- CJ Foods (CJ CheilJedang Food Division)
- CJ Bio (CJ CheilJedang Bio Division)
- CJ Logistics
- CJ ENM Entertainment Division
- CJ Cinemas (CJ CGV)



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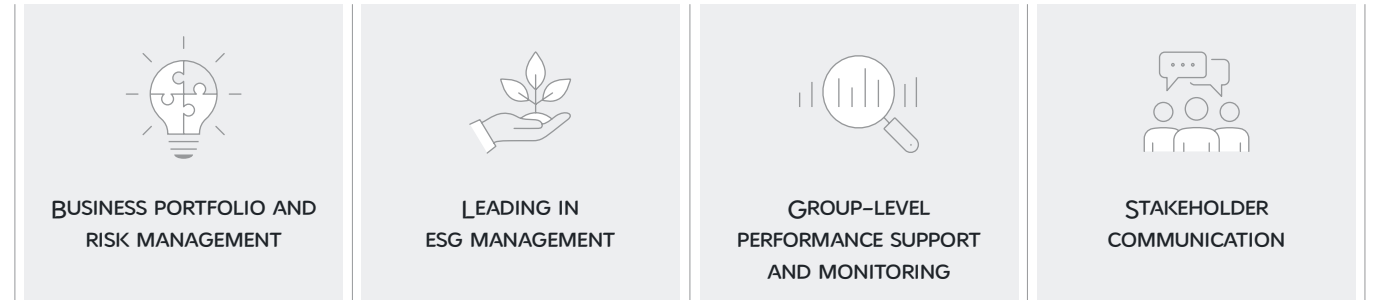
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CJ Corporation is a holding company that manages its subsidiaries by owning shares in them. It holds shares in CJ CheilJedang, CJ ENM, and several other subsidiaries. Since its transition to a holding company in 2007, CJ Corporation has enhanced CJ Group's corporate value and supported sustainable growth through strategies that include business portfolio and risk management, leading in ESG management, performance support and monitoring, and stakeholder communication.

ROLES AND MAJOR SUBSIDIARIES

ROLES



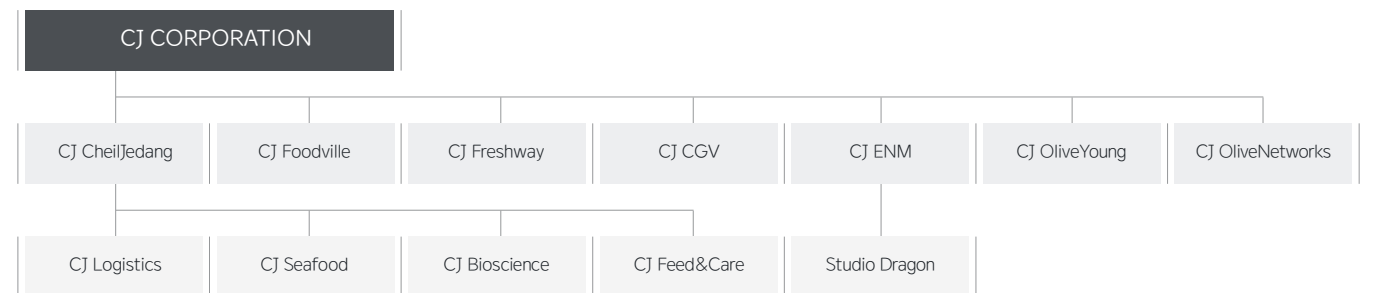
CORPORATE PROFILE

As of December 31, 2023

Company	CJ Corporation
Headquarters	12, Sowol-ro 2-gil, Jung-gu, Seoul, South Korea
Established	August 1, 1953 ¹⁾
Business type	Holding company
CEO	Sohn, Kyung-shik, Kim, Hong-ki
Total assets ²⁾	KRW 47.20 trillion
Revenue ²⁾	KRW 41.35 trillion
Operating profit ²⁾	KRW 2.04 trillion

MAJOR SUBSIDIARIES

As of December 31, 2023, CJ Corporation has 472 subsidiaries²⁾ (9 listed companies³⁾ and 463 unlisted companies), of which 78 are major subsidiaries (9 listed companies and 69 unlisted companies).



1) Transition to the holding company on September 1, 2007

2) According to the 2023 consolidated financial statements

3) CJ Corporation, CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, CJ Seafood, Studio Dragon, and CJ Bioscience



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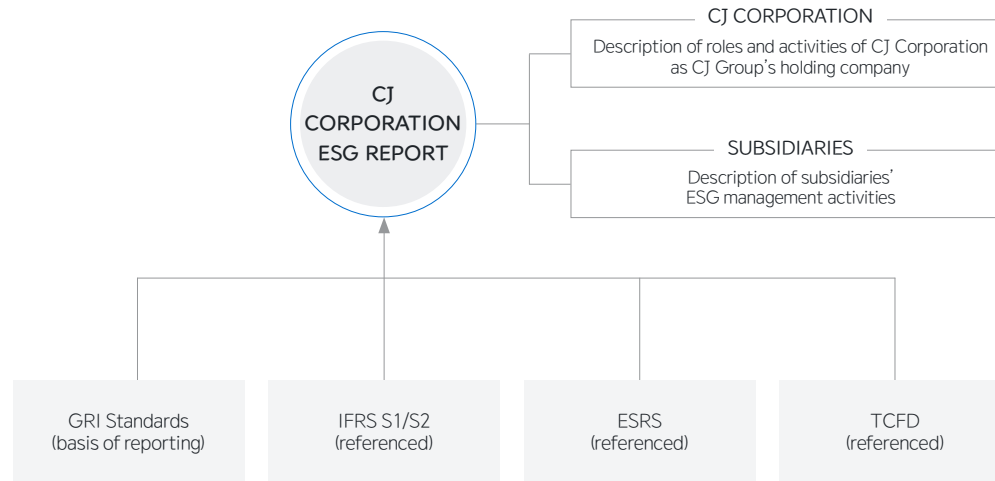
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CJ Corporation releases its ESG report annually to inform stakeholders about the ESG management activities of both CJ Group and CJ Corporation, their outcomes, and future directions. The CJ Corporation ESG Report 2023 emphasizes the roles of CJ Corporation as the holding company of CJ Group and details the ESG management activities of its subsidiaries.



BASIS OF REPORTING

- GRI(Global Reporting Initiative) Standards
- ※ Quantitative data is disclosed in accordance with the "CJ Group ESG Data (2022)" as well as international ESG guidelines and legislation.
- [Referenced]
 - International Financial Reporting Standards (IFRS) S1/S2
 - European Sustainability Reporting Standards (ESRS) developed by the European Financial Reporting Advisory Group (EFRAG) for the enforcement of the Corporate Sustainability Reporting Directive (CSRD)
 - TCFD(Task Force on Climate-related Financial Disclosures)

REPORT PERIOD

- From January 1, 2023 to December 31, 2023 (same as accounting report period)
- (Note) Some of the major performance reported reflects 1H 2024 data
Data from the last 3 years (2021–2023) is provided to showcase quantitative performance, enabling year-on-year comparisons.
- Issued: August 2024 (issued annually)

SCOPE OF REPORT

- Financial report: Based on financial statements prepared in accordance with Korean International Financial Reporting Standards (K-IFRS)
 - (Note) The K-IFRS CJ Corporation Business Report 2023 covers the 9 listed subsidiaries, including CJ Feed&Care (a subsidiary of CJ CheilJedang), as well as unlisted subsidiaries such as CJ Foodville, CJ OliveYoung, and CJ OliveNetworks. This report provides a comprehensive overview of the performance and conditions of CJ Group's 4 core industry : FOOD & FOOD SERVICE, BIO, LOGISTICS & RETAIL, and ENTERTAINMENT & MEDIA, in accordance with K-IFRS 1110.
- Non-financial report: Pertains to the operations of CJ Corporation and 12 subsidiaries located in South Korea, unless otherwise specified

CJ CheilJedang ⊕	CJ Logistics ⊕	CJ ENM ⊕	CJ CGV ⊕	CJ Freshway ⊕	Studio Dragon ⊕
CJ Foodville	CJ OliveYoung	CJ OliveNetworks	CJ Feed&Care ¹⁾	CJ Seafood ²⁾	CJ Bioscience ³⁾

1), 2), 3) CJ Feed&Care, CJ Seafood, and CJ Bioscience are subsidiaries of CJ CheilJedang and subject to ESG reporting by CJ CheilJedang.

REPORT AUDIT

- Financial data⁴⁾ : Samil PwC Accounting
- 4) CJ Corporation Consolidated Financial Statements 2023 (same as accounting report period)
- Non-financial data: DNV (refer to p. 141: Third-party verification statement)

REPORT-RELATED INQUIRIES

- Department in charge: ESG Manager, HR Office, CJ Corporation
- Address: 12, Sowol-ro 2-gil, Jung-gu, Seoul, South Korea
- Email: esg.cjcorp@cj.net
- Website: www.cj.net



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ESG FRAMEWORK

CJ Group’s mission is to create the best value possible for all stakeholders, including investors, customers, employees, partners, and the local community, through ONLYONE products and services that aim to make the world a better place. CJ Corporation has set core ESG activities and formed a roadmap accordingly to fulfill CJ Group’s mission. CJ Corporation pursues sustainable growth through ESG management aligned with its ESG strategies.

Mission

CONTRIBUTING TO THE GLOBAL COMMUNITY BY PROVIDING THE BEST VALUE WITH OUR ONLYONE PRODUCTS AND SERVICES

“PROVIDING THE BEST VALUE FOR STAKEHOLDERS” (INCREASING SHAREHOLDER VALUE FOR INVESTORS, IMPROVING THE QUALITY OF LIFE FOR CUSTOMERS, PROVIDING GROWTH OPPORTUNITIES FOR EMPLOYEES, EXPANDING BUSINESS ECO-SYSTEM FOR PARTNERS, AND CONTRIBUTING TO THE LOCAL COMMUNITY)

Foundation

Roadmap

ESG MANAGEMENT DISCLOSURE AND STAKEHOLDER COMMUNICATION



Core activities

CJ CORPORATION’S CORE ESG ACTIVITIES AIM FOR SUSTAINABILITY IN DAILY LIFE

<p>Response to climate change</p>	<p>Circular economy</p>	<p>Enhanced ESG value of products, services, and content</p>	<p>Respect for and protection of human rights</p>	<p>Promoting Diversity, equity, and inclusion (DE&I)</p>	<p>Creating a sustainable supply chain</p>	<p>Enhancing transparent management</p>	<p>Ethical and compliance management</p>
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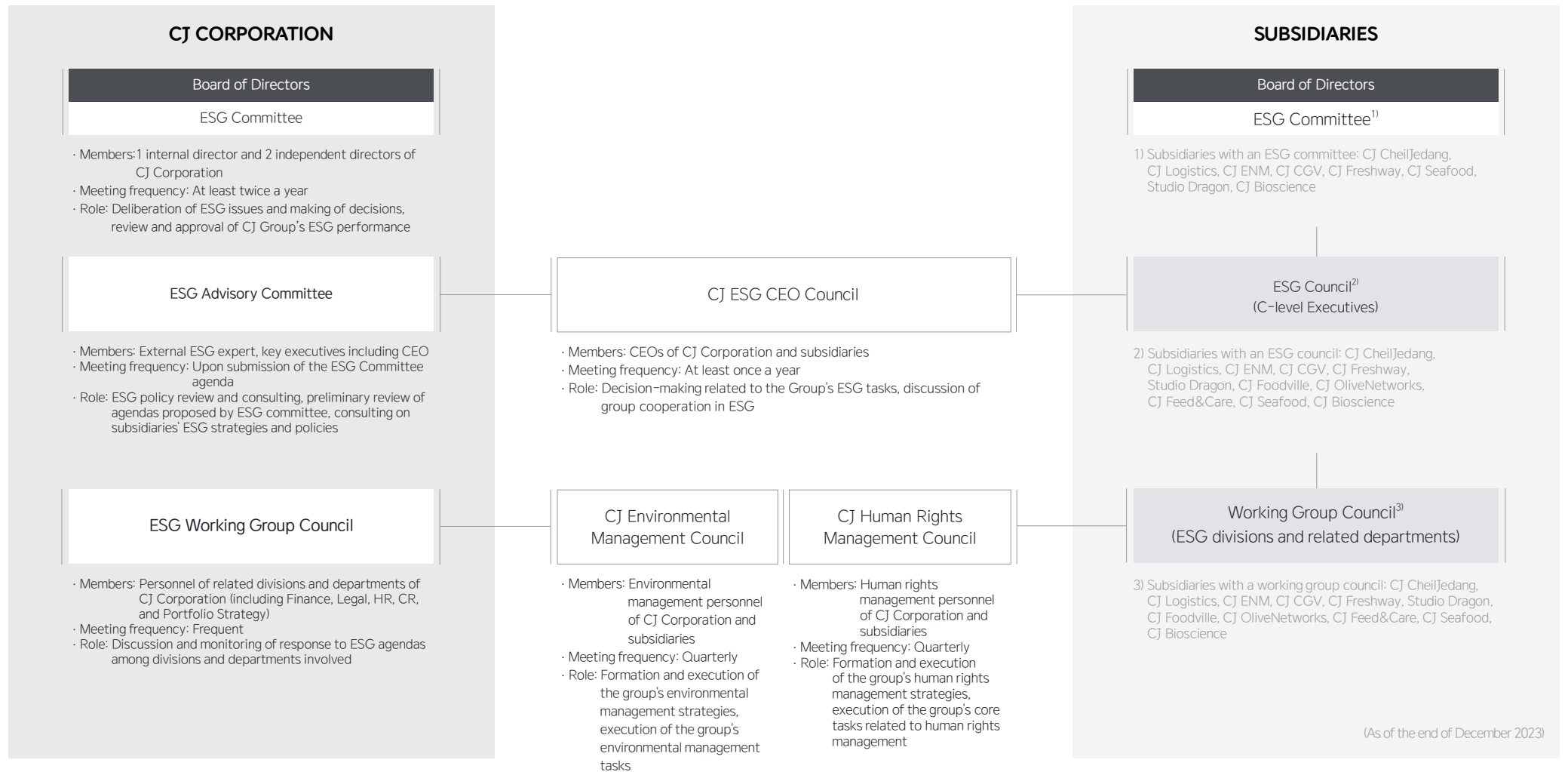
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ESG GOVERNANCE

CJ Group's ESG governance was established by its Board of Directors in 2021, and since then, ESG strategies have been integral to our decision-making and operations. The Board of Directors of CJ Corporation and its listed subsidiaries now operate an ESG Committee dedicated to reviewing ESG policies and agendas while advancing each company's ESG framework. The CJ ESG Advisory Committee deliberates on the group's ESG policies and proposes agendas to the ESG Committee. The CJ ESG CEO Council convenes to discuss ESG cooperation among subsidiaries. Additionally, the CJ ESG Working Group Council facilitates information sharing among relevant divisions and departments and monitors the execution and outcomes of key ESG activities.



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ESG COMMITTEE

Every CJ Group subsidiary operates an ESG Committee under its Board of Directors, serving as the highest-level decision-making body for ESG-related matters. As of the end of December 2023, all 9 listed subsidiaries of CJ Group—CJ Corporation, CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, Studio Dragon, CJ Seafood, and CJ Bioscience—have established an ESG Committee (or “Sustainable Management Committee”) and are actively engaged in ESG governance to review their activities and enhance outcomes based on ESG strategies.

ESG COMMITTEES OF CJ GROUP

(As of December 31, 2023)

Company name	Committee name	Committee membership	Agenda		
CJ Corporation	ESG Committee	2 independent directors (committee chair included), 1 internal director	<ul style="list-style-type: none"> Reporting on ESG trends and approval of ESG tasks for 2023 Appointment of chair of ESG Committee and approval of CJ Corporation’s DE&I policies 	<ul style="list-style-type: none"> Approval of the issued CJ Corporation ESG Report 2022 Approval of CJ Corporation’s environmental policies and reporting on environmental management achievements 	<ul style="list-style-type: none"> Reporting on CJ Corporation’s supply chain ESG management Reporting on progress on the group’s major ESG tasks
CJ CheilJedang	Corporate Sustainability Committee	3 independent directors (committee chair included), 1 internal director	<ul style="list-style-type: none"> Appointment of chair of Corporate Sustainability Committee Approval of results of the materiality assessment for 2023 and the issue of the annual sustainable management report 	<ul style="list-style-type: none"> Reporting on human rights management progress and 2023 plan 	<ul style="list-style-type: none"> Reporting on the status and evaluation results of 2023 ESG tasks
CJ Logistics	ESG Committee	4 independent directors (committee chair included), 2 internal directors	<ul style="list-style-type: none"> Approval of ESG assessment results and proposed improvements for 2022 Approval of plans for the issuing of Sustainable Management Report 2023 Approval of 2022 performance and plans for 2023 	<ul style="list-style-type: none"> Appointment of chair of ESG Committee Reporting on approval of the issued Sustainable Management Report 2022 	<ul style="list-style-type: none"> Execution of projects for emissions reduction and resource circularity for 2023
CJ ENM	ESG Committee	3 independent directors (committee chair included), 2 internal directors	<ul style="list-style-type: none"> Approval of ESG plans for 2023 Review of large internal transactions (quarterly, ad hoc) Reporting on issuing of ESG Report 2022 	<ul style="list-style-type: none"> Review of charitable contributions Approval of subsidiaries’ ESG Working Group Council plans Reporting on 2023 activities for sustainability of partners 	<ul style="list-style-type: none"> Reporting on ESG management achievements in 2023
CJ CGV	ESG Committee	4 independent directors (committee chair included), 3 internal directors	<ul style="list-style-type: none"> Approval of material issues in ESG Approval of key ESG tasks Reporting on plans for compliance with the ESG assessment framework 	<ul style="list-style-type: none"> Reporting on environmental management achievements Reporting on the issue of Sustainable Management Report 2022 	<ul style="list-style-type: none"> Reporting on TCFD reports Reporting on 2023 ESG achievements
CJ Freshway	ESG Committee	3 independent directors (committee chair included), 1 internal director	<ul style="list-style-type: none"> Reporting on risk management and its progress Reporting on human rights management framework formation 	<ul style="list-style-type: none"> Reporting on key ESG tasks for 2023 Reporting on the issuing of ESG Report 2022 	<ul style="list-style-type: none"> Reporting on 2023 ESG assessment results Approval of plans to issue ESG Report 2023
Studio Dragon	Sustainable Management Committee	1 independent director (committee chair included), 1 internal director	<ul style="list-style-type: none"> Reporting on the appointment of the chair of the ESG Committee Reporting on (planned) sustainable management framework formation Reporting on website update Reporting on 2023 sustainable management performance Reporting on sustainable management strategies for 2024 	<ul style="list-style-type: none"> Reporting on the (planned) issuing of the Sustainability Report (Planned) declaration of sustainable management, (planned) declaration of human rights management Approval of tasks in line with sustainable management strategies Reporting on the issuing of Sustainability Report Reporting on (planned) change of ESG Committee’s name and committee policies 	<ul style="list-style-type: none"> Reporting on environmental campaigns and initiatives Approval of (planned) declarations of environmental management, reporting on ISO 14001 certification Reporting on greenhouse gas emissions management
CJ Seafood	Sustainability Management Committee	1 independent director (committee chair included), 2 internal directors	<ul style="list-style-type: none"> Reporting on human rights management declarations 	<ul style="list-style-type: none"> Reporting on third-party audits of greenhouse gas emissions 	<ul style="list-style-type: none"> Reporting on review of 2023 ESG tasks
CJ Bioscience	ESG Committee	3 independent directors, 2 internal directors	* Newly established in December 2023, with committee chair to be appointed at an upcoming committee meeting		



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ESG COMMUNICATION

CJ Corporation communicates with its stakeholders—investors, employees, partners, and the local community—through a range of channels. Communication is consistent, ongoing, and focused on stakeholder interests. CJ Corporation will always keep its stakeholders up to date on its ESG efforts, and continuously work to improve cooperation with them.

	CUSTOMERS	EMPLOYEES	INVESTORS	PARTNERS*	LOCAL COMMUNITY
Interests	<ul style="list-style-type: none"> Responsible products and services Customer satisfaction management Improvement of product quality and safety Enhancing personal information protection Respect for and protection of human rights Enhancing business competitiveness 	<ul style="list-style-type: none"> Promotion of employees' occupational safety Human capital management Promotion of Diversity, equity, and inclusion (DE&I) Human rights protection and promotion Creating healthy organizational culture and work environment 	<ul style="list-style-type: none"> Response to climate change Enhancing ethical and compliance management Enhancing transparency and sound governance Improvement of business competitiveness 	<ul style="list-style-type: none"> Promotion of business site health and safety Supply chain management Enhancing privacy protection and information security Human rights protection and promotion Enhancing business competitiveness 	<ul style="list-style-type: none"> Creating healthy and safe environment Enhancing privacy protection and information security Enhancing social contribution activities Enhancing business competitiveness
Communication channels	<ul style="list-style-type: none"> Websites and social media CJ NEWSROOM: The official communication channel of CJ Group Voice of customer Promotional brochures 	<ul style="list-style-type: none"> "Open Council": Organized labor-management communication "CJ Voice On": Employee survey for organizational culture improvement platform for reporting grievances "Channel CJ": In-house broadcast, "NI:M": Company newsletter Intranet communication channels 	<ul style="list-style-type: none"> Shareholders' meeting IR activities and disclosures 	<ul style="list-style-type: none"> Partner conferences Platform for reporting grievances Transaction management system 	<ul style="list-style-type: none"> Websites and social media

* As CJ Corporation is a holding company that does not directly engage in operations, the above details pertain to CJ Corporation subsidiaries.



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MATERIALITY ASSESSMENT PROCESS

In 2023, CJ Group developed and implemented the “Group Standard Materiality Assessment Methodology,” designed for CJ Group subsidiaries, and the “CJ Corporation Materiality Assessment Methodology,” intended for CJ Corporation. The “Group Standard Materiality Assessment Methodology” is a standardized process that enables CJ Group subsidiaries to maintain consistency in assessing material issues and to perform related comparisons among themselves. The “CJ Corporation Materiality Assessment Methodology” allows for the consideration of material issues affecting CJ Corporation, the holding company of CJ Group, alongside the material issues identified by CJ Group subsidiaries using the “Group Standard Materiality Assessment Methodology.” The range of CJ Group subsidiaries requiring materiality assessments will be expanded to enhance the efficiency of identifying material issues impacting CJ Group.

CJ CORPORATION’S MATERIALITY ASSESSMENT PROCESS

AS A GROUP

01. CONSOLIDATION OF GROUP ISSUES BASED ON MATERIALITY ASSESSMENT FINDINGS FROM SUBSIDIARIES

- Setting of issue pools following pilot tests by subsidiaries
- Analysis of internal and external conditions: Board of Directors’ agendas, media analysis
- Analysis and configuration of issue pools: Including analysis of similar industries, regulation of ESG disclosure, indicators on assessment institutions, and global initiatives on disclosure
- Supplementation of issue pools: Analysis of stakeholder interest levels, operation of advisory council meetings
- Double materiality assessment: Assessment items divided into the categories of “severity” and “likelihood” for their assessment in terms of impact materiality and financial materiality



Establishment of 12 issue pools through the consolidation of materiality assessment results from 6 subsidiaries

02. IDENTIFICATION OF MATERIAL ISSUES OF CJ GROUP

- Analysis of the influence on subsidiaries, followed by workload calculation to determine the allocation ratio for each subsidiary
- Calculation of final scores derived by applying materiality scores and allocation ratios of the 6 subsidiaries for each issue pool



Identification of the CJ Group’s material issues based on subsidiaries’ material issues

BY THE HOLDING COMPANY

03. IDENTIFICATION OF MATERIAL ISSUES BASED ON THE HOLDING COMPANY’S PERSPECTIVE

- Analysis of internal conditions: Reviewing of Board of Directors’ agendas, executive meeting agendas, investor inquiries, labor-management council agendas
- Analysis of external conditions: Analysis of material issues of 10 benchmarked companies (10 major holding company in South Korea)



Identification of material issues as a holding company in addition to group material issues

04. FINAL REVIEW AND APPROVAL

- Final review and approval by chief decision-making body
- Listing of the top 9 most material issues of CJ Corporation in ESG Report



Confirmation and reporting of 2023 CJ Corporation’s material issues to the Board of Directors

1) The 2023 Group Standard Materiality Assessment Methodology was applied to the 6 subsidiaries that issue an annual ESG report (CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, and Studio Dragon).



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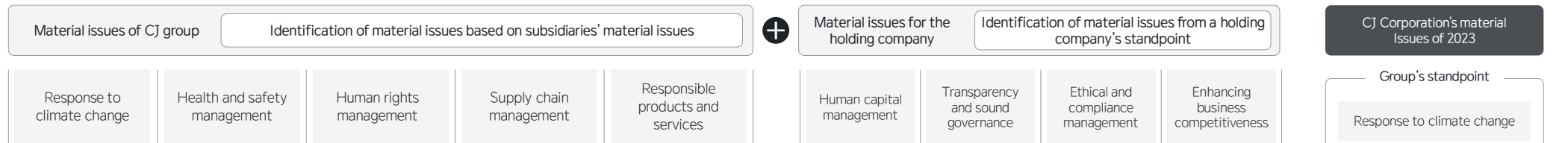
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MATERIALITY ASSESSMENT RESULTS

CJ Corporation identified 9 key material issues for 2023: ① Response to climate change, ② Health and safety management (new), ③ Human rights management, ④ Supply chain management, ⑤ Responsible products and services, ⑥ Human capital management (new), ⑦ Transparency and sound governance (new), ⑧ Ethical and compliance management, and ⑨ Enhancing business competitiveness. These issues were divided into 2 categories. 5 material issues relevant to the subsidiaries were selected: response to climate change, health and safety management, human rights management, supply chain management, and responsible products and services. Meanwhile, 4 material issues for the holding company were identified: human capital management, transparency and sound governance, ethical and compliance management, and enhancing business competitiveness.



① Financial Materiality

Health and safety management	Response to climate change	Human rights management	Supply chain management	Responsible products and services
CJ Logistics	CJ CheilJedang	CJ CheilJedang	CJ CheilJedang	CJ ENM
CJ ENM	Studio Dragon	CJ CheilJedang	CJ CGV	CJ Logistics
CJ CGV	CJ Freshway	CJ ENM	CJ Freshway	CJ Freshway

② Impact Materiality

Health and safety management	Response to climate change	Supply chain management	Product quality and safety	Minimization of environmental impact
CJ CheilJedang	CJ ENM	CJ CheilJedang	CJ CheilJedang	CJ CGV
CJ Logistics	Studio Dragon	CJ CheilJedang	CJ Logistics	CJ Freshway
CJ Logistics	CJ ENM	Studio Dragon	CJ ENM	Studio Dragon

"Health and safety management" was identified as an issue of financial materiality. "Response to climate change," "Responsible products and services," "Health and safety management," "Human rights management," and "Supply chain management" were identified as issues of impact materiality.

Analysis of holding company's internal and external conditions



Human capital management <ul style="list-style-type: none"> Strengthening the system for talent acquisition and development Creating economic and social value through talent development Enhancing corporate competitiveness through talent development 	Transparency and sound governance <ul style="list-style-type: none"> Enhancing stakeholder trust through transparent governance
Ethical and compliance management <ul style="list-style-type: none"> Enhancing corporate trust and reputation through ethical and compliance management and adherence to fair trade practices 	Enhancing business competitiveness <ul style="list-style-type: none"> Securing new growth engines through investment in new technologies, understanding emerging businesses, and creating synergies with existing operations

"Human capital management," "Transparency and sound governance," "Ethical and compliance management," and "Enhancing business competitiveness" were identified as material issues affecting the holding company.

CJ Corporation's material issues of 2023

Group's standpoint

- Response to climate change
- Responsible products and services
- Health and safety management New
- Human rights management
- Supply chain management

Holding company's standpoint

- Human capital management New
- Transparency and sound governance New
- Ethical and compliance management
- Enhancing business competitiveness

New : Material issue added this year

* The marked area indicates the extent of the impact of certain issues in an entire issue pool
 ** For each subsidiary, the width of the marked area indicates "severity", and the length "likelihood."



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MANAGEMENT OF MATERIAL ISSUES

* Influence on 4 or more businesses ●, 2 or more businesses ◎, 1 business or fewer ○

Area	Material Issue	Importance of Material Issue and CJ's Response	Parts of Value Chain			Page no.
			Supply chains	Business sites	Products and services	
E	Response to climate change	CJ Group is striving to respond to climate change in light of the continuously tightening global climate-related regulations and the growing interests and demands of customers and investors. To address CJ Group's climate risks, CJ Corporation has developed response strategies by analyzing transition and physical risks. Going forward, CJ Group will strengthen group-wide support to enhance risk identification and the implementation of response measures by its subsidiaries.	●	●	●	19p
	Human capital management	Acquisition and development of talent are crucial to business management. With "Talent First" as a core element of its founding philosophy, CJ Group is dedicated to recruiting top talent and developing them into the leaders and key figures necessary for its competitive growth. CJ Group fosters an organizational culture of diversity and inclusion, and consistently strives to enhance employee satisfaction, enabling them to perform at their best.	◎	◎	◎	39p
S	Health and safety management	Health and safety are fundamental principles that companies must uphold, as incidents and accidents related to them directly lead to both financial and non-financial risks. With the full implementation of the Serious Accidents Punishment Act in Korea, all 6 CJ Group subsidiaries that conducted a materiality assessment for 2023 identified "Health and safety management" as a key issue. CJ Group has made "Health and safety management" a core priority, strengthening the health and safety frameworks of its business sites and partners. CJ Group is also working to prevent accidents and incidents through on-site safety enhancement programs.	●	●	○	56p
	Human rights management	CJ Group is strengthening its human rights management practices based on a culture of respect to promote and protect the human rights of both internal and external stakeholders. The scope of human rights due diligence is being expanded to cover not only domestic but also global business sites. CJ Corporation supports its subsidiaries in identifying and addressing human rights risks specific to each industry.	◎	◎	○	67p
	Supply chain management	CJ Group has diversified its business portfolio across various industries, each with its own specialized supply chains. In particular, the food and biotechnology sectors, which involve complex and diverse supply chains, require the stable procurement of raw materials and the minimization of potential risks related to environmental and human rights issues during the business process. To address this, CJ Group has prioritized the establishment of a supply chain management roadmap, which provides the foundation for responding to supply chain risks. Additionally, the group is implementing supply chain management policies and promoting shared growth with its partners.	●	●	◎	75p
	Responsible products and services	As a company with a significant focus on B2C business, CJ Group's competitiveness is directly tied to providing responsible products and services. To deliver sustainable and ethical products and services to consumers, CJ Group undertakes a wide range of initiatives aimed at improving quality, enhancing customer satisfaction, increasing consumer convenience, expanding accessibility, and amplifying positive influence. These efforts contribute to creating social value and enhancing CJ Group's positive corporate image and impact.	●	●	●	81p
G	Transparency and sound governance	CJ understands that transparency in its disclosure of its governance, financial status, and other conditions to investors is important in helping them make investment decisions. Accordingly, CJ Corporation reviews financial and non-financial issues from the group's standpoint and makes transparent disclosures to foster market fairness and uphold investor interests.	●	●	○	89p
	Ethical and compliance management	CJ Group regards ethical and compliance management as essential principles that must be upheld by the company, serving as a standard for employees' sound value judgments. To this end, the company has established a framework for ethical management and regulatory compliance, promoting employees' ethical awareness to minimize risks associated with unethical or regulatory violations, while building trust with stakeholders.	●	●	○	96p
B	Enhancing business competitiveness	As a holding company, CJ Corporation manages the diverse business portfolios of its subsidiaries from a group-wide perspective. Based on CJ Group's core value of "ONLYONE," the company seeks to achieve sustainable growth by diversifying its businesses and securing new growth drivers through value enhancement.	●	●	●	107p

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GROUP-WIDE SCENARIO-BASED CLIMATE RISK ANALYSIS

CJ Corporation has analyzed the 1.5 °C global warming scenario to identify transition risks related to greenhouse gas emissions and energy, as well as industry-specific transition risks and opportunities. This analysis helped predict future environmental changes and establish a direction for responding to transition risks. For physical risks, a 3 °C+ global warming scenario was applied to assess the likelihood of natural disasters and climate change at key business sites. A comprehensive analysis was conducted based on the results of asset exposure assessments. Additionally, a physical risk assessment methodology applicable across the group was developed, along with response strategies for various climate-related factors.



DEVELOPING TALENT TO IDENTIFY FUTURE LEADERS

CJ Group identifies and develops top talents, supporting their growth into future business leaders. To achieve this, the company has established and operates self-directed growth programs and support systems tailored to these high-potential individuals. Through these programs and systems, top talents are able to define their personal growth vision, while developing skills in management, leadership, and global competencies. Organizational leaders and HR personnel assist in their growth activities, helping them evolve into future leaders of CJ Group.



GLOBAL EXPANSION AND STRENGTHENING OF HEALTH AND SAFETY MANAGEMENT

With the growing emphasis on health and safety, CJ Group is strengthening its health and safety management not only in Korea but also across its overseas subsidiaries. To achieve this, country-specific health and safety management systems have been established, and on-site risks at each business site have been identified and assessed. "Smart Audit System" has been implemented to enable rapid and efficient remote inspections, and a health and safety guidebook has been created and distributed to global business sites. In addition, checklists covering 10 key health and safety areas have been developed for business sites in the US, China, Vietnam, Indonesia, and Malaysia, enabling them to conduct self-assessments.



ESTABLISHING A FOUNDATION FOR HUMAN RIGHTS MANAGEMENT ACROSS ALL SUBSIDIARIES

CJ Group is advancing its human rights management by expanding the scope of human rights due diligence and systematizing its processes. Human rights due diligence and assessments are being extended to international business sites and supply chains, with a focus on CJ CheilJedang and CJ Logistics. Other subsidiaries have also established governance and frameworks for human rights management and are implementing due diligence processes tailored to their specific needs.



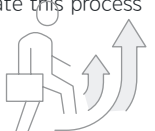
OPERATION OF THE COMPLIANCE COORDINATOR SYSTEM

CJ Group operates a "Compliance Coordinator System" to enhance employees' compliance capabilities and embed compliance within the organization. A compliance coordinator is an employee who serves as a bridge between the dedicated compliance team and other departments. These coordinators are responsible for identifying, assessing, and managing compliance risks in their daily work or on-site operations. They actively collaborate with the compliance division to share internal policies and regulations, ensuring the effective implementation of compliance initiatives across the organization.



ESTABLISHMENT OF CJ MATERIALITY ASSESSMENT METHODOLOGY

CJ Group has developed the CJ Materiality Assessment Methodology in response to the increasing emphasis on materiality assessments due to stricter sustainability disclosure regulations. This methodology has been piloted by CJ Corporation and 6 subsidiaries that publish ESG reports (CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, and Studio Dragon). By standardizing the materiality assessment process, the methodology enables the management of historical data on material issues and ensures comparability in addressing these issues. The CJ Materiality Assessment Methodology also facilitates the systematic management of ESG activities and performance. CJ Group is committed to enhancing its ESG management based on identified material issues and will actively communicate this process with stakeholders.



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EXECUTIVE SUMMARY

CJ Group is striving to respond to climate change in light of the continuously tightening global climate-related regulations and the growing interests and demands of customers and investors. To address CJ Group's climate risks, CJ Corporation has developed response strategies by analyzing transition and physical risks. Going forward, CJ Group will strengthen group-wide support to enhance risk identification and the implementation of response measures by its subsidiaries.

GOVERNANCE

CJ Corporation has established an environmental management decision-making system centered on its ESG Committee and is enhancing CJ Group's environmental management capabilities by operating the CJ Environmental Management Council, which shares the current status and direction of key subsidiaries' environmental activities.

STRATEGY

CJ Group reclassified its 4 core businesses from a climate risk perspective, and analyzed transition risks by distinguishing between common risks, such as greenhouse gas emissions reduction and energy transition, and sector-specific risks. A physical risk analysis was also conducted on the major business sites and raw materials in the businesses of FOOD & BIO.

RISK MANAGEMENT

CJ Group has established a climate risk management process to identify risks related to climate change. 28 subsidiaries selected through a financial and climate materiality screening are currently analyzing climate risks. The scope of analysis will be expanded moving forward to respond to consolidated disclosures.

METRICS AND TARGETS

CJ Group's greenhouse gas inventory allows it to achieve a reduction in greenhouse gas emissions by managing the greenhouse gas emissions (Scope 1 and 2) of its 12 major subsidiaries. Currently, Scope 3 emissions of 4 subsidiaries are being calculated. The scope and categories of calculation will be expanded to enhance greenhouse gas emissions management.



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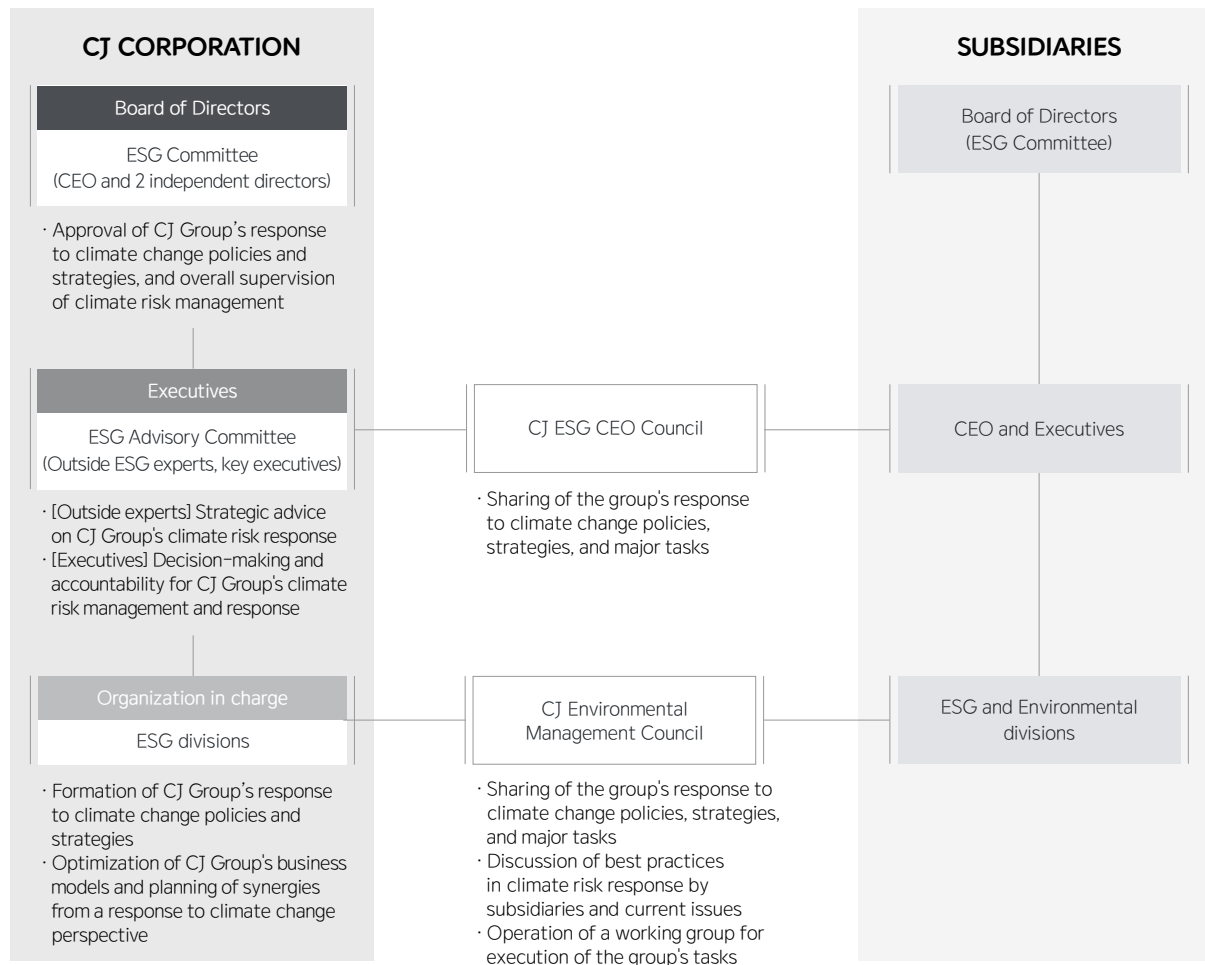
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GOVERNANCE

CJ Corporation has established an environmental management decision-making system centered on its ESG Committee. The CJ Environmental Management Council, composed of environmental managers from the ESG and environmental divisions of CJ Group's 12 major subsidiaries, operates quarterly to share the current status, future direction, and plans of environmental activities among subsidiaries, enhancing the group's environmental management capabilities and momentum.

DECISION-MAKING SYSTEM FOR RESPONSE TO CLIMATE CHANGE



CJ CORPORATION'S GOVERNANCE — BOARD OF DIRECTORS AND EXECUTIVES

CJ Corporation's climate change governance involves monitoring and managing climate risks to enable CJ Group to create value over the long term. The Board of Directors and executives promote consistent climate risk management and oversight across business divisions based on the CJ Group's vision, mission, and core values.

I ESG ADVISORY COMMITTEE AND BOARD OF DIRECTORS' AGENDAS FOR 2023

Feb.	Reporting of environmental management tasks of CJ Corporation and major subsidiaries for 2023
Aug.	Approval of CJ Corporation's environmental policies and reporting of key tasks' outcomes (including environmental indicators, greenhouse gas inventory)
Nov.	Reporting of the progress on the environmental management tasks of CJ Corporation and major subsidiaries for 2023

CJ GROUP'S GOVERNANCE — COUNCIL

CJ Corporation operates the CJ Group Environmental Management Council made up of environmental managers of ESG organizations and heads of environmental departments from major subsidiaries. The council convenes quarterly to enhance the implementation of environmental management and improve synergies and capabilities across businesses.

I ENVIRONMENTAL MANAGEMENT COUNCIL'S AGENDAS FOR 2023

1Q	Training in the group's environmental indicators, announcement of best practices among subsidiaries (CJ CheilJedang, CJ OliveYoung), guest lectures by external experts
2Q	Group environmental management workshop (review of environmental management in the first half of the year and plans for the second half for 12 subsidiaries, major achievements)
3Q	Guidance on establishing a group climate risk management system, sharing trends in greenwashing regulations and the group's response measures, and sharing of greenhouse gas reduction targets set by CJ CheilJedang and CJ Logistics
4Q	Sharing progress on establishing the group climate risk management system and upcoming tasks, presentation of best practices by subsidiaries (CJ Logistics), and sharing of climate risk management system case studies from external benchmarking companies

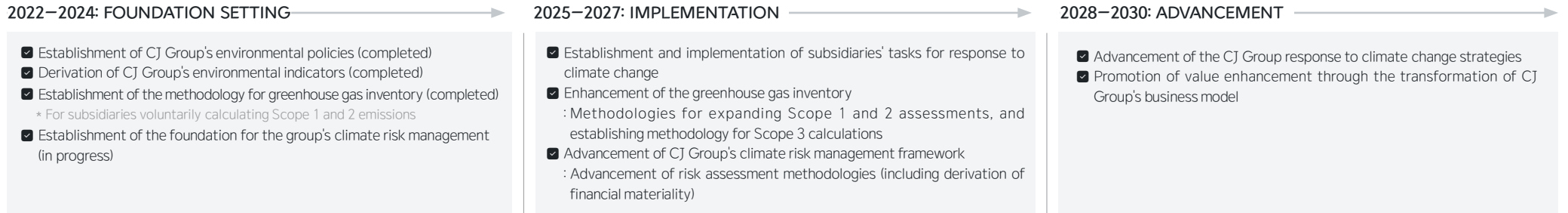


RESPONSE TO CLIMATE CHANGE

GOVERNANCE

Tasks of response to climate change at CJ Corporation are decided through reports to the executives, which are then sent for approval to the Board of Directors. These initiatives are carried out in consultation with subsidiaries during the implementation process, and the final approved or reported initiatives are communicated to subsidiaries through the Group ESG CEO Council and the CJ Group Environmental Management Council. CJ Corporation is in the process of establishing the environmental management foundation for CJ Group. The establishment of the group's environmental policies, derivation of environmental indicators, and greenhouse gas inventory project have been completed and are now at the implementation stage for the subsidiaries. The project to establish the foundation for the group's climate risk management is in the stage of preparing to apply the evaluation methodology and derive response directions for the subsidiaries. After promptly completing the foundation-building project, full-scale implementation will commence.

RESPONSE TO CLIMATE CHANGE ROADMAP



PROGRESS ON SETTING OF THE TASKS FOR RESPONSE TO CLIMATE CHANGE FRAMEWORK

	PURPOSE	PROGRESS	BOARD OF DIRECTORS AND EXECUTIVES
ESTABLISHMENT OF CJ GROUP'S ENVIRONMENTAL POLICIES (COMPLETED)	<ul style="list-style-type: none"> Selection of core areas for the group's environmental management Establishment of fundamental principles for the group's environmental management Support for subsidiaries' environmental policies based on the group's environmental policies 	<p>[Complete] Establishment and external disclosure the CJ Group's environmental management policies by CJ Corporation (websites and ESG reports)</p> <p>[Subsidiaries' implementation] Completion of environmental policy establishment for CJ CGV, Studio Dragon, CJ OliveNetworks, and CJ Seafood in 2023 * Completed by 9 out of 12 subsidiaries (by 5 pre-2022: CJ CheilJedang, CJ Logistics, CJ ENM, CJ Freshway, CJ Feed&Care)</p>	Approved for 2023
DERIVATION OF CJ GROUP'S ENVIRONMENTAL INDICATORS (COMPLETED)	<ul style="list-style-type: none"> Standardizing group environmental indicator management and disclosure Strengthening management of group environmental indicators for making of relevant disclosures 	<p>[Complete] Derivation of group environmental indicators (definition of indicators, calculation guidelines), selection of management scope for each indicator, and establishment of expansion plans</p> <p>[Subsidiaries' implementation] Expanding the calculation of environmental indicators by subsidiaries and their subsidiaries, and increasing the coverage of indicators for each business site (in progress)</p>	Report complete for 2023
ESTABLISHMENT OF THE METHODOLOGY FOR GREENHOUSE GAS INVENTORY (COMPLETED)	<ul style="list-style-type: none"> Providing methodologies for calculating greenhouse gas emissions to subsidiaries that voluntarily calculate their greenhouse gas emissions, supporting their subsidiaries' calculations 	<p>[Complete] All uncalculated greenhouse gas emissions have been calculated, and the greenhouse gas emissions inventories for all 12 subsidiaries have been established</p> <p>[Subsidiaries' implementation] Setting greenhouse gas inventories for subsidiaries (in progress) (Samhae Commercial, CJ CheilJedang; Dondon Farm, CJ Feed&Care: 4DPLEX, CJ CGV; and more)</p>	Report complete for 2023
ESTABLISHMENT OF THE FOUNDATION FOR THE GROUP'S CLIMATE RISK MANAGEMENT (IN PROGRESS)	<ul style="list-style-type: none"> Providing methodologies for climate risk analysis and response direction to support subsidiaries' climate risk assessment 	<p>[Progress] Analysis of physical and transition risks and derivation of response direction, establishment of scenario-based risk assessment methodology</p> <p>[Future plans] Conducting risk assessments for subsidiaries based on the methodology (targeting subsidiaries that have not yet conducted climate risk assessments)</p>	Report scheduled for 2024

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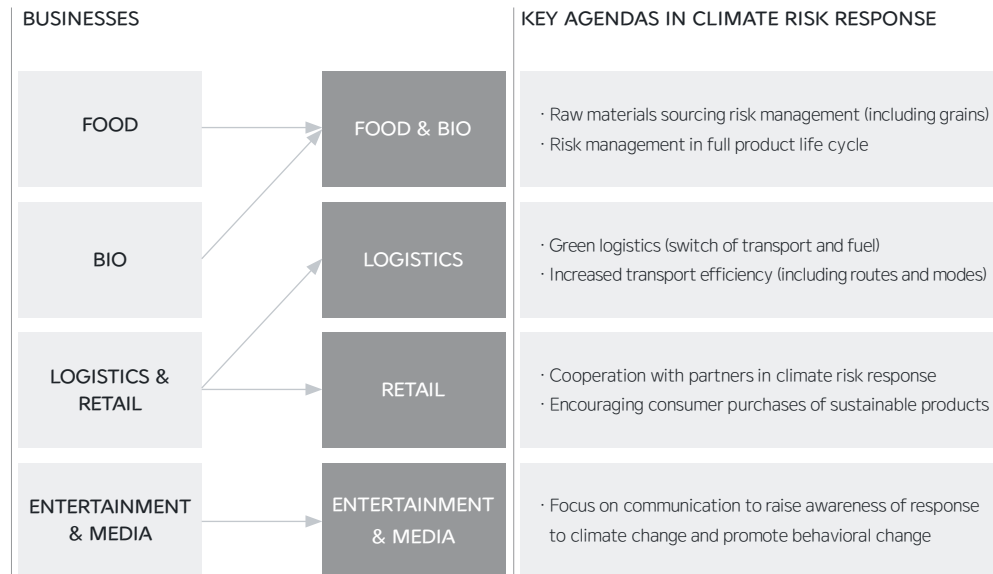
STRATEGY

In its approach to response to climate change, CJ Group begins by viewing its business through the lens of climate. CJ Corporation has reclassified CJ Group's 4 core businesses, taking into account their interdependence and key climate response agendas, and based on this reclassification, analyzed the transition risks and opportunities of CJ Group and established the response direction. Greenhouse gas emissions reduction and energy transition were categorized as common risks applicable to all businesses. The transition risks and opportunities identified, considering the characteristics of each business, were analyzed as industry-specific risks. CJ Corporation aims to establish a climate risk response system applicable to all subsidiaries of CJ Group. Through this effort, CJ Group will develop and manage climate risk response strategies from a group perspective.

TRANSITION RISKS AND OPPORTUNITIES

RECLASSIFICATION OF CJ GROUP'S BUSINESSES FROM THE PERSPECTIVE OF CLIMATE RISKS

- ☑ BIO: The CJ Group's BIO business encompasses a significant portion of green bio, including the supply of food and feed materials, livestock, and feed. Thus, it is analyzed as part of the food industry value chain
- ☑ LOGISTICS & RETAIL: LOGISTICS & RETAIL businesses are analyzed separately, as they differ in the agendas of their response to climate change



ANALYSIS OF TRANSITION RISKS AND OPPORTUNITIES

COMMON COMMON RISKS (GREENHOUSE GASES AND ENERGY)

1. Identification of transition risks
 - Identifying transition risks to CJ Group's business among external factors related to greenhouse gases and energy
2. Diagnosis of exposure to risks
 - Analysis of greenhouse gas emissions for each corporation
 - Analysis of energy consumption for each corporation
 - Review of greenhouse gas and energy regulatory conditions by the countries where corporations are located
3. Scenario-based influence assessment
 - Assessment of the likelihood of risks arising from fuel transition and the introduction of renewable energy through future external environmental forecasts
 - Derivation of financial impacts based on future carbon price projections
4. Establishment of response direction
 - Establishment of the direction in which greenhouse gas emissions reduction and energy transition will take place (financial impacts are not disclosed in this report)

BUSINESS-SPECIFIC BUSINESS-SPECIFIC RISKS

1. Identification of transition risks and opportunities
 - Identification of factors that can be converted into transition risks and opportunities using PEST analysis and benchmarking by business sector
 - : Derivation of external trends and issues from a climate perspective for each business sector through PEST analysis
 - : Understanding of industry interest and importance through benchmarking of leading companies

* PEST analysis: Political, Economic, Social and Technological analysis
2. Scenario-based future change outlook
 - Selection and mapping of scenarios for transition risk analysis
 - Outlook on future external conditions based on the 1.5°C scenario
3. Review of business status
 - Review of the current status of subsidiary projects related to minimizing risks and converting opportunities
4. Establishment of response direction
 - Establishment of direction for risk minimization and opportunity conversion



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STRATEGY

The transition to a low-carbon economy holds certain risks. Analysis of external conditions and benchmarking relevant to CJ Group's businesses found greenhouse gas emissions- and energy-related risks across the businesses. Due to the global policies and regulations, the need to reduce greenhouse gas emissions is growing and the demand for corporate climate information disclosure is increasing rapidly. The response to transition risks requires the management and reduction of greenhouse gas emissions. CJ Group is reducing its Scope 1 and 2 greenhouse gas emissions for the sustainability of the world and its business. Over the long term, CJ Group will reduce greenhouse gas emissions across its value chain to respond to transition risks.

TRANSITION RISKS AND OPPORTUNITIES ① COMMON

Transition risk factors	Referenced climate scenario	Future change projections based on climate scenarios	Response direction
Expansion of greenhouse gas emissions regulations	Market outlooks of Climate Analytics, EIU ¹⁾ , IRENA ²⁾ , and ICAP ³⁾ IEA NZE ⁴⁾ scenario	<ul style="list-style-type: none"> · Projections of additional policies and regulations on greenhouse gas emissions reduction 	<p>1. Greenhouse gas emissions reduction</p> <p>[Fuel transition]</p> <ul style="list-style-type: none"> · Replace high-carbon energy sources used in manufacturing, such as coal, with low-carbon energy sources <p>[Renewable energy]</p> <ul style="list-style-type: none"> · Replace electricity with renewable energy (including solar power and wind power), or replace fuel first with electricity and then switch to renewable energy · Review renewable energy adoption in consideration of the current status and projected conditions in countries where business sites are located (immediate adoption or monitoring before future adoption) <p>[Energy efficiency improvement]</p> <ul style="list-style-type: none"> · Increase the energy efficiency of business sites through process improvements and facility upgrades <p>2. Setting and meeting CJ Group carbon neutrality targets</p> <ul style="list-style-type: none"> · Set carbon neutrality targets for each subsidiary and integrate them from the perspective of the holding company · Minimize transition risks through the achievement of carbon neutrality targets <p>3. Improving climate data management to global standard</p> <ul style="list-style-type: none"> · Calculate and disclose climate risk-related financial impact · Implement internal carbon pricing · Create the foundation for Scope 3 emissions calculation and life cycle assessment (LCA)
Expansion of fossil fuel usage regulations		<ul style="list-style-type: none"> · Policies and regulations for reduction of high-carbon fuels (including coal) · Reduced favor of stakeholders from continued use of high-carbon fuels (including coal) · Increasing in the replacement of internal combustion engine vehicles with EVs and FCEVs 	
Increasing demand for renewable energy use		<ul style="list-style-type: none"> · Projection of policies and regulations for pushing for a switch to renewable energy · Projection of technological advances, lower prices, and other conditions favorable to a switch to renewable energy 	
Increase in carbon prices and expansion of the scope of carbon pricing	NGFS ⁵⁾ scenario	<ul style="list-style-type: none"> · Expansion of greenhouse gas emissions trading system application to additional countries (such as China and Indonesia) and an increase in the number of companies subject to existing countries, with a forecast of increased proportion of free allocation - Increased costs in the region when reflecting carbon costs of Scope 1 and 2 greenhouse gas emissions - Trading prices reflecting carbon costs of Scope 3 greenhouse gas emissions in the supply chain (including rising raw material prices) · Prospects for the introduction of a carbon pricing policy for products 	
Mandatory disclosure of climate information	-	<ul style="list-style-type: none"> · Requirement of businesses to disclose a wide range of climate risk data - Disclosure of climate risk-related financial impact - Disclosure of carbon neutrality targets and milestones - Disclosure of Scope 3 emissions and per-product emissions 	

1) EIU : Economist Intelligence Unit
 2) IRENA : International Renewable Energy Agency
 3) ICAP : International Carbon Action Partnership
 4) IEA NZE : International Energy Agency Net Zero Emissions
 5) NGFS : Network for Greening the Financial System

* Financial impact to be disclosed after sufficiently advanced calculation methodologies are acquired



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STRATEGY

CJ Group's major subsidiaries are transitioning existing fuels to low-carbon energy sources and expanding the adoption of renewable energy within their business sites under the group's transition risk response strategy.

TRANSITION RISKS AND OPPORTUNITIES ① COMMON

TRANSITION OF FUEL

CJ Group plans to transition the fuels used in the production of its products to low-carbon fuels. The replacement of coal with low-carbon fuels at business sites that use coal is a priority task, and efforts are underway to identify other business sites that can switch to low-carbon energy sources compared to existing energy sources to promote greenhouse gas reduction.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG CJ FEED&CARE

SUBSTITUTION OF COAL FUEL

CJ CheilJedang closed its coal power plant at the Liaocheng business site, China in December 2023 and replaced the previously used coal fuel with liquefied natural gas (LNG)-based steam, reducing greenhouse gas emissions by 4,207 tCO₂eq. Additionally, by converting the coal fuel at the business site in Pasuruan, Indonesia to biomass fuel in 2023, it achieved a reduction of 2,230 tCO₂eq in greenhouse gas emissions.

CJ Feed&Care has continuously transitioned from coal to biomass (including wood waste, palm husks, etc.) as fuel in 12 business sites across 4 countries: Myanmar, Vietnam, Indonesia, and Cambodia, resulting in a reduction of approximately 36,190 tCO₂eq in greenhouse gas emissions in 2023.

* Greenhouse gas emissions reduction = Estimated greenhouse gas emissions from coal burning - Actual emissions from substitute fuels

CJ CHEILJEDANG

UTILIZATION OF BIOMASS FUEL

In April 2022, CJ CheilJedang signed a business agreement for the "Green New Deal Energy Supply Project Using Forest Resource Circulation" to establish a steam gasification facility utilizing wood resources at the BC Jincheon, Chungbuk, Korea (CJ Blossom Campus). This agreement involves 9 companies, including CJ CheilJedang and National Forestry Cooperative Federation, with a goal to commence operations by 2028. Additionally, CJ CheilJedang's Brazil operations use biomass wood chips as fuel for steam production, while the Indonesia operations are co-firing rice husks and coffee grounds with existing fuels.

ADOPTION OF RENEWABLE ENERGY

CJ Group is expanding the adoption of renewable energy at its domestic and overseas business sites. CJ CheilJedang has reduced greenhouse gas emissions by more than 300,000 tons annually through the purchase of RECs for its Indonesian operations. In addition, each subsidiary is expanding the installation of solar energy facilities.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

PURCHASE OF RENEWABLE ENERGY CERTIFICATE (REC)

CJ CheilJedang signed a contract to purchase Renewable Energy Certificates (REC) with the Indonesian power supplier PLN to reduce greenhouse gas emissions at its Jombang and Pasuruan business sites. Through this contract, the company achieved a reduction of 310,279 tCO₂eq in greenhouse gas emissions in 2023.

CJ CHEILJEDANG CJ LOGISTICS CJ FEED&CARE CJ SEAFOOD

EXPANSION OF SOLAR ENERGY ADOPTION

CJ Group is reducing greenhouse gas emissions through the adoption of solar energy in its domestic and international operations. In 2023, it newly introduced solar energy in 4 business sites in South Korea and Vietnam, and it is proceeding with the additional installation of solar facilities at CJ Blossom Campus, where solar energy has already been implemented.

Completion Year	Before 2021	New in 2022	New in 2023
No. of sites	3	5	4
Adoption Status	<ul style="list-style-type: none"> · CJ Blossom Park, Korea · CJ Blossom Campus, Korea · Delta Logistics Center, Vietnam 	<ul style="list-style-type: none"> · Wonji Asan 1, Korea · Wonji Jincheon, Korea · Incheon 2, Korea · Kerteh, Malaysia · Vũng Tàu, Vietnam 	<ul style="list-style-type: none"> · Seafood Icheon, Korea · Nonsan, Korea · Dong Nai, Vietnam · Binh Dinh, Vietnam

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CJ Group's major subsidiaries measure energy consumption across all business sites, including manufacturing facilities, logistics centers, retail stores, and offices. CJ Group will promote energy consumption reduction while considering the industrial characteristics, scale, and current status of each business site.

TRANSITION RISKS AND OPPORTUNITIES ① COMMON

IMPROVEMENT OF ENERGY EFFICIENCY

CJ Group is improving energy efficiency and reducing greenhouse gas emissions through the introduction of high-efficiency equipment and the replacement of aging facilities. CJ CheilJedang and CJ CGV have replaced old facilities in their domestic and overseas business sites, while CJ Freshway and CJ ENM Entertainment Division have implemented new business sites and facilities to reduce energy usage. Additionally, CJ CheilJedang plans to optimize energy consumption by expanding the introduction of energy management systems in its factories.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

REPLACEMENT OF OLD REFRIGERATION FACILITIES

CJ CheilJedang upgraded the refrigeration facilities at its business site in Jincheon, Korea, for greater energy efficiency. Moving forward, the company plans to continuously pursue reductions in electricity usage through increased energy efficiency.

ESTABLISHMENT OF ENERGY MANAGEMENT SYSTEM FOR BUSINESS SITES

CJ CheilJedang has piloted the Factory Energy Management System (FEMS) at its Incheon Plant 1. The Factory Energy Management System is a management system that optimizes the energy supplied and consumed through measurement, monitoring, analysis, and control of energy usage by source, with plans to gradually expand its application to additional sites in the future. CJ CheilJedang Bio Division has established an internal management system (BIO Manufacturing Portal) to monitor and manage the energy usage performance of overseas manufacturing business sites.

CJ FRESHWAY

INTRODUCTION OF AIR CURTAINS FOR ENERGY SAVING

In 2023, CJ Freshway introduced air curtain equipment at the Icheon logistics center. Air curtains create a barrier of air to prevent the inflow and outflow of cold air into facilities, effectively reducing the influx of hot and humid air when opening cold spaces.

CJ ENM

OPERATION OF CJ ENM STUDIO CENTER

The CJ ENM Studio Center, the largest studio complex in Korea, has considered energy efficiency from the design stage, including the installation of LED lighting and automatic lighting control. In 2023, the center continued its efforts to reduce greenhouse gas emissions by adding electric vehicle charging stations and prioritizing the use of electric carts for internal movement.

Additionally, the Virtual Production Stage (VP Stage), which opened in May 2022 at the Studio Center, is being actively utilized for the production of content such as dramas and variety shows. The VP Stage minimizes the installation and dismantling of physical sets by real-time rendering various backgrounds on LED screens needed for video shoots, effectively reducing fuel consumption during travel by substituting outdoor and overseas location filming.

CJ CGV

PROMOTION OF ENERGY EFFICIENCY THROUGH REPLACEMENT OF BUSINESS FACILITIES

CJ CGV is making efforts to save energy and use it efficiently in its movie theaters(cinemas). In Korea, CGV have implemented an electricity-saving campaign by changing the operating systems of air conditioners and kiosks. Some facilities have also started using solar power generation facilities to enhance energy savings and efficiency. Additionally, CGV China has replaced existing entrance lights with LED lamps due to aging lighting systems in 2023, extending their lifespan. CGV Vietnam is also applying an automatic lighting off system in theaters to continue its efforts to reduce energy consumption.



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CJ Corporation has derived transition risks and opportunities through a PEST (Political, Economic, Social, Technological) analysis of climate-related factors by industry and benchmarking of key leading companies in the sector. By matching external climate scenarios with these factors, CJ Group have projected potential future changes that may arise during the transition to a low-carbon society. This allows us to examine the impact on CJ Group's business and establish a response strategy. Under the group's consistent climate response direction, CJ Group aim to minimize risks and promote a transition to opportunities through changes in our business models.

TRANSITION RISKS AND OPPORTUNITIES ② BUSINESS-SPECIFIC

Businesses	Transition risks and opportunities factors	Referenced climate scenario	Future change projections based on climate scenarios	Response direction
FOOD & BIO	Increasing preference for sustainable food	· WBCSD ¹⁾ 1.5°C scenario · Korean Net-Zero scenario	· Decreasing demand for meat-based foods · Increasing investment in meat alternatives and cultured meat	· Expansion of sustainable products - Strengthening R&D of meat alternatives and cultured meat - Expanding line ups of plant-based food products (including PlanTable and Altive (Plant-based milks))
	Increasing green foodtech and biotech	· Korean Net-Zero scenario	· Expanding precision farming technology and low-methane feed for a switch to low-carbon farming · Increasing investment in green foodtech (including smart farming, cold chain, and meat alternatives, etc.)	· Expanding application of climate-related foodtech and biotech to businesses - Smart farms, low-methane feed, alternative proteins, and biodegradable plastic, etc.
	Strengthening regulations on plastic waste	· IEA APS ²⁾ , and NZE scenarios · Korean Net-Zero scenario	· Increasing restrictions on single-use plastic goods and mandatory use of recycled materials · Increasing plastic circularity, increasing investment in white biotechnology	· Reducing plastic use and improving recyclability in product design · Improving product packaging (expanding use of recyclable and renewable materials)
	Strengthening regulations on food waste	· WBCSD 1.5 °C scenario · Korean Net-Zero scenario	· Strengthening regulations on food waste · Expanding conversion of food waste into resources (including food upcycling and bio-gasification, etc.)	· Managing optimal inventory based on demand forecasting and improving consumer awareness · Food upcycling, Converting food waste into microbial agents or animal feed
	Strengthening sustainable land use policies	· WBCSD 1.5 °C scenario	· Expanding regulation of grain farming and land use, increased conservation areas · Increasing regulation of use of pesticides and fertilizers in farming	· Expanding sustainable sourcing of raw materials (including palm oil and soybean, etc.) · Expanding use of fertilizers products that can replace chemical fertilizers
LOGISTICS	Increasing preference for green logistics	· IEA NZE scenario · Korean Net-Zero scenario	· Increasing demand for green logistics using green logistics · Increasing policies and support for transitioning to green logistics	· Converting diesel-based delivery vehicles to electric or hydrogen vehicles
	Expansion of efficiency of transportation services	· Korean Net-Zero scenario	· Increasing use of efficient transportation services, such as providing optimal transportation routes	· Expanding AI and big data for higher-efficiency transportation services · Enhancing energy efficiency during operations through eco-driving practices
RETAIL	Expansion of demand for sustainable products and services	· IEA NZE scenario · Korean Net-Zero scenario	· Increasing preference for sustainable products and services	· Expanding the offering of sustainable products and services
	Expansion of introduction of sustainable retail operations	· IEA NZE scenario	· Increasing demand for sustainability of retail operations	· Enhancing energy and resource efficiency throughout the entire distribution process (including stores and transportation)
	Strengthening regulations on plastic waste	· IEA APS and NZE scenarios · Korean Net-Zero scenario	· Increasing regulation of plastic goods, including single-use plastic goods · Expanding demand for plastic recycling in line with resource circularity plans	· Improving transportation and distribution packaging (reducing plastic use, expanding recycling) · Creating a circular economy model through collaboration with partners and consumers

1) WBCSD : World Business Council for Sustainable Development
2) IEA APS : International Energy Agency Announced Pledges Scenario

* Financial impact to be disclosed after sufficiently advanced calculation methodologies are acquired



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In the transition to a carbon-neutral society, changes in consumer preferences and increased investment in eco-friendly technologies are expected. CJ Group plans to strengthen R&D and expand product applications, aiming to turn risks into opportunities from a long-term perspective.

TRANSITION RISKS AND OPPORTUNITIES ② BUSINESS-SPECIFIC

[FOOD & BIO] SUSTAINABLE PRODUCTS

The WBCSD 1.5 °C scenario and the Korean Net-zero scenario predict demand for meat-based products will fall, to be replaced with a greater demand for alternative food products. CJ CheilJedang is strengthening R&D in the alternative protein business and expanding its product lineup through the launch of plant-based food brands.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

PLANTABLE: PLANT-BASED FOOD PRODUCTS

CJ CheilJedang launched "PlanTable" in 2021, a brand of food products made from 100% plant-based ingredients, including Textured Vegetable Protein (TVP) and plant-based oil. Starting with Giant Gyoja (Mandu), the brand has expanded its portfolio to include a variety of products such as Tteokgalbi, hamburg steak, rice balls, and grain bowls.

ALTIVE: PLANT-BASED HIGH-PROTEIN ALTERNATIVE MILK

A brand of sustainable plant-based dairy products, "Altive" consists of 100% plant-based products that provide taste and nutrition as a substitute for milk. Representative products include "Plant-based milk, Altive," which mimics the taste and nutrition of milk, "Vegan Protein," which provides 21g of protein from plant sources, and "Altive Monaka Ice Cream," which fully replaces milk and eggs with plant-based ingredients. The brand aims to expand its product range across the entire dairy category through further development in the future.

TASTENRICH AND FLAVORNICH: PLANT-BASED FOOD ADDITIVES

CJ CheilJedang utilizes "TasteNrich," a plant-based natural fermentation flavor ingredient made from naturally derived materials (such as sugarcane and other plant sources) without artificial additives, and "FlavorNrich," a vegan cysteine based on natural fermentation methods, for the production of plant-based alternative meats and vegan foods.

[FOOD & BIO] CLIMATE-FRIENDLY FOODTECH

The Korean Net-zero scenario forecasts a continuous increase in investment in greenhouse gas reduction technologies in the agriculture, livestock, and dairy sectors. CJ Group aims to leverage changes in the market as business opportunities by continuing R&D in the field of climate-related foodtech.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

L MET E: LOW-CARBON AMINO ACID FOR FEED

CJ CheilJedang's is a brand of feed-additive amino acids that reduces costs through high bioavailability in livestock while also decreasing carbon emissions through optimized fermentation and purification processes.

CJ FEED&CARE

METHANE SOLUTION: METHANE-REDUCING FEED

CJ Feed&Care sells "Methane Solution" and "Beef Methane Solution 600" to reduce methane emissions from cattle. By applying patented technology that inhibits methane-producing bacteria in the rumen, these solutions decrease methane emissions compared to conventional feed while maintaining productivity.

AMINO MAX: NITROGEN DIOXIDE-REDUCTIVE FEED

"AminoMax" is the first nitrogen-reducing feed in the domestic feed industry, developed using CJ BIO's amino acid technology and CJ Feed&Care's synchronization technology for digestion and absorption. It meets the nitrogen-reducing feed standards set by the Ministry of Agriculture, Food and Rural Affairs. Despite reducing the crude protein content compared to conventional feeds, it maintains livestock productivity through the synchronization of protein and synthetic amino acid digestion and absorption, while also reducing nitrogen dioxide emissions generated during manure treatment.



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In the transition to a low-carbon society, regulations on plastic waste are expected to tighten, and recycling rates are anticipated to increase. CJ Group has identified the transition to a circular economy, alongside its response to climate change, as a key area of its environmental management. Major subsidiaries of CJ Group are striving to minimize the use of unnecessary raw materials and improve resource efficiency through process improvements and the adoption of new technologies.

TRANSITION RISKS AND OPPORTUNITIES ② BUSINESS-SPECIFIC

[FOOD & BIO] CLIMATE-FRIENDLY BIOTECH

CJ CheilJedang aims to reduce the use of petroleum-based plastics and minimize pollution caused by plastic waste by leveraging its biotechnology.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

DEVELOPMENT OF PHA, A BIODEGRADABLE BIOMATERIAL

PHA (Polyhydroxyalkanoate) is a biodegradable bio-material that can decompose not only through composting but also in soil and marine environments. CJ CheilJedang has 2 product lines: aPHA (amorphous PHA) and scPHA (semi-crystalline PHA). The company was the first in the world to achieve large-scale production of aPHA, expanding its commercial application across various daily products. In particular, in 2023, aPHA and scPHA received approval from the US Food and Drug Administration (FDA) for use as Food Contact Substances (FCS), laying the groundwork for the application of PHA in straws, tableware, and primary food and beverage packaging that comes into direct contact with food.

EXPANSION OF PHA MATERIAL APPLICATION

CJ CheilJedang plans to further expand the application of PHA in daily life, continuously securing various use cases.

- Biodegradable cosmetics packaging (applying a mix of PHA and PLA) jointly developed with Rimam Korea
- Biodegradable straws (applying a mix of PHA and PLA) introduced at Tous les Jours stores
- Microwave-cooked instant noodles in compostable coated paper packaging (world-first) launched for CU convenience stores
- 100% aPHA bottled water caps jointly launched with Beyond Plastic (US) (January 2024)
- PHA packaging applied to same-day deliveries from CJ OliveYoung (January 2024)

[FOOD & BIO] PLASTIC WASTE

CJ CheilJedang has established a sustainable packaging strategy, implementing plastic reduction and improving recyclability from the sourcing of packaging materials to R&D and product design stages.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

MANAGEMENT OF PROBLEMATIC MATERIALS

In 2023, CJ CheilJedang identified packaging materials that are environmentally harmful or difficult to recycle as "Problematic Materials" and announced a phased discontinuation of their use. The company has completed feasibility tests in the US, Korea, and Vietnam and plans to finalize feasibility tests in Europe and Japan by 2024.

R&D FOR PLASTIC USE REDUCTION AND RECYCLING PROMOTION

CJ CheilJedang has developed a technology for reusing packaging scraps from Hetbahn (cooked rice packaged in single-serve portions) production. Packaging scraps are collected and processed to be reused in Hetbahn packaging production. CJ CheilJedang is developing packaging to reduce plastic usage compared to conventional packaging materials.

PACKAGING IMPROVEMENTS AND APPLICATION EXPANSION

In 2023, CJ CheilJedang has improved the packaging materials of product containers and pouches starting from the design stage, expanding the range of products that utilize an easily detachable cap removal method to enhance the ease of separation for disposal. Additionally, products such as "Eco-Friendly Hetbahn," which uses 25% bio-circular material certified by the global sustainability certification ISSC+, "Happy Soy Tofu," which is made with packaging materials consisting of 8% PHA and 92% PLA (Poly Lactic Acid), and "Dipping Salt," which has been changed to CR-PET containers, are also continuously expanding the application of recyclable and renewable materials in their packaging.

* ISSC+ : International Sustainability & Carbon Certification
* CR-PET : Circular Recycle PET

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Globally, efforts are being made to minimize environmental impacts throughout the entire process from food production to disposal. As a result, changes such as the demand for minimizing food waste in the food manufacturing, distribution, and consumption processes, regulations on the use of pesticides and chemical fertilizers in crop production, and the increase in the area of global protected regions are expected.

TRANSITION RISKS AND OPPORTUNITIES ② BUSINESS-SPECIFIC

[FOOD & BIO] FOOD WASTE

Return of sold food products and products nearing their expiration dates lead to food loss and disposal. CJ Group's subsidiaries are striving to minimize food waste by improving processes across the entire value chain.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

DEMAND-PREDICTIVE INVENTORY MANAGEMENT

CJ CheilJedang forecasts product sales and calculates appropriate supply levels based on demand to adjust production volumes. After production, it encourages sales through inventory management of individual products and monitoring of expiration dates, assessing the potential for recycling or donation, thereby minimizing food waste.

IMPROVEMENT OF CONSUMER AWARENESS

CJ CheilJedang is working to improve consumer awareness by providing information on expiration dates and consumption dates, offering practical tips to reduce food loss and waste, and conducting online cooking shows that introduce ways to utilize good food products.

EXCYCLE BASAK CHIP: FOOD UPCYCLING

Excycle Basak Chip is a rice snack made from second-grade rice (broken grains) that cannot be included in CJ CheilJedang's single-serve cooked rice (Hetbahn) products. CJ CheilJedang aims to reduce food loss and waste and contribute to resource circulation by expanding the development of products that utilize food byproducts.

CJ FOODVILLE

MICROBIAL TECHNOLOGY FOR FOOD WASTE REDUCTION

CJ Foodville has introduced a microbial fermentation food waste treatment system to reduce food waste generated in its dining establishments and factories. This system has successfully reduced food waste, and the residual material after processing can be used as fertilizer.

[FOOD & BIO] SUSTAINABLE USE OF LAND

CJ CheilJedang is expanding the purchase of raw materials certified for sustainability. CJ CheilJedang aims to minimize the environmental impact on soil through products that replace chemical fertilizers.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

SUSTAINABLE SOURCING OF RAW MATERIALS

[Palm oil] CJ CheilJedang recognizes the environmental and social issues related to palm oil production, such as deforestation, loss of biodiversity, and violations of indigenous people's rights. In 2021, the company established a "Sustainable Palm Oil Policy," and currently, 100% of the palm oil used in Korea is RSPO-certified. CJ CheilJedang plans to continue complying with the "Sustainable Palm Oil Policy" and local regulations as well as international standards when purchasing palm oil in the future.

[Soybean] CJ CheilJedang is working to manage the potential environmental impacts and human rights issues associated with soybean cultivation by using sustainably sourced soybeans and expanding their proportion. To achieve this, the company utilizes globally certified soybeans, such as those certified by SSAP, and has obtained ISCC+ certification for soybean oil in 2024 as part of its gradual expansion goals for sustainable raw material sourcing.

- * RSPO : Roundtable On Sustainable Palm Oil
- * Pro-Terra : A sustainability certification rooted in 10 principles, including compliance, biodiversity, waste management, and GMO-free
- * SSAP : Soy Sustainability Assurance Protocol
- * ISCC+ : International Sustainability and Carbon Certification

DEVELOPMENT OF FERTILIZERS TO REPLACE CHEMICAL FERTILIZERS

CJ CheilJedang has developed a plant nutrient solution called fermented liquid fertilizer, produced through microbial fermentation. The fermented liquid fertilizer provides essential nutrients for plant growth, aiding in their development and effectively replacing chemical nitrogen fertilizers.



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To reduce transition risks in the logistics sector, the shift to eco-friendly vehicles and low-carbon fuels is accelerating, and efforts to improve efficiency in the transportation process are ongoing. In retail business, it is expected that the provision of sustainable products and services to consumers will expand through strengthened collaboration with suppliers.

TRANSITION RISKS AND OPPORTUNITIES ② BUSINESS-SPECIFIC

[LOGISTICS] GREEN LOGISTICS AND TRANSPORT EFFICIENCY

CJ Logistics is transitioning its transportation vehicles to electric and hydrogen vehicles while striving to enhance efficiency in the transportation process. This will not only reduce CJ Logistics' greenhouse gas emissions but also provide Scope 3 emissions reduction benefits to its customers, thereby leveraging business opportunities.

SUBSIDIARYS' BEST PRACTICES

CJ LOGISTICS

TRANSITION TO ELECTRIC/HYDROGEN VEHICLE

CJ Logistics plans to transition its owned and leased vehicles to electric and hydrogen vehicles by 2030 through its membership in the "K-EV100" (Korean Zero-Emission Vehicle transition 100) initiative. Since 2021, the company has been introducing electric and hydrogen vehicles in its logistics operations, and as of 2023, it operates 102 electric trucks and 2 hydrogen trucks.

TRANSPORT EFFICIENCY

In December 2022, CJ Logistics launched the transportation platform "The Unban", utilizing accumulated big data to connect shippers and carriers by finding optimal routes and freight rates, aiming to reduce transportation distances and fuel costs. The U.S. subsidiary, CJ Logistics America, has implemented a solution that consolidates shipments for customers with similar destinations to achieve greenhouse gas emissions reductions. The company received SmartWay certification from the US Environmental Protection Agency (EPA) for its greenhouse gas emissions reduction efforts and was selected as a Green Supply Chain Partner by the logistics magazine Inbound Logistics in 2023. In India, CJ Darcl has converted 11% of its total transport to rail, reducing carbon emissions by 62% compared to road transport. The company is also working to reduce greenhouse gas emissions by replacing old vehicles with fuel-efficient models and implementing optimized delivery route systems.

[RETAIL] PLASTIC WASTE

CJ Group is working to reduce plastic use in the distribution process by minimizing unnecessary raw material usage and utilizing paper packaging instead of plastic to enhance recyclability. CJ Group is promoting the transition to a circular economy through the establishment of a resource circulation platform.

SUBSIDIARYS' BEST PRACTICES

CJ ENM

HIGHLY RECYCLABLE PACKAGING

CJ ENM Commerce Division has introduced the industry's first "3-Nothing Packaging" that eliminates the use of vinyl (plastic), non-woven fabric, and Styrofoam in TV home shopping. They have also established a "3R (Reduce, Redesign, Reuse) Policy." To replace difficult-to-recycle vinyl tape, they have introduced "Eco Tape-Free Boxes" and "Paper Hanger Boxes" that do not require adhesives. Additionally, to implement the agreement signed with the Ministry of Environment on "Promoting Proper Separation of Transportation Packaging," they include separation guidance on order/delivery notifications and packaging items. Furthermore, over 2 years starting in 2022, they have supported 60 SMB partner companies with a total of 200 million KRW worth of paper tape and paper insulation bags, with plans to diversify the types of packaging materials supported in the future.

CJ OLIVEYOUNG

"BEAUTY CYCLE" CAMPAIGN: COSMETIC BOTTLE RECYCLING PLATFORM

"Beauty Cycle" is CJ OliveYoung's major campaign that gets customers involved in resource circularity. By placing collection boxes in CJ OliveYoung's offline stores, the campaign aims to increase the collection rate of cosmetic bottles and make it easier for consumers to participate in recycling. CJ OliveYoung started collecting cosmetic bottles in 2021, and as of August 2023, it has expanded the campaign from approximately 30 pilot stores to all stores nationwide.

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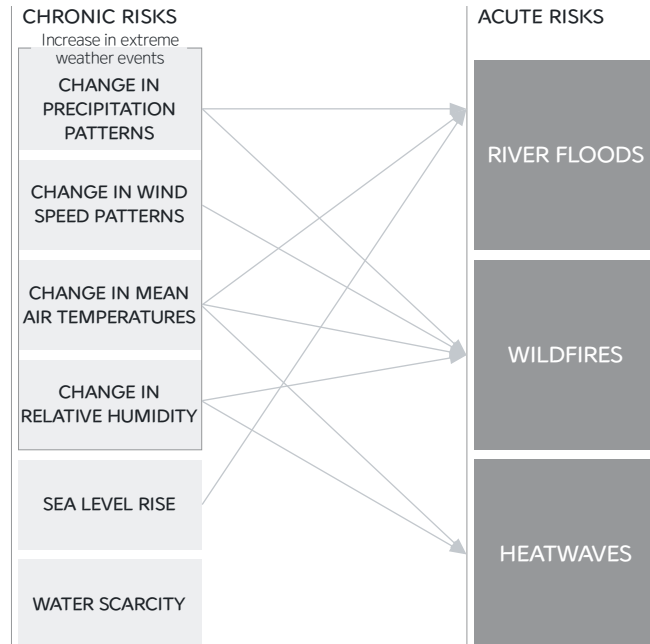
STRATEGY

The Intergovernmental Panel on Climate Change (IPCC) predicts that if global warming continues, extreme weather events such as floods and heatwaves will occur more frequently. In response, CJ Corporation has identified and assessed acute and chronic risks based on IPCC's climate scenarios at key business sites in the FOOD & BIO industry. Additionally, a physical risk assessment of major purchased raw materials has been conducted not only at business sites but also across the supply chain. CJ Corporation will continue to enhance the physical risk assessment process and expand the scope of risk evaluations.

PHYSICAL RISKS ① BUSINESS SITES

CLIMATE-RELATED PHYSICAL RISK FACTORS FOR ANALYSIS

- Acute risk: Risks caused by natural disasters
- Chronic risk: Risks caused by long-term climate change



※ "Storms" to be added as an acute risk in future analyses

PHYSICAL RISK ANALYSIS PROCESS

1. Selection of subjects for analysis

- CJ Group 28 subsidiaries collectively accounting for 70% of the Group's total assets were selected as analysis subjects
- The 28 subsidiaries' business sites were assessed and categorized based on importance and characteristics, and a decision was reached to analyze manufacturing sites (other business sites to be included in analysis in the future)
- Location-based analysis of the provinces in which the 43 production business sites of the 28 subsidiaries are located was performed
- The 24 provinces (8 in Korea, 4 in Indonesia, 2 in China, 7 in Vietnam, 1 in Malaysia, 1 in Brazil, 1 in US) where the 43 manufacturing sites are located were analyzed

2. Likelihood assessment

- The RCP8.5 scenario¹⁾ was referenced in assessing the likelihood of risk occurrence (SSP5-8.5 scenario²⁾ was applied to some indicators)
- Using base years' data, annual rates of change were analyzed to classify occurrence potential as high, medium, or low for the present and for 2050

3. Assessment of asset exposure

- Influences on assets of each climate risk were evaluated, and asset exposure was classified as high, medium, or low
- 1) Fixed asset-centric asset exposure assessment: River floods, wildfires, change in precipitation patterns, change in wind speed patterns, change in relative humidity, sea level rise, water scarcity (7 of 9 climate conditions)
: Asset exposure was analyzed considering fixed assets and employee count (greater importance placed on fixed assets)
- 2) Employee count-centric asset exposure assessment: Heatwaves, change in mean air temperatures (2 of 9 climate conditions)
: Asset exposure was analyzed considering fixed assets and employee counts (greater importance placed on employee count)

4. Physical risk assessment and establishment of response directions

- Results from the likelihood and asset exposure assessments were integrated for a final risk assessment and the identification of business sites requiring prioritized attention
- Establishment of response directions through internal response status and benchmarking of exemplary industry peers

1) RCP 8.5 Scenario: A scenario in which greenhouse gas emissions continue at the current trend, resulting in an average temperature increase of more than 3 °C
2) SSP5 8.5 Scenario: A scenario that assumes a high-growth pathway reliant on fossil fuels, leading to an average temperature increase of more than 3 °C



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CJ Corporation conducted scenario-based physical risk analysis on 43 manufacturing sites in the FOOD & BIO business sector. The significance of this physical risk assessment lies in the establishment of a scenario-based risk assessment process and response directions that can be broadly applied across all group subsidiaries, their subsidiaries, and supply chains. CJ Corporation plans to specify physical risk response strategies centered on priority management target business sites with high likelihood of occurrence and asset exposure for each climate factor, and will expand application based on priority rankings.

PHYSICAL RISKS ① BUSINESS SITES

	Risks	Duration	Source of climate scenario	Influences on business	Response direction	
Acute	River floods	Short-/mid-/long-term	Climate Analytics (RCP ¹⁾ 8.5 Scenario	<ul style="list-style-type: none"> Recovery costs due to damage to assets and facilities Production and delivery delays due to asset damage and disruption of raw material and product transportation routes 	<ul style="list-style-type: none"> Establishment of response manual for river floods occurrences Pre-identification and repair of flooding-prone to flooding and leaks at each business sites Acquisition of insurance policies to safeguard against financial losses 	
	Wildfires	Short-/mid-/long-term		<ul style="list-style-type: none"> Recovery costs due to damage to assets and facilities Production and delivery delays due to asset damage and disruption of raw material and product transportation routes Production disruptions from power grid failures (secondary loss) 	<ul style="list-style-type: none"> Establishment of response manual for wildfire occurrences Establishment of personnel and asset evacuation facilities, installation of backup power generators Acquisition of insurance policies to safeguard against financial losses 	
	Heatwaves	Short-/mid-/long-term		<ul style="list-style-type: none"> Impacts on employee health, reduced productivity Increasing use of air-conditioning, aging of facilities resulting in increased overheads 	<ul style="list-style-type: none"> Establishment of response manual for heatwave occurrences Investment in repairs and maintenance of refrigeration and air-conditioning facilities 	
Chronic	Change in precipitation patterns	Long-term		NASA (SSP ²⁾ 5 8.5 Scenario	<ul style="list-style-type: none"> Recovery costs due to damage to assets and facilities during heavy rain and increased precipitation 	<ul style="list-style-type: none"> Establishment of response manual for flood occurrences Pre-identification and repair of flooding-prone to flooding and leaks at each business sites
	Change in wind speed patterns	Long-term			<ul style="list-style-type: none"> Recovery costs due to damage to assets and facilities caused by strong winds Reduced productivity from work suspensions for safety 	<ul style="list-style-type: none"> Establishment of response manual for strong wind/typhoon occurrences Safety inspection and maintenance of storm evacuation facilities
	Change in mean air temperatures	Long-term			<ul style="list-style-type: none"> Impacts on employee health, reduced productivity Increased likelihood of loss of raw materials and products, such as food items during storage and transport 	<ul style="list-style-type: none"> Identify and repair aging refrigeration and air conditioning facilities Introduction of equipment that considers energy efficiency Establishment of a cold chain system to ensure product safety throughout the distribution process
	Change in relative humidity	Long-term		WRI (SSP 5 8.5 Scenario)	<ul style="list-style-type: none"> [Increased] Reduced productivity, increased likelihood of loss of raw materials and products during storage and transport [Decreased] Increased likelihood of wildfires occurring 	<ul style="list-style-type: none"> [Increased] Response to the risks of heatwave and change in mean air temperatures [Decreased] Response to the risk of wildfires
	Sea level rise	Long-term			<ul style="list-style-type: none"> Increased risk of flooding damage to business sites located in coastal areas 	<ul style="list-style-type: none"> Review of sea level influences before relocation or installation of business sites Establishment of response measures, including facility investments and relocation of business sites, based on the identification of potential occurrences
	Water scarcity	Short-/mid-/long-term			<ul style="list-style-type: none"> Production disruptions due to water shortages 	<ul style="list-style-type: none"> Strengthen water management (including monitoring water stress indicators at business sites and checking water source, etc.) Process improvement for increased water use efficiency

1) RCP : Representative Concentration Pathway
 2) SSP : Shared Socioeconomic Pathway

* Duration: Short-term (under 1 year), mid-term (1 to 5 years), long-term (over 5 years): financial impact to be disclosed after sufficiently advanced calculation methodologies are acquired



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STRATEGY

Each of the CJ Group subsidiaries has implemented a physical risk response framework. In the second half of 2023, CJ Corporation audited the climate risk response of its 12 main subsidiaries, and shared the findings through the CJ Environmental Management Council. CJ Corporation recommends solutions in the response to various climate risks, and officially recognizes achievements by subsidiaries to motivate CJ Group in its response to risk.

PHYSICAL RISKS ① BUSINESS SITES

[ACUTE] RESPONSE TO NATURAL DISASTERS

The 12 main subsidiaries of CJ Group are monitoring the occurrence of natural disasters across their entire corporations or at main business sites. Based on findings, investments are made in drainage expansions, flood barrier installations, and other facility installations and improvements.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

[FLOODS] INVESTMENT IN PREVENTION OF FLOOD DAMAGE TO BUSINESS SITES

CJ CheilJedang invested USD 76,000 in preventing flood damage to its production facilities in Jombang, Indonesia, which resulted in the production facilities experiencing zero flood damage in 2023. To prevent flooding from nearby rivers, the company doubled the drainage capacity by expanding the waterways, carried out construction to enlarge the main stormwater drain, and installed CCTV for an automatic monitoring system to reduce the risk of recurrent flooding during the rainy season.

CJ LOGISTICS

SETTING UP A NATURAL DISASTER RESPONSE FRAMEWORK

CJ Logistics is working to minimize damage from natural disasters by establishing a climate crisis response system for each business site through the development of a Business Continuity Plan (BCP). Regular safety management training is conducted for employees regarding natural disaster situations, and traffic safety training is also provided for delivery partners.

CJ CGV

OPERATION OF THE CLIMATE CRISIS RESPONSE COUNCIL

CJ CGV has established and operates a Climate Crisis Response Council to identify and assess the risks of natural disasters and infectious disease outbreaks. In the event of a risk situation related to the climate crisis, the council swiftly responds according to established processes and immediately reports to the executives and Board of Directors to reflect on overall risk management policies and decision-making.

[CHRONIC] RESPONSE TO CLIMATE CHANGE

Audits of subsidiaries' climate risk response found that their preparedness for chronic risks was inadequate compared to preparedness for acute risks (natural disasters). CJ Corporation is forming response to climate change guidelines for CJ Group to follow in increasing the caliber of climate risk response.

SUBSIDIARYS' BEST PRACTICES

CJ FRESHWAY

[CHANGE IN PRECIPITATION PATTERNS] TRANSPORT ROUTE CHECK

Changing patterns of rainfall can have impacts on distribution centers and other infrastructures, causing supply chain disruptions. CJ Freshway operates alternative transport routes based on accumulated transport data in case of disasters and monitors inventory levels in real time within its logistics centers to secure an emergency distribution network when needed.

CJ CHEILJEDANG

CJ FRESHWAY

[CHANGE IN AVERAGE TEMPERATURES] SETTING UP A COLD CHAIN DISTRIBUTION SYSTEM

CJ CheilJedang and CJ Freshway operate cold chain system to keep food ingredients and products safe in distribution. The cold chain system has been set up both domestically and across the US, with plans to expand the coverage in the future.

CJ CHEILJEDANG

CJ LOGISTICS

[WATER SHORTAGES] ENHANCING WATER RESOURCE EFFICIENCY

CJ CheilJedang has set a mid- to long-term goal to reduce water intensity by up to 20% by 2030 compared to 2020. The company has laid the foundation for effluent reuse by applying the MBR (Membrane Bio-Reactor) method to the wastewater treatment plant at its Brazil business site. Additionally, CJ CheilJedang is investing in wastewater reuse and recycling systems to mitigate water resource risks. CJ Logistics' Resort Division has introduced low-flow systems and replaced automatic irrigation systems with hand-watering to minimize unnecessary water usage.

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STRATEGY

Changes in rainfall patterns, temperatures and other effects of climate change can reduce crop yields, which can impact CJ Group's businesses. To assess the physical risks to supply chains, the sources of the staple materials purchased by CJ Group were identified, and analysis of changes in grain production at those sources from climate change was performed. Additionally, CJ Corporation compared regional production changes with global average production changes to predict future shifts in raw material production due to climate risks. CJ Corporation plans to expand the scope of raw material analysis and support its subsidiaries in applying the developed analytical methodology. CJ Corporation also intends to strengthen communication to ensure that climate risk analysis results are integrated into the climate response strategies of major subsidiaries.

PHYSICAL RISKS ② SUPPLY CHAINS

ANALYSIS PROCESS OF PHYSICAL RISKS ASSOCIATED WITH RAW MATERIALS

1. Selection of subjects for analysis

Main raw materials for purchase

- Selection of analysis subjects among the main raw materials specified in CJ Corporation's business reports by taking into account such influences as purchase amounts and climate change
- Selection of 4 crops used as food and biotech raw materials for final analysis



2. Likelihood assessment

- Assessment of occurrence potential based on the WBCSD 3°C Scenario
- Assessment of the production volume change rate for 2050 compared to the baseline year (2020) for major purchased crops by purchasing region, leading to evaluations of occurrence potential as high (H), medium (M), or low (L)
 - H : Expected decrease in production volume compared to 2020
 - M : Production volumes to rise but at rates lower than the global average
 - L : Production volumes to rise at rates higher than the global average
- Assessed source regions: 7 regions for Soybean, 8 regions for Raw sugar, 10 regions for Corn, 4 regions for Wheat

3. Analysis of asset exposure

- Confirmation of purchase amounts by purchasing region for raw materials
- Assessment of asset exposure as H, M, or L based on purchasing proportion
 - H: 10% or higher, M: 3% to 10%, L: Under 3%

4. Physical risk assessment

- Final risk assessment conducted by consolidating the results of the likelihood of occurrence and asset exposure evaluations by purchasing region for raw materials

FINDINGS OF ANALYSIS OF PHYSICAL RISKS ASSOCIATED WITH RAW MATERIALS

OUTCOME

Using the risk analysis based on the 3°C or higher scenario, among the 16 regions where key raw materials are purchased, 4 regions were assessed to have a high occurrence potential of impact (H). Out of these 4 regions, 1 region has a high asset exposure (H), while the other 3 regions have low asset exposure (L). Although some areas are expected to see a decrease in production, the majority do not have significant purchasing proportions, indicating that climate risks in raw material sourcing are not substantial.

HIGH-RISK REGIONS

Brazil, an important source of soybeans, is expected to see a drop in soybean production volumes. Monitoring supported by climate scenarios is taking place so that the appropriate response, such as the acquisition of alternative sources, can take place.



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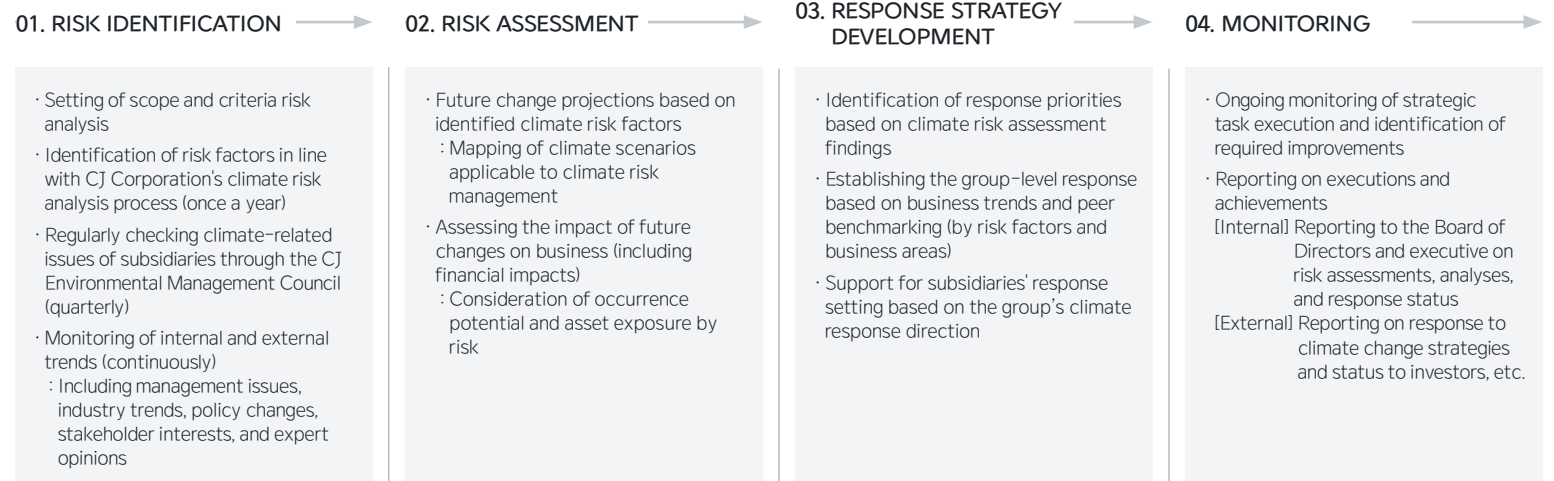
RISK MANAGEMENT

CJ Group has established and operated a climate change risk management process to systematically manage risks arising from climate change and ensure business continuity. CJ Corporation identifies and assesses risks related to climate change and develops corresponding response strategies for CJ Group. Additionally, CJ Corporation monitors the progress and performance of initiatives and periodically shares information through CJ Environmental Management Councils and important matters are reported to the Board of Directors. Moving forward, CJ Group will continue to achieve sustainable management through systematic response to climate change activities.

CLIMATE RISK MANAGEMENT PROCESS

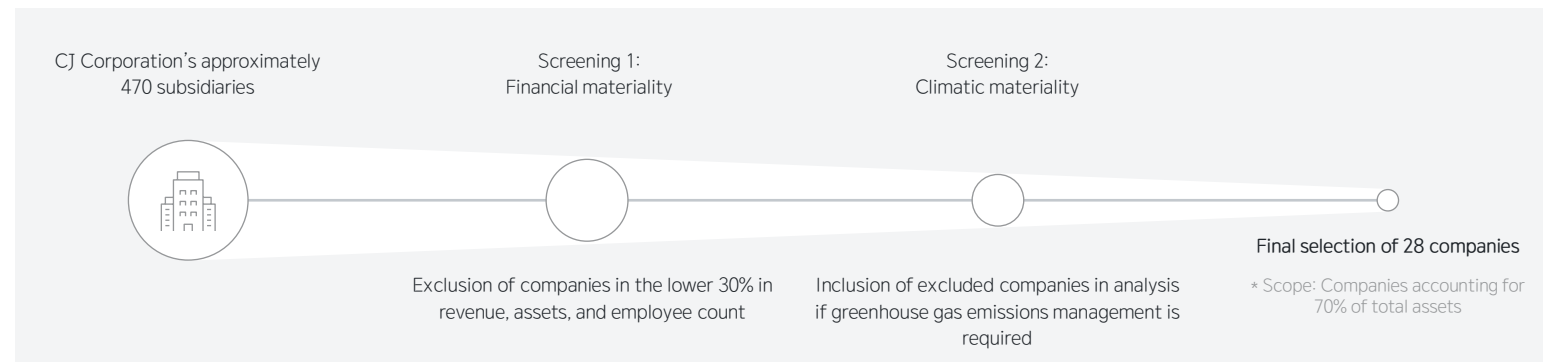
CJ Corporation's climate risk management process is composed of "risk identification, risk assessment, response strategy development, and monitoring and reporting." Subsidiaries conceive related processes under CJ Corporation's climate risk management process.

Although CJ Corporation's climate risk management is included in the enterprise risk management, it is currently in the stage of enhancing the climate risk management process and is operating a separate climate risk management process. After the climate risk process is refined, there are plans to integrate it into the enterprise risk management process.



SCOPE OF CLIMATE RISK ANALYSIS

Climate disclosures require consolidated disclosures linked to the business report. CJ Corporation has approximately 470 subsidiaries, and based on financial and climatic materiality, we screened and selected a total of 28 companies as the subjects for analysis. CJ Corporation plans to expand the scope of analysis in the future.



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RISK MANAGEMENT

CLIMATE RISK ANALYSIS CRITERIA

Transition risks can impact the overall business during the transition to a low-carbon society, necessitating an industry-specific analysis. Physical risks require management based on the locations of business sites that may be susceptible to natural disasters and extreme weather events. Therefore, this year, we conducted a risk analysis focused on manufacturing business sites, with plans to expand the analysis scope in the future. Additionally, with growing concerns that climate change may lead to a food crisis, we analyzed the supply chain physical risks for 4 key crops that are major raw materials in the FOOD & BIO businesses.

INFORMATION OF CLIMATE SCENARIOS

As the transition to carbon neutrality progresses, transition risks are increasing, and physical risks will rise if the current trend continues without efforts to reduce greenhouse gas emissions. CJ Corporation performed an analysis of the biggest hypothetical transition and physical risks. The 1.5 °C Scenario was applied to the transition risk analysis, and the 3 °C Scenario to the physical risk analysis. Response strategies are being formed in consideration of the findings.

DEFINITIONS AND MANAGEMENT REQUIRED

AREAS OF ANALYSIS

SUBJECTS OF ANALYSIS

TRANSITION RISK	<p>(Definition) · Risks occurring in the transition to a low-carbon society · Regulation, technological advances, market changes, and other influences on business</p> <p>(Management required) · Transition risks vary depending on industry characteristics · A holding company must manage risks in different businesses</p>	Businesses (the entire value chain)	<p>Analysis of transition risks and opportunities in the recategorized 4 core businesses from a climate risk response standpoint * 4 major businesses: FOOD & BIO, LOGISTICS, RETAIL, ENTERTAINMENT & MEDIA (Common risks) Conduct quantitative analysis of greenhouse gas emissions and energy risks (Business-specific risks) Conduct qualitative analysis of business-specific risks</p>
PHYSICAL RISK	<p>(Definition) · Risks caused by climate change and natural disasters · Influences on fixed assets and productivity at business sites (when physical risks occur)</p> <p>(Management required) · Risk management needs to focus on regions where operational business sites and supply chains are located</p>	Business sites	<p>(Business site assessment) Conduct physical risk analysis for domestic and overseas manufacturing business sites</p>
		Supply chains (raw materials for purchase)	<p>(Supply chain assessment) Conduct analysis of climate change-related production volume changes in source regions of raw materials purchased in FOOD & BIO businesses</p>

Classification	Applied climate scenario	About the scenario	Reason for application
Transition risk	IEA NZE Scenario	Hypothesizes all countries achieving net-zero by 2050	The most common scenario
	NGFS Scenario	Suggests the carbon pricing needed to reach reduction targets of different scenarios	The most common scenario
	WBCSD 1.5°C Cooperation Scenario	Hypothesizes the highest degree of global cooperation, hypothesizes consolidated carbon pricing and land conservation	Scenario tailored to the food industry
	Korean Net-Zero Scenario	Suggests policy direction to reach Korea's net-zero targets	See information on carbon neutrality-related policies
Physical risk	RCP 8.5 Scenario	Hypothesizes the continuation of greenhouse gas emissions without reduction, resulting in global warming by more than 3 °C	The most common scenario
	SSP5 8.5 Scenario	Hypothesizes accelerated advances in civilization with fossil fuel use, resulting in global warming by more than 3 °C	The most common scenario
	WBCSD 3 °C Scenario	Hypothesizes the current levels of response to climate change, leading to a failure in addressing climate change	Scenario tailored to the food industry



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METRICS AND TARGETS

CJ Group is compiling and managing the Scope 1 and 2 greenhouse gas emissions of its 12 major subsidiaries, prioritizing the FOOD & BIO, and LOGISTICS businesses, which have high greenhouse gas emissions, in its efforts to reduce emissions. Additionally, 4 companies (CJ CheilJedang, CJ Logistics, CJ ENM, and Studio Dragon) are currently calculating their Scope 3 emissions, and there are plans to expand the scope and categories of these calculations in the future.

GREENHOUSE GAS EMISSIONS

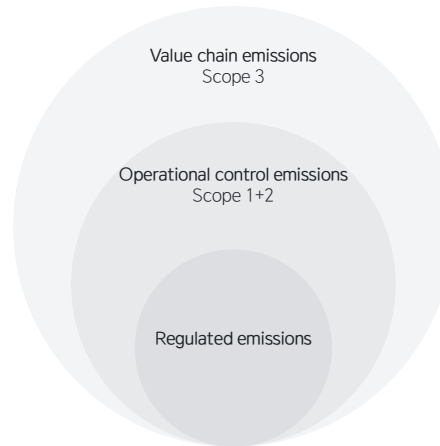
CJ Group is managing its 12 major subsidiaries' greenhouse gas emissions, and plans to expand the establishment of its greenhouse gas inventory.

CJ Group's Scope 1 and 2 emissions were measured at 5.37 million tCO₂eq, of which 0.71 million tCO₂eq was subject to regulation. Regulatory companies are prioritized for response as they are subject to disclosure and reduction obligations, and as it is expected that the number of regulatory companies will increase in the future, CJ Group aims to enhance the management level across all subsidiaries.

CJ Group's Scope 3 emissions (based on value chain) were measured at 9.99 million tCO₂eq. The companies calculating Scope 3 emissions include CJ CheilJedang, CJ Logistics, CJ ENM, and Studio Dragon, and the scope of calculation categories is being expanded. CJ Corporation is developing a Scope 3 emissions calculation framework for CJ Group to have more subsidiaries participate in Scope 3 emissions calculation.

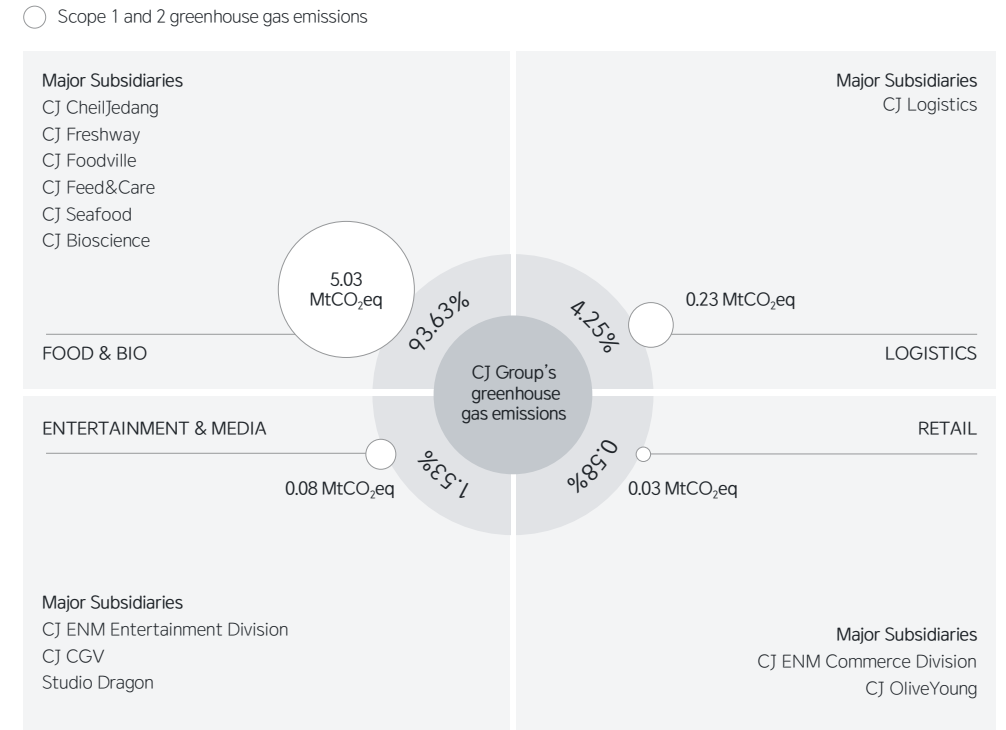
Analysis of greenhouse gas emissions by business attributed approximately 98% of the CJ Group's greenhouse gas emissions to its food, biotech, and logistics businesses. Accordingly, CJ Corporation is focusing its greenhouse gas emissions reduction efforts on CJ Group's food, biotech, and logistics businesses.

OVERVIEW OF GHG EMISSIONS



- 5.37 million tCO₂eq of controlled and owned emissions (Scope 1 and 2)
- 0.71 million tCO₂eq of regulated emissions (Regulatory Companies: CJ CheilJedang, CJ Logistics, CJ CGV)
- Value chain emissions (Scope 3)
- 9.99 million tCO₂eq

GREENHOUSE GAS EMISSIONS BY BUSINESS



* In calculating greenhouse gas emissions for climate risk analysis, data for CJ Feed&Care, CJ Seafood, and CJ Bioscience was derived from CJ CheilJedang's data, CJ CheilJedang being the only one totaling the greenhouse gas emissions of all its subsidiaries in Korea and other countries.

* An alternative set of standards was applied to the calculation of the total greenhouse gas emissions by business sites in Korea (CJ CheilJedang excluded). CJ OliveNetworks, classified as a "miscellaneous (synergy & infrastructure) business" in business reports, was excluded from the "Greenhouse Gas Emissions by Business" analysis.



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METRICS AND TARGETS

CJ Group recognizes that transparent disclosure of climate data, including greenhouse gas emissions, transition risks, and physical risk-related performance indicators, is essential for effective climate risk response. Currently, CJ Group shares some data through group management indicators and subsidiary management indicators. In the future, the group plans to establish greenhouse gas reduction targets and expand the management and disclosure scope of data, including financial impacts from transition and physical risks.

TRANSITION RISKS AND OPPORTUNITIES

CJ Corporation classifies greenhouse gas and energy-related risks as common risks and has further derived transition risks and opportunity factors by conducting climate scenario analyses for each industry. Among these, indicators related to greenhouse gas emissions and energy consumption are currently being calculated for all 12 subsidiaries through the group's greenhouse gas inventory project and are publicly disclosed through third-party verification.

Of the 10 specialized risk and opportunity factors by industry, 5 factors are currently managed with indicators that are publicly disclosed, while the remaining, 5 factors are either not managed or not publicly disclosed. CJ Group plans to establish data management standards to enhance management indicators and expand external disclosures through performance management.

Classification	Indicator	Performance
Common	Greenhouse gas emissions and energy	Group management indicators (p. 126)
FOOD & BIO	Waste (at business sites) and packaging	Group management indicators (p. 126)
	Food waste	Subsidiary management indicators (CJ CheilJedang and CJ Freshway reports)
	Sustainable raw materials sourcing	Subsidiary management indicators (CJ CheilJedang and CJ Freshway reports)
LOGISTICS	Electric vehicle transition	Subsidiary management indicators (CJ Logistics reports)
RETAIL	Packaging (plastic reduction)	Subsidiary management indicators (CJ ENM reports)

PHYSICAL RISKS

In climate-related disclosures, it is recommended to disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks. CJ Corporation performed an analysis of physical risks using the RCP8.5 Scenario, determined the business sites most vulnerable to each identified physical risk, and identified those business sites' fixed assets and employee count.

However, this analysis was conducted on a limited number of manufacturing sites among the group's various business sites, and it was determined that the risk analysis methodology needs to be further refined. Consequently, this report will not disclose the specific details at this time. In the future, the plan is to expand the scope of the analyzed business sites and enhance the methodology before providing detailed disclosures.

INTERNAL CARBON PRICING

CJ CheilJedang has implemented an internal carbon pricing framework to achieve the best carbon reduction performance it can as an entity. The internal carbon pricing system is used as a means to encourage investments in low-carbon technologies and reductions in existing facilities through a carbon price set by the company itself. CJ Corporation plans to review the expansion of the internal carbon pricing system to the entire group after the stable establishment of CJ CheilJedang's system and the advancement of the carbon pricing setting method.

Classification	CJ CheilJedang's internal carbon pricing framework
Types of introduction	Shadow pricing
Scope of application	Scope 1 and 2 greenhouse gas emissions
Pricing method	Pricing based on history of carbon credits
Applied methodology	Payback period

COMPENSATION

CJ Group's subsidiaries incorporate ESG or environmental management-related activities into the Key Performance Indicators (KPIs) of executives and managers in charge of divisions, linking them to performance management. These KPIs are assessed annually, and the results are reflected in the compensation system, including incentives and salary increases.

GREENHOUSE GAS EMISSIONS REDUCTION TARGETS

CJ CheilJedang and CJ Logistics have set greenhouse gas reduction targets and are publicly disclosing these goals.

The greenhouse gas emissions from CJ CheilJedang and CJ Logistics account for approximately 95% of the group's total emissions. This means that about 95% of the group's total emissions are being reduced under the greenhouse gas reduction targets.

Of the 12 major subsidiaries of CJ Group, 10 have yet to form greenhouse gas emissions reduction targets, and CJ Corporation is supporting them in making a positive change in this regard. After completing the establishment of greenhouse gas reduction targets for all 12 subsidiaries, there are plans to publicly disclose the group's overall greenhouse gas reduction target.



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HUMAN CAPITAL MANAGEMENT

EXECUTIVE SUMMARY

Acquisition and development of talent are crucial to business management. With “Talent First” as a core element of its founding philosophy, CJ Group is dedicated to recruiting top talent and developing them into the leaders and key figures necessary for its competitive growth. CJ Group fosters an organizational culture of diversity and inclusion, and consistently strives to enhance employee satisfaction, enabling them to perform at their best.

GOVERNANCE

CJ Group HR Development Manager Council and Respect Culture Seminar strengthen the human capital management system and promote cooperation between organizations.

STRATEGY

CJ Group acquires and develops outstanding talents through the cultivation of key talent for core functions, strengthening global capabilities, leadership development, and building an inclusive organizational culture. By systematically supporting talents for their growth, the company aims to enhance its competitiveness.

RISK MANAGEMENT

CJ Group is enhancing its leadership assessment and management system while expanding opportunities for employees to take on challenges and pursue growth. This proactive approach aims to mitigate human capital management risks, including the potential loss of outstanding talent.

METRICS AND TARGETS

As a key performance indicator for human capital management, CJ Group has established mid- to long-term DE&I goals and metrics, and continuously monitors and improves their performance.



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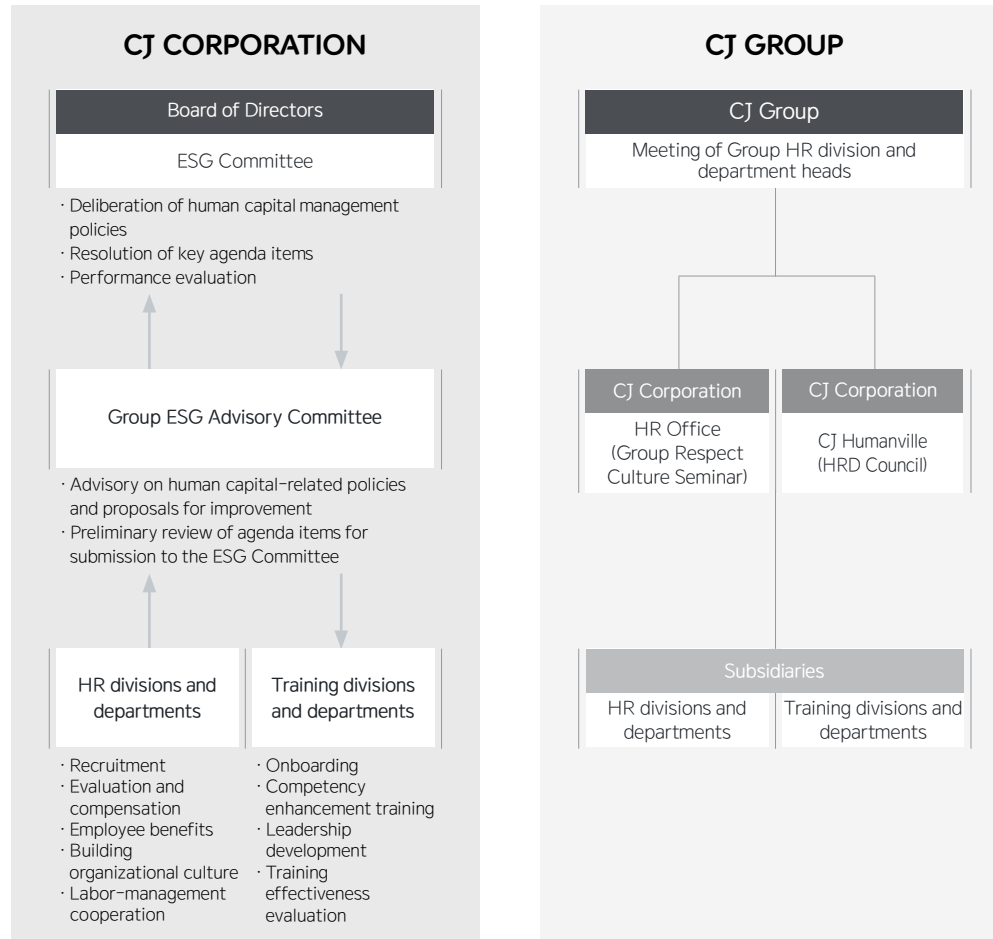


HUMAN CAPITAL MANAGEMENT

GOVERNANCE

CJ Group recognizes the importance of human capital and, to manage it systematically, operates relevant seminars and councils led by the Group HR departments. By identifying and developing talent and creating a work environment and organizational culture that enhance their job satisfaction and performance, the company enables its employees to fully realize their potential and achieve growth.

HUMAN CAPITAL MANAGEMENT FRAMEWORK



OVERVIEW OF GROUP HR DEVELOPMENT MANAGERS COUNCILS

Council	Details	Meeting frequency
Group Respect Culture Seminar	Monitoring of external trends related to organizational culture and labor-management, and discussion of response strategies to related issues	Quarterly
HRD Council	Sharing of CJ Group talent development strategies and best practices	Quarterly

AGENDAS OF THE 2023 GROUP RESPECT CULTURE SEMINAR

1Q	Contents of the inspection by the Korean Ministry of Employment and Labor in 2023
	Dissemination of the mindset required for CJ Group employee
	Lesson & Learn case studies on efficient labor management
2Q	Key issues in the government's work hours system reform
	The government's work hours system reform and issues related to the inclusive wage system
	Sharing best practice of hybrid work system in CJ OliveNetworks
	Strengthening the group assessment framework and analysis insights
4Q	Procedural precautions for disadvantageous changes in employment rules
	Review of 2023 labor-management issues and outlook for 2024
	Best practices on labor inspections and guidelines for HR
	Sharing the direction of group employee welfare system reforms for 2024

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STRATEGY

Based on the management philosophy of “Talent First,” CJ Group identifies and develops outstanding talent and builds an innovative organizational culture where the company and its people can grow together.

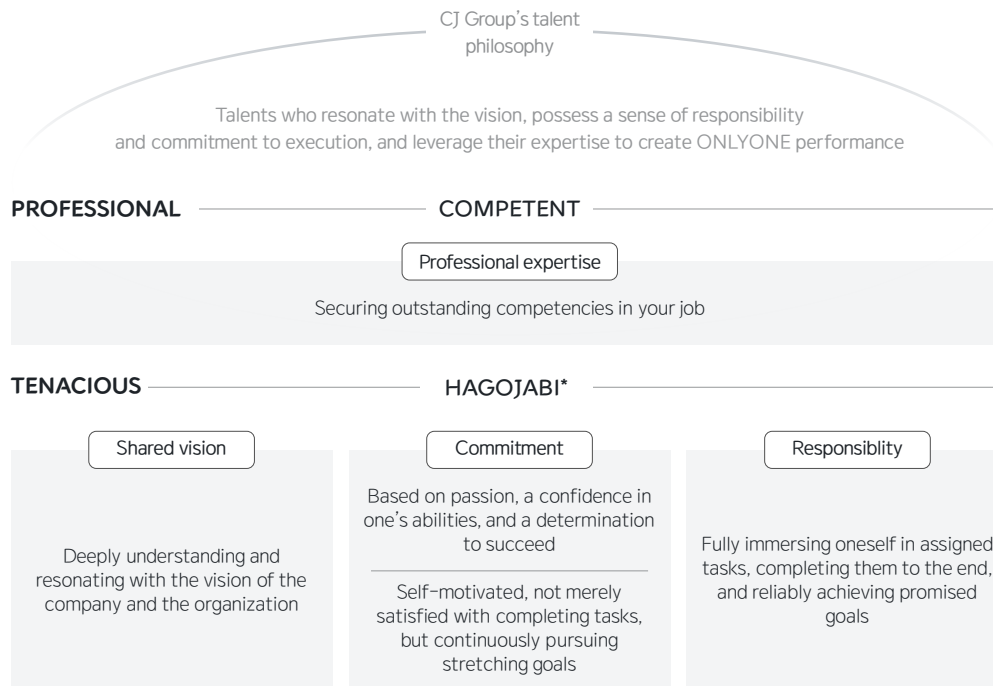
FUNDAMENTAL OF HUMAN CAPITAL MANAGEMENT

MANAGEMENT PHILOSOPHY OF “TALENT FIRST”

“The success or failure of a business is determined by its people, and it is the organization that cultivates those individuals.”

Based on this “Talent First” management philosophy, CJ Group continually invests in talent acquisition and development. The people of CJ Group are the core driving force behind the group’s innovation-led future growth, and they are growing into leading talents in every business area the group engages in.

CJ Group is building an innovative organizational culture where talents want to join, work, and grow together, and CJ Group’s competent and upright HAGOJABI are creating the sustainable future of the group.



*Hagojabi: a person who is eager to do anything, seeks out new challenges and accomplishes them enthusiastically

OBJECTIVES OF HUMAN CAPITAL MANAGEMENT

HUMAN CAPITAL MANAGEMENT FRAMEWORK

CJ Group is strengthening its human capital by focusing on the identification of outstanding talent, onboarding and support for growth, development of leaders and future managers, and innovation in organizational culture. Through this, CJ Group has established a system that enables the recruitment and continuous development of experts needed in each business division.

CJ Corporation supports each subsidiary by establishing corporate-level systems and frameworks that enable the recruitment and development of experts in their respective business areas, facilitating systematic human capital management.



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HUMAN CAPITAL MANAGEMENT

STRATEGY

CJ Group uses open recruitment of new hires as a tool to get to the talent first in order to secure its future growth engine.

IDENTIFICATION OF OUTSTANDING TALENT

GROUP OPEN RECRUITMENT FOR NEW EMPLOYEES

CJ Group conducts open recruitment for new employees every year in the first and second halves to secure a pool of future outstanding talent. To proactively acquire capable individuals who will become key players in the future lifestyle company, CJ Group operates a tailored recruitment process for core roles and strengthens its talent validation system. In 2023, despite challenging business conditions, including a slowdown in the service sector and a downturn in manufacturing due to the impact of high global interest rates, the Group consistently continued its open recruitment for new employees.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

GLOBAL INTERNSHIP OPPORTUNITIES

In 2024, CJ CheilJedang launched a recruitment-linked internship program for students at overseas universities outside of Korea. The 2024 CJ Global Internship was open to students and graduates (especially MBA students and graduates) of overseas universities, and selections were made in view of academic and professional performance, as well as interest in Korean culture and K-food, and a desire to pursue a career in Korea over the long term. Selected interns gain professional experience through mentoring by executives, CJ Group infrastructure training, and project participation, before undergoing assessment to potentially be offered a permanent position with CJ Group.

CJ LOGISTICS

ACQUIRING TALENT THROUGH FUTURE TECHNOLOGY CHALLENGES

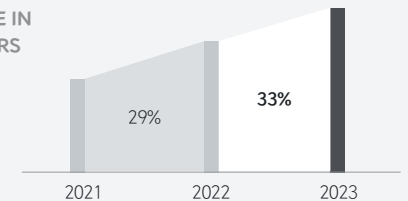
CJ Logistics has held the "Future Technology Challenge" event since 2021 to find outstanding talent with logistics technology skills and creativity. The Future Technology Challenge is a competition focused on logistics innovation technologies and IT, offering not only prize money to the winners but also special benefits when applying to CJ Logistics. In 2023, 6 teams out of 271 were selected, receiving a total of KRW 43 million in prize money, and 22 individuals of the previous challenge winners were hired based on their willingness to join the company. Additionally, CJ Logistics continues to attract and select outstanding talent through open recruitment initiatives such as logistics innovation idea presentation contests, recruitment-linked internships internship programs linked to hiring, and regional open recruitment initiatives.

CJ OLIVEYOUNG

HR COMPETITIVENESS FOR BUSINESS ACCELERATION

CJ OliveYoung is defining future key positions in alignment with its mid-term business strategy, focusing on talent acquisition and development centered around these roles. Particularly, with the goal of securing a pool of outstanding talent early, the company has been steadily increasing the scale of its new graduate recruitment centered on key positions from 2021 to 2023.

ANNUAL INCREASE IN HIRES OVER 3 YEARS



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STRATEGY

Developing key talent for core roles in each business unit is one of CJ Group's strategies for identifying outstanding talent, aimed at systematically developing individuals who can play pivotal roles in business operations and enhance organizational capabilities. Through the development and growth support of key personnel tailored to each business unit, CJ Group seeks to acquire the right talent to effectively respond to the rapidly changing market environment and technological advancements.

IDENTIFICATION OF OUTSTANDING TALENT

KEY TALENT DEVELOPMENT BY SUBSIDIARY

CJ Corporation supports its subsidiaries in strengthening talent acquisition and development focused on key roles essential for enhancing business capabilities. Each subsidiary defines the core roles necessary for implementing its business strategy and concentrates on securing and developing talent for these positions.

Company	Key Activities	Company	Key Activities
CJ Corporation	<ul style="list-style-type: none"> · Development of experts for continuous strengthening of core competencies by subsidiary - Selection of core job categories of business and review of plans for selecting and developing 'Job Experts' 	CJ ENM Entertainment Division	<ul style="list-style-type: none"> · Operating training programs to enhance production capabilities - Providing broadcasting theory and practical training for new production roles - Providing opportunities for diverse production site visits · Global IP powerhouse operations - Sharing examples of content production systems and conducting '2024 Content Trend Stream' to catch up the rapidly changing content trends · Enhancing producer role capabilities - Defining and systematizing essential skills for the producer role, followed by development modeling
CJ CheilJedang	<ul style="list-style-type: none"> · Enhancement of R&D Talent Recruitment - Identifying target technologies necessary for future business - Ongoing expansion of the talent pool utilizing internal and external channels - Using a "talent pool dashboard" for on-time recruitment 	CJ ENM Commerce Division	<ul style="list-style-type: none"> · Concentrated development and recruitment of excellent planning merchandisers - Revamping the capability modeling for outstanding talent, including product sourcing/planning and multi-platform integration operations - Expanding the recruitment of external outstanding talent focused on strategic categories, along with the ongoing enlargement of open recruitment - Strengthening individual development through CDP (Career Development Plan) for key merchandisers (MDs)
CJ Logistics	<ul style="list-style-type: none"> · Recruitment of TES talent to lead mid-term strategies (Technology, Engineering, Systems & Solutions) - Establishment of a Global TES team for the transfer and enhancement of overseas TES capabilities - Establishment of goals for securing internal and external TES experts and implementation of a diversified talent sourcing strategy - Enhancement of TES talent density through the advancement of the talent validation process 	CJ Foodville	<ul style="list-style-type: none"> · Securing and developing outstanding talent to accelerate global growth - Establishment of talent acquisition strategies for each overseas region - Transferring and enhancing professional capabilities by dispatching outstanding domestic talents - Selection and recruitment of global talents through the global talent development program called "Global Talent Pool"
CJ Freshway	<ul style="list-style-type: none"> · Operation of expert development tracks by core job category · Industry expertise training for talent acquisition - Training experts in food ingredient distribution and food services · Training in digital transformation and online expertise 	CJ OliveYoung	<ul style="list-style-type: none"> · Recruitment and training for enhancing digital business competitiveness - Planned acquisition of experts in IT tech, SCM, and content - Strengthening CDP and individually tailored development for outstanding talent
CJ CGV	<ul style="list-style-type: none"> · Role-specific training - Screening technology specialists training with manufacturer - Developing cinema business experts through role-specific training (including customer service, staff management, projection, and retail) 	CJ OliveNetworks	<ul style="list-style-type: none"> · Enhancement of IT competitiveness for CJ Group's digital transformation leadership - Enhancing technical capabilities and growth systems through the expansion of technical certification programs - Fostering a culture of self-directed skill development among employees

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CJ Corporation is taking the lead in securing and identifying talent that will drive the group's future innovative growth. The company focuses on acquiring and developing talent in future growth areas, such as the selection process for entrepreneurial-minded individuals through the SID (Strategic & Innovative Division) and the cultivation of AI specialists to enhance the group's capabilities in digital transformation (DX) and artificial intelligence (AI).

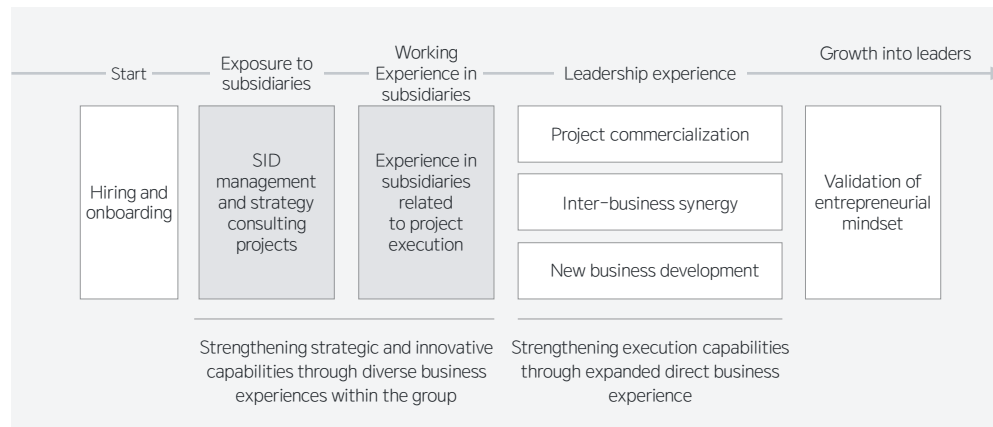
IDENTIFICATION OF OUTSTANDING TALENT

STRATEGY FOR THE DEVELOPMENT OF THE STRATEGIC AND INNOVATIVE DIVISION

CJ Corporation is selecting and developing the in-house consulting organization "SID," which seeks strategy and innovation, to identify entrepreneurial-minded talent that will drive future innovative growth. The SID recruitment process is conducted fairly based on the principle of rigorously verifying the strategic thinking, innovative mindset, and leadership potential necessary for entrepreneurial growth through multiple methods. Selected talents will collaborate with subsidiaries to address various strategic issues, explore new business areas, and seek growth opportunities.

SID talents rapidly grow through consulting projects and disseminate new working methods to subsidiaries, creating tangible business results. CJ Corporation will actively support them in securing the experiences and capabilities needed to develop into the group's future entrepreneurs, based on self-directed growth plans.

I STRATEGY FOR THE DEVELOPMENT OF THE SID



ACQUISITION OF AI EXPERTS

In 2022, CJ Corporation established its AI Center to support CJ Group's digital transformation and future growth. The AI Center serves as a hub for disseminating AI technology across the group and applying AI to the business challenges of subsidiaries. It also secures AI experts to spread digital DNA throughout the organization.

In 2023, CJ Corporation collaborated with the AI Center to develop and implement a training program for AI project leaders in partnership with leading domestic universities, resulting in a total of 33 group AI personnel completing the program. CJ Group is consistently recruiting and developing AI professionals for its future competitiveness and digital leadership.

I AI PROJECT LEADER TRAINING PROGRAM

Programs	Activities
Case studies	Case studies on 14 subjects, including securing corporate AI competitiveness and AI-related intellectual property rights
Practice	Practice in AI project planning/management methodologies and AI technology application by type: Planning of 33 AI projects for business application and impact



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CJ Corporation provides various support for the onboarding of new talents. The onboarding program is designed to strengthen the mindset based on the CJ Management Philosophy and enhance the identity as a CJ employee from the early stages of employment, aiming to expedite their full integration by improving their professional expertise. Through this program, new employees are facilitated in adapting quickly and developing their competencies to grow into talents that align with the CJ's vision and goals. Additionally, there is an onboarding program for experienced hires and newly recruited executives to help them adapt quickly and achieve results within the organization.

ONBOARDING

ONBOARDING OF NEW EMPLOYEES

CJ Corporation operates an onboarding program for new employees to ensure they can fulfill their roles as responsible members of society. New employees spend 2 weeks in training at Nine Bridges, a golf resort on Jeju Island in Korea. During that period, they gain an understanding of various businesses and the value chain within the group. They also engage in mutual learning with their peers and mentors, fostering a sense of pride as CJ employees.

After completing the common orientation program at the group level and the specific onboarding training, new employees engage in projects that involve identifying and proposing new business ideas. This allows them to acquire the vision and strategy of the group and its subsidiaries while embodying the way of working as a CJ employee. Starting from the third month of employment, new employees participate in the OJT (On-the-Job Training) and mentoring programs, where they work with mentors who serve as guides for their growth. This helps them understand their roles, improve their job proficiency, and build confidence in their work.

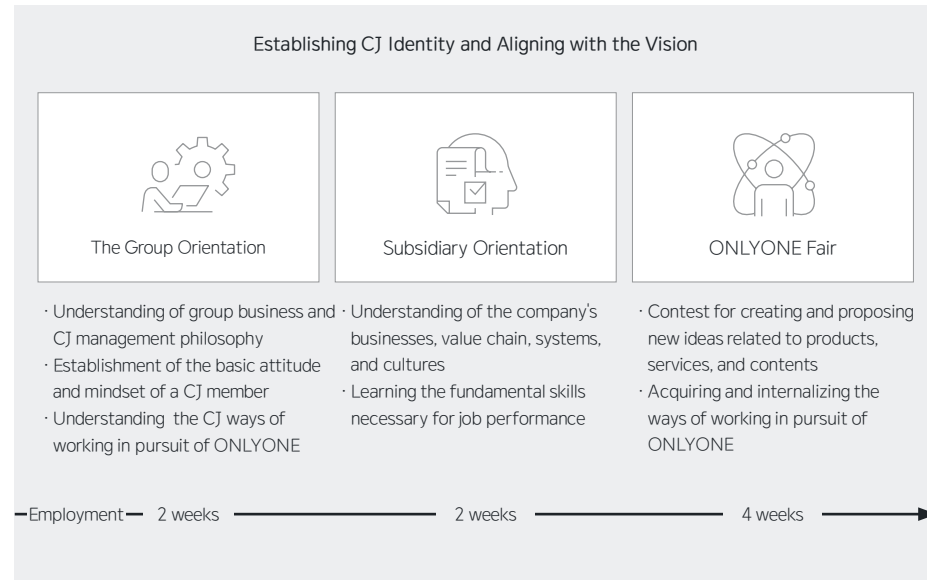
CJ Corporation is committed to continuously supporting new employees, who are just beginning their careers, to ensure they can successfully integrate into the organization and grow into outstanding talents.

ONBOARDING OF EXPERIENCED NEW HIRES

CJ Corporation has programs to support the quick adaptation and capability development of experienced new hires.

Upon joining CJ Group, experienced newcomers undergo group and online training and make business site visits to understand the business they are joining, and then spend time with CEOs and HR leaders to understand the organizational direction and HR procedures. For recruited executives, training is provided in the form of meetings with key executives management to help them quickly grasp the history and current business standing of CJ Group, as well as any requirements as executives. The acclimatization of new executives is reviewed by HR every 3 months, assisting with organizational adaptation by identifying necessary support.

I STRENGTHENING THE MINDSET BASED ON MANAGEMENT PHILOSOPHY AND CJ IDENTITY FROM THE START



II ACCELERATING EARLY SUCCESS THROUGH ENHANCED EXPERTISE



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CJ Corporation operates a dedicated learning platform that empowers all employees with a growth mindset and self-motivation to take charge of their own skill development. The platform offers a wide range of content and learning resources, including business skills, job competencies, leadership training, industry trends, and global competencies, allowing employees to learn at their convenience, anytime and anywhere, according to their individual needs.

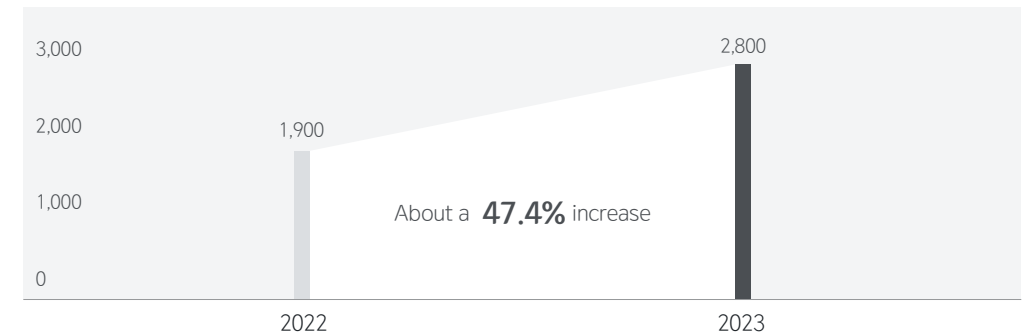
SUPPORT FOR GROWTH

LEARNING PLATFORM FOR SELF-MOTIVATED DEVELOPMENT

CJ Group operates an employee-exclusive learning platform called CJ Campus to enable its employees to strengthen their capabilities proactively in response to the rapidly changing external environment. CJ Campus utilizes an AI engine to recommend personalized content and offers resources reflecting various agendas such as company business, generations, gender, job levels, and job categories, thereby enhancing engagement in learning. In 2023, we added approximately 860 new learning resources, bringing the total to over 2,800 available content offerings. This initiative supports employees in proactively enhancing their competitiveness.

Additionally, since March 2024, the Internal Characteristics Assessment and the Personality Inventory have been newly introduced to CJ Campus. This system enables online assessments followed by personalized reports for self-awareness, as well as opportunities for self-development through various content available on CJ Campus. Through this systematic support, CJ Group is fostering an environment that allows employees to grow autonomously while continuously strengthening the company's competitiveness.

I CUMULATIVE NUMBER OF LEARNING CONTENTS



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CJ Group enhances its competitiveness in the global market by not only strengthening the global competencies of employees working in headquarter in Korea but also supporting local talent abroad to develop their competencies and to have networking opportunities with employees in Korea. Employees from diverse countries and backgrounds engage in mutual exchanges to share their experiences and insights, thereby promoting diversity within the organization and facilitating the acquisition and development of global talent.

SUPPORT FOR GROWTH

STRENGTHENING GLOBAL COMPETENCIES AND SUPPORTING NETWORKING

CJ Corporation is driving its global talent development initiative by establishing dynamic communication channels among CJ Humanville, the training center for employees, international regional headquarters, and HR departments of subsidiaries.

This effort aims to cultivate global leaders and support the growth of local talent abroad CJ Group implemented a capability exchange program for Korean domestic and international talent, allowing them to develop global perspectives and deepen their understanding of business as future leaders. Through this program, global talent gained a stronger sense of belonging and a deeper understanding of CJ's business and organizational culture, while Korean talent had the opportunity to embrace global perspectives and a DE&I mindset. In 2024, CJ plans to further support global leadership development by hosting programs in Korea for top local talent from overseas, actively nurturing members from diverse nationalities, races, religions, and genders to grow as global leaders.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

ACTIVATION OF GLOBAL MOBILITY

CJ CheilJedang operates a global mobility program aimed at strengthening global talent development. Through this program, CJ CheilJedang seeks to enhance its global talent development framework and HR systems to support the growth of its people in a global environment. In terms of global talent development, CJ CheilJedang has expanded its internal job-posting, originally focused on employees working in headquarter in Korea, to include employees working at overseas sites, thereby providing broader growth opportunities. In terms of HR policies, the company is reforming the Mobility Rewards system to activate cross-border assignments. To enhance the effectiveness of this program, the company is also concurrently developing the necessary systems for implementation. CJ CheilJedang is committed to supporting its employees in building the capabilities required for success in the global market and gaining diverse experiences in various countries.

CJ LOGISTICS

VIETNAMESE OUTSTANDING TALENT DEVELOPMENT PROGRAM

CJ Logistics' subsidiary in Vietnam, CJ Gemadep, operates a Management Trainee (MT) program aimed at nurturing outstanding local talent. From 2020 to 2022, a total of 10 talents were selected through the VNYLT (Vietnam Young Logistics Talents) program, which was operated for 3 years. The company supported their rapid growth into exceptional talents by providing focused training and mentoring in key business areas such as finance, new business development, and solution design. This program enabled their fast-tracked professional growth.

CJ FRESHWAY

THE GLOBAL TALENT DEVELOPMENT PROGRAM (GWM, GLOBAL WAY MAKERS)

CJ Freshway operates the "Global Way Makers (GWM)" program annually to respond to the global business environment and foster global talent. The GWM program aims to explore new business opportunities and develop products in regions such as the Americas, Europe, and Asia. It is open to all members who have an interest in and vision for global business. Through exposure to local cultures, networking, benchmarking of industry leaders, and many other activities, the participants achieve self-driven growth and build an enhanced global business acumen. The knowledge of local markets and the latest trends that they gain is archived as information assets that support CJ Freshway's global business growth.



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CJ Corporation supports the development of CJ Group's leadership by reinforcing the self-awareness of leaders and providing leadership development support. CJ Group's leaders systematically enhance their leadership capabilities through an annual process that includes leadership assessment, debriefing, development planning, and change management, helping them address leadership challenges and further strengthen their leadership skills.

DEVELOPMENT OF LEADERS AND FUTURE EXECUTIVES

LEADERS' SELF-AWARENESS AND LEADERSHIP DEVELOPMENT

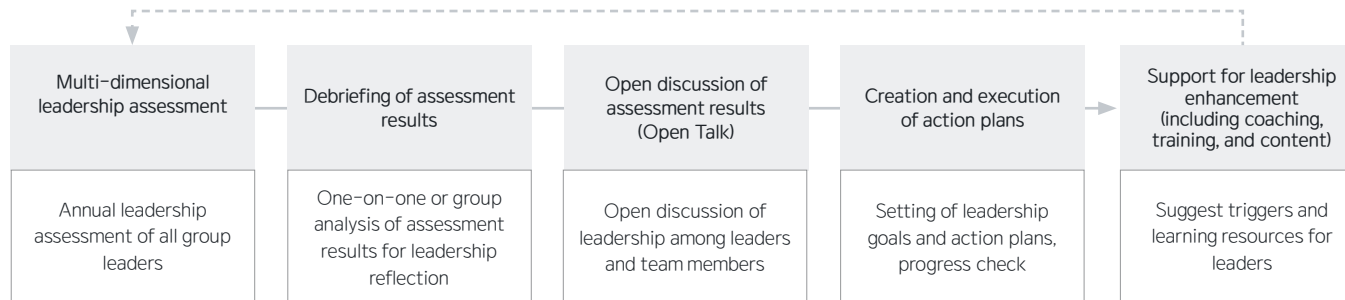
CJ Corporation holds an annual leadership assessment of all leaders within CJ Group, followed by a debriefing based on the results. Leaders get to understand how their leadership excels and where it could improve, which helps them to become more confident and capable leaders. Afterward, they conduct an "Open Talk" with their teams to discuss leadership and organizational management, fostering constructive ideas for improvement.

Leadership Plus, the leadership learning platform for CJ Group leaders, provides leadership solutions and insights. Leadership Plus helps CJ Group leaders gain the skills needed to manage organizations, people, and processes, among the many important roles of a leader. CJ Group leaders also have access to coaching programs to find solutions to leadership-related issues and plan their leadership development.

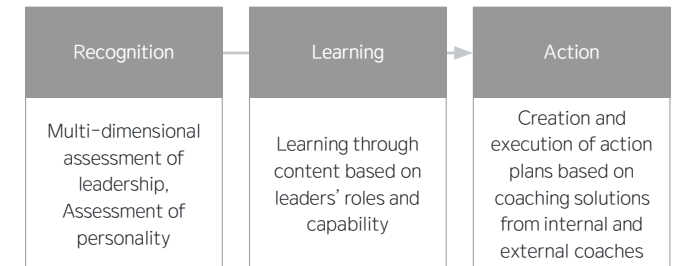
LEADERSHIP LEARNING PLATFORM: LEADERSHIP PLUS

Leadership Plus is the learning platform for leaders within CJ Group. Leadership Plus assesses the leadership of CJ Group leaders to help them recognize their leadership strengths and weaknesses, and independently plan their leadership development. In 2023, CJ Group leaders found answers to their leadership-related questions through coaching, experience-sharing with fellow leaders, and open talks. In 2024, CJ Group introduced a service based on the results of the CJ Personality Inventory, allowing leaders to better understand and interpret their own leadership tendencies.

I PROCESS OF LEADERS' SELF-AWARENESS AND LEADERSHIP DEVELOPMENT



I PROCESS OF LEADERSHIP IMPROVEMENT THROUGH LEADERSHIP PLUS



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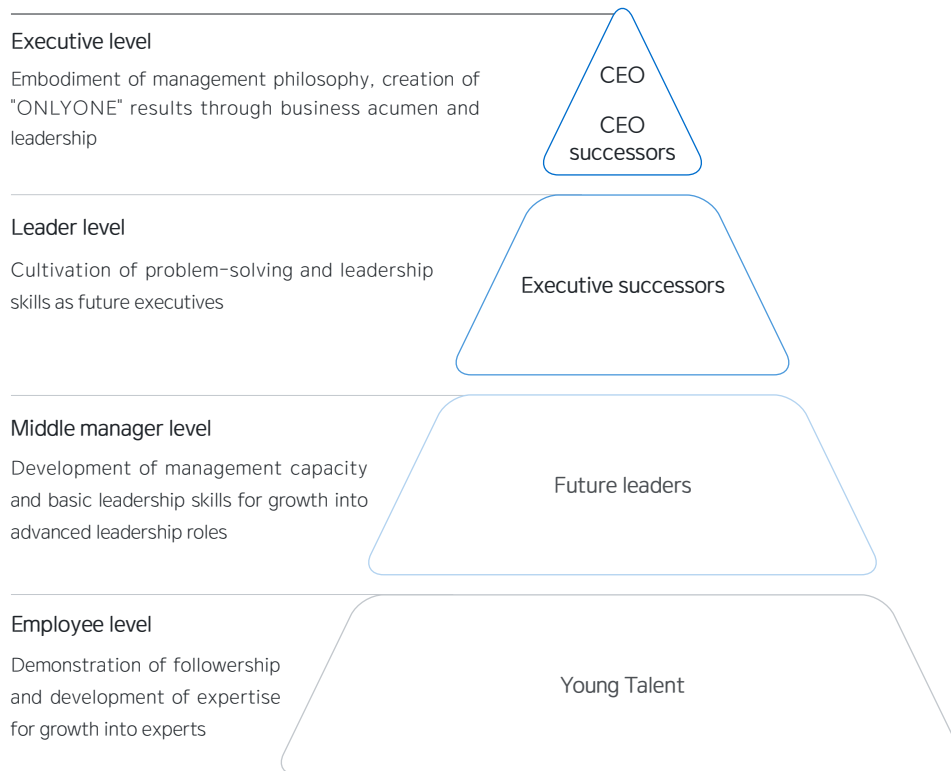
STRATEGY

CJ Corporation maintains a CJ Group leadership pipeline to systematically nurture top-tier executives who will accelerate innovation-led future growth. CJ Corporation and its subsidiaries collaborate to identify exceptional individuals with a spirit of challenge and potential, providing them with the experiences and skills needed at each stage to help them grow into capable business leaders.

DEVELOPMENT OF LEADERS AND FUTURE EXECUTIVES

FUTURE EXECUTIVES DEVELOPMENT SYSTEM

I CJ LEADERSHIP PIPELINE



CJ Group develops future leaders who will be responsible for its sustainable growth. Promising young talent, who are potential future executives, are provided with various development programs such as CDP, coaching, mentoring, and training to help them better embody the CJ Group management philosophy and develop leadership, global competencies, and an executive mindset. Support for the development of executive successors focuses on problem-solving and leadership. Action learning, in which real problems in strategy, finance, management, and organizational administration are solved, supplemented by a wide range of case studies, helps executive candidates to excel where they once fell short. CEO successors are given support so they can cultivate the mindset needed to helm an organization, and opportunities to improve their insights and leadership in business. CJ Group's leadership pipeline enables employees to envision their growth within the organization while highlighting competent leaders who contribute significantly in a rapidly changing business landscape. At CJ Group, abundant opportunities and resources are provided to ensure that motivated members can thrive alongside the group. This approach consistently strengthens CJ Group's human capital.

I DEVELOPMENT AREAS AND METHODS

CJ management philosophy	Management competency	Leadership competency	Global competency
Understanding and acceptance of the CJ management philosophy	Presenting future direction based on expertise	Leading of people and organizations to innovate and achieve	Leading in the global market and embracing diversity
Development through experience (70%)	Development through relationship (20%)	Development through training (10%)	
Positions, CDP, projects, and task forces	Coaching, mentoring, and feedback	On/Off line training, and mobile training	

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CJ Group provides its most driven members with comprehensive support as they grow into leaders. Promising talents identified early are enrolled in group-level intensive programs to develop their management, leadership, and global competencies—essential traits for executives. By fostering the leadership abilities of its personnel, CJ Group maintains a pool of future business leaders, ensuring the group's ongoing innovation and growth.

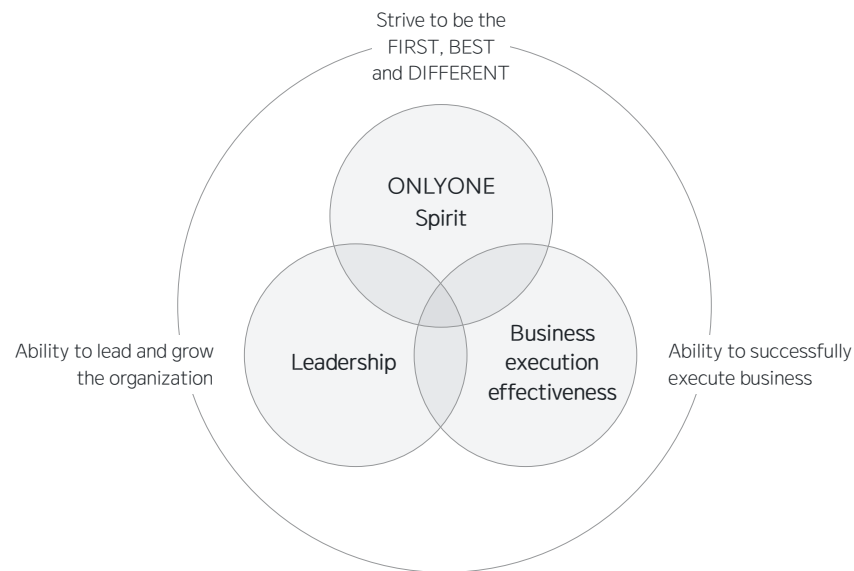
DEVELOPMENT OF LEADERS AND FUTURE EXECUTIVES

FUTURE EXECUTIVES TRAINING PROGRAM

CJ Corporation's talent development program provides young, promising individuals with self-driven growth opportunities to become future business leaders, aiming to maximize their growth potential. Selected talents receive comprehensive support through the growth support system and self-directed growth programs, allowing them to clearly define their individual growth visions.

In particular, to ensure that exceptional talent can continuously grow through both education and real work experiences, we provide reports on their development activities to their supervisors (development leaders) and HR personnel, along with guidance for their nurturing. CJ Group will continue to expand its support for the comprehensive development and retention of outstanding talent, helping individuals with a drive for growth to advance alongside the company.

TALENT DEVELOPMENT FRAMEWORK



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CJ Group is promoting innovation in its organizational culture based on DE&I (Diversity, Equity, and Inclusion). Creativity and innovation are encouraged in an environment that welcomes people of diverse backgrounds and characteristics. CJ Group's DE&I strategy serves as the foundation for managing human capital more effectively, enabling the acquisition and retention of top talent, increasing employee satisfaction and engagement, and enhancing the group's overall competitiveness.

INNOVATION OF ORGANIZATIONAL CULTURE

DIVERSITY, EQUITY, AND INCLUSION (DE&I) STRATEGY

CJ Group is enhancing its DE&I-based organizational culture to secure and retain top talent. It creates an environment where diverse talents want to join, work, and grow together, respecting differences in gender, age, culture, nationality, race, and religion, and prohibiting discrimination. The company also expands leadership diversity to ensure broader perspectives in business decision-making and builds systems to acquire and develop diverse talent.

Through this, CJ Group provides opportunities for fair competition and growth regardless of position, seniority, or age, while reinforcing transparency by establishing a compensation policy free from discrimination and a performance-based evaluation system. CJ Group is committed to fostering a communication culture based on respect and creating an autonomous work environment. By establishing a culture of mutual respect with stakeholders, including business partners, customers, and the community, CJ Group aims to implement a leading organizational culture that embraces everyone.



CJ will continue to evolve and grow as we champion diversity, aiming to transform not only our business performance and industry ecosystem, but also our society as a whole.

[DE&I Policy](#) ↗

DE&I FRAMEWORK



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CJ Group enhances employees' quality of life, increases job satisfaction, boosts morale, and encourages work engagement through a benefits system tailored to individual lifestyles and life stages. Additionally, apart from the group-level benefits, CJ Group strives to meet diverse employee needs by offering subsidiary-specific benefits programs that align with the characteristics of their respective industries and workforce structures.

GROUP EMPLOYEE BENEFITS

Lifestyle & Refresh

- Cafeteria points for cultural activities such as movies and shopping
- Employee discount on subsidiaries' products and services
- Korean or international travel benefits (accommodation and tour packages)
- Creative leave (up to 2 weeks of creative development support)

Health & Wellness

- Medical expense support
- Health check-up program for employees and their spouses
- In-house health facility and access to benefits at university hospitals

Family Care

- Infertility treatment support, including time off*
- Paternity leave and reduced working hours for spouses*
- Parental leave (total of 2 years, including 1 statutory year)*
- Leave for care of school-age children, flexible working hour system for urgent family needs
- Support for childcare expenses for children with disabilities
- Benefits for anniversaries and bereavement
- Housing funds
- Tuition support

* Benefits are provided on top of statutory benefits

SUBSIDIARY EMPLOYEE BENEFITS

CJ CHEILJEDANG

- Additional discount on the company online market
- Anniversary celebration coupons

CJ FRESHWAY

- Discount on "Fresh Market", the company online market

CJ CGV

- Movie ticket support and concession stand discount
- Discounted movie tickets
- Bonus for obtaining work-related certifications

CJ LOGISTICS

LOGISTICS

- Support for retirees in finding other work or starting businesses

CONSTRUCTION

- Bonus and allowance for acquiring technician certifications
- Medical expense support for field workers' spouses

CJ OLIVEYOUNG

- Styling allowance (2 issues a year for store managers and higher positions)
- Extra discount on sale items at its online/offline stores and employee coupons to experience new trends

CJ ENM

ENTERTAINMENT

- Stock Compensation Program(RSU, Restricted Stock Units)
- B.I+(Break for an Invention Plus) program: Allowing employees to engage in self-development outside the office for 8 hours twice a month
- Reserved ticket vouchers for specific content

CJ OLIVENETWORKS

- Taxi coupons for expecting mothers (10 times of taxi fare support for pregnant employers)

STUDIO DRAGON

- Allowance for using annual leave consecutively for 5-10 days (Refresh bonus)

FAMILY-FRIENDLY CORPORATE CERTIFICATION BY THE KOREAN GOVERNMENT

The family-friendly corporate culture promotes a healthy work-life balance, increasing employees' work satisfaction and engagement.

* As of December 31, 2023

CJ Corporation Dec. 1, 2022–Nov. 30, 2025	CJ CheilJedang Dec. 1, 2022–Nov. 30, 2025
CJ Logistics Dec. 1, 2022–Nov. 30, 2025	CJ ENM Dec. 1, 2021–Nov. 30, 2024
CJ CGV Dec. 1, 2022–Nov. 30, 2025	CJ Freshway Dec. 1, 2022–Nov. 30, 2025
CJ Foodville Dec. 1, 2022–Nov. 30, 2025	CJ OliveNetworks Dec. 1, 2022–Nov. 30, 2025
CJ Seafood Dec. 1, 2022–Nov. 30, 2024	

※ Family-friendly Corporation Certification: A certification granted by the Korean of Gender Equality and Family to companies and institutions that exemplarily operate family-friendly practices, such as childbirth and childcare support, flexible working systems, and the creation of a family-friendly workplace culture.

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RISK MANAGEMENT

CJ Group provides opportunities for its people to fully demonstrate their capabilities and grow, enhancing employee satisfaction and strengthening retention. Subsidiaries operate various programs to ensure employees can grow stably as part of the company's efforts to maintain and enhance its human capital.

GROWTH SUPPORT

SUBSIDIARYS' BEST PRACTICES

CJ LOGISTICS

IDEA CONTEST FOR EMPLOYEES, DADOIM PROJECT

Since 2022, CJ Logistics has held idea contest, the "Dadoim Project", to promote innovation and growth among its employees. In 2023, a total of 137 ideas were received and judged through document reviews and presentations, with 3 submissions selected. Subsequently, teams were formed around the contributors of the 3 ideas to develop them into business applications over a period of 2 months. The 3 teams presented their final ideas, and after incorporating employee votes, 1 final idea was awarded and selected for implementation. Programs like this give CJ Logistics employees growth opportunities and help build a dynamic and innovative organizational culture.

I CONTEST RESULTS

Classification	Details
Ideas submitted	137
Ideas selected	3
Job posting and team building	Team members recruited and selected for each idea, forming a total of 3 teams
Development on ideas	Mentoring and training (including logistics solutions, accelerator programs, proposal presentation skills/writing, etc.)
Final presentation	Streamed on CKN (in-house broadcast): winner selected by judges and employee votes, with prize money awarded
Dadoim project implementation	1 idea being implemented: development of a receipt app underway (PI Team newly installed within W&D Division)

CJ FRESHWAY

IN-HOUSE IDEA DISCOVERY PROGRAM

CJ Freshway has been continuously operating "The Idea Plant", its in-house brainstorming program, since 2021, to encourage its employee to develop and discover ideas for new businesses and products and to bring them into actual operations. In the second half of 2023, Genie · us Lab was established as a permanent suggestion platform for CJ Freshway employees to propose innovative ideas across areas such as business, products, and processes, and to receive immediate rewards. By the end of the year, approximately 50 ideas were submitted, and relevant departments reviewed the feasibility of incorporating these ideas into actual business operations. The employees who proposed the ideas were awarded with a small prize.

CJ OLIVENETWORKS

OPERATION OF THE OPEN CLASS LEARNING CLUB PROGRAM

Open Class Learning Club of CJ OliveNetworks is an in-house program for employees' self-motivated development. Launched in 2020, each program of Open Class Learning Club runs for up to 12 weeks, with participating employees independently planning their learning and development and then submitting their plans for assessment. Participants enjoy training subsidies and the opportunity to reach new heights as individuals and as professionals. 8 programs of Open Class Learning Club have taken place so far. Open Class Learning Club increases employee satisfaction, and their self-guided growth parlay into greater efficiency at work.

CJ FOODVILLE

MIRACLE 50

CJ Foodville operates the "Miracle 50" growth program to encourage self-motivated growth among its employees. This program includes training on writing business proposals by startup consultants and one-on-one coaching by external experts. A total of 144 employees participated in the training, and 44 employees submitted business proposals. Out of the 49 proposals submitted, 10 teams advanced to the finals and presented their ideas to executives. The top proposal winner received prize money and the opportunity to launch a brand, with plans to open global stores. CJ Foodville will continue to provide diverse opportunities to support employee ideas and growth.

I PROGRAM RESULTS

Item	Details
No. of participants in business proposal writing training	144
No. of business proposals submitted	49
No. of teams advancing to the finals	10 teams
Top business proposal winner	1
Target	Opening of proposed global stores



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HUMAN CAPITAL MANAGEMENT

RISK MANAGEMENT

Through group-level leadership assessment, CJ Group enhances its leadership management system and operates various communication channels among employees to listen to and reflect their feedback on the organization. This improves relationships between leaders and team members and increases employee satisfaction within the organization.

DEVELOPMENT OF LEADERS AND FUTURE EXECUTIVES

ENHANCEMENT OF GROUP-LEVEL LEADERSHIP ASSESSMENT AND MANAGEMENT SYSTEM



CJ Group conducts an annual multi-dimensional leadership assessment for all leaders and an organizational culture diagnosis for all employees. Based on this data, the group assesses the effectiveness of its leadership and utilizes the findings to operate various HR programs. Through data analysis, leadership behaviors that positively impact employee motivation are identified, encouraging leaders to adopt these behaviors and incorporating them into leadership training to drive positive change. Additionally, leaders in need of improvement are identified, and measures for leadership improvement are implemented. In 2023, CJ Group provided intensive support to 90 leaders, including interviews with department heads, leadership training, and coaching/mentoring. The company also uses a personality assessment to help leaders recognize their leadership style and preferences, enabling them to improve accordingly. CJ Group continues to strengthen its support so that leaders can effectively fulfill their roles and responsibilities.

INNOVATION OF ORGANIZATIONAL CULTURE

CJ VOICE ON (EMPLOYEE SURVEY) FRAMEWORK



CHARACTERISTICS OF CJ VOICE ON

Assessment of the group and subsidiaries' improvement based on a comparison of diagnosis findings	Identification of key issues in achieving improvement in diagnosed areas, such as preparation for mid-term vision and practice of management philosophy; differentiated improvement points are identified based on the relative improvement trends of each subsidiary
Engagement diagnosis at the "Pulse Check" level for the group and subsidiaries	Analysis of group and subsidiary employees' engagement and satisfaction levels to assess effectiveness of the corporate culture
Recommendations on how to utilize diagnosis finding	Calculation of KPIs based on CJ VOICE ON findings

CJ VOICE ON OVERVIEW

Item	Details
Timing of diagnosis	Once a year (August–September)
Assessment items	Preparation for mid-term vision, practice of management philosophy, employee awareness and needs, effectiveness of corporate culture
Purpose	Assessment of alignment and implementation levels regarding the group's vision and direction of change, with regular monitoring of members' emotions and perceptions to facilitate prompt response and improvement measures
Goals and expected effects	<ul style="list-style-type: none"> - Deriving insights to enhance consensus and execution capabilities for achieving the vision - Identifying and improving factors that hinder respect and engagement - Strengthening process management of change tasks - Enhancement of leader-driven communication



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HUMAN CAPITAL MANAGEMENT

METRICS AND TARGETS

CJ Corporation recognizes the importance of spreading diversity, equity, and inclusion (DE&I) in securing and retaining top talent, and monitors DE&I performance indicators at the group level. Through this, CJ Group employees freely compete, are motivated by fair evaluation and compensation for their performance and are provided with a work environment that allows them to focus on their tasks while maintaining a healthy work-life balance.

KEY DE&I PERFORMANCE INDICATORS

- Genders and ages of executives
- Proportion of female managers
- Genders and ages of employees
- Proportion of new hires from minority groups
- Pay gap by gender (average female pay vs. average male pay)
- Proportion of employees subject to regular performance review
- Employee engagement scores
- Number of employees taking creative vacations and flexible work hours
- Work-life balance

MID- TO LONG-TERM DE&I PERFORMANCE TARGETS

ADVANCEMENT OF DE&I IMPLEMENTATION



Advancement of DE&I performance management

- Performance review and improvement based on DE&I performance indicator monitoring

Expansion of stakeholder communication

- Communication with employees and dissemination to partners
- Disclosure of key DE&I achievements and improvement plans

INSTITUTIONALIZATION OF DE&I



Strengthening the connection with business

- Advancing business performance through the development of DE&I products, services, and content

Expansion of global DE&I achievements

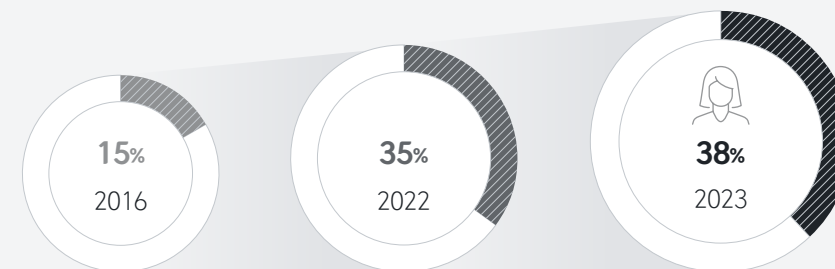
- Expansion of DE&I performance management to global business sites and partners
- Refinement of stakeholder communication strategies by country and region

SECURING AND DEVELOPING WOMEN LEADERS

CJ CORPORATION

To ensure diversity in its human capital, CJ Group is continuously expanding its efforts to discover and promote women candidates when selecting future executive candidates (outstanding talent).

PROPORTION OF WOMEN SELECTED AMONG FUTURE EXECUTIVE CANDIDATES



HEALTH AND SAFETY MANAGEMENT

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EXECUTIVE SUMMARY

Health and safety are fundamental principles that companies must uphold, as incidents and accidents related to them directly lead to both financial and non-financial risks. With the full implementation of the Serious Accidents Punishment Act in Korea, all 6 CJ Group subsidiaries that conducted a materiality assessment for 2023 identified "Health and safety management" as a key issue. CJ Group has made "Health and safety management" a core priority, strengthening the health and safety frameworks of its business sites and partners. CJ Group is also working to prevent accidents and incidents through on-site safety enhancement programs.

GOVERNANCE

Each CJ Group subsidiary has designated a safety management division and personnel, while the group operates a Group Safety Forum to strengthen cooperation between the group and its subsidiaries. Through enhanced communication and information sharing among safety personnel, CJ Group continuously improves its health and safety management across all levels.

STRATEGY

CJ Group is expanding its safety management framework to cover all global business sites. The group is establishing a comprehensive safety and health management system and culture across the organization by enhancing the expertise of safety personnel, implementing safety and health training programs for employees, and raising awareness of safety and health practices.

RISK MANAGEMENT

CJ Group has implemented a process for the rapid reporting of incidents and accidents, enabling real-time responses to safety and health risks. The group regularly assesses its safety culture and promotes on-site safety enhancements to improve the effectiveness of safety management and prevent accidents.

METRICS AND TARGETS

CJ Group has established and operates a KPI system for safety and health management personnel. Each subsidiary selects and monitors safety and health indicators tailored to their specific business characteristics, allowing them to systematically manage and improve safety performance.



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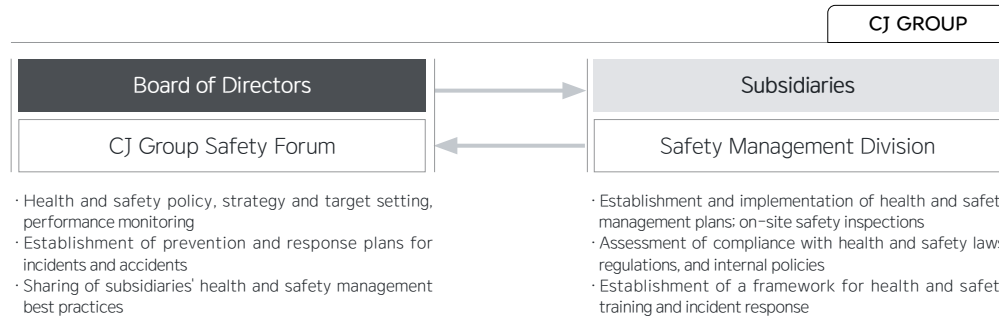
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HEALTH AND SAFETY MANAGEMENT

GOVERNANCE

Since 2022, CJ Group has been operating the CJ Group Safety Forum to share best practices in health and safety among its subsidiaries, discuss areas for improvement, and gain insights to internalize and strengthen health and safety management capabilities. Additionally, CJ Group enhances its safety and health management by complying with the Occupational Safety and Health Act and other safety regulations, and by establishing and executing proactive strategies to improve group-wide safety management.

CJ GROUP SAFETY FORUM



CJ GROUP SAFETY FORUM 2023 AGENDAS

March	<ul style="list-style-type: none"> · CJ Health and Safety Management Framework (CJ Group's vision and personnel ideals in health and safety management) · Special training in structural safety inspection for building safety
May	<ul style="list-style-type: none"> · Deriving health and safety management insights from the Robens Report and Pittsburgh Report · External lecture on enhancing industrial safety management through increased understanding of robotics
July	<ul style="list-style-type: none"> · External lecture on strategies for serious accident reduction · Concept and procedures of risk assessment
November	<ul style="list-style-type: none"> · Experiential safety training at CJ CheilJedang's Jincheon Business Center
December	<ul style="list-style-type: none"> · External lecture on corporate strategies for compliance with the Serious Accidents Punishment Act · Sharing of major incident and accident cases from 2023

CJ CHEILJEDANG

HEALTH AND SAFETY MANAGEMENT COMMITTEE

CJ CheilJedang's Health and Safety Management Committee aims to enhance productivity by promoting a culture of safety and health across the organization and emphasizing its importance. The committee, composed of 10 management representatives and 10 employee representatives to strengthen communication between labor and management, meets regularly to discuss key safety and health management issues. In the first half of 2023, the committee reviewed the status of safety incidents at CJ CheilJedang and discussed measures to enhance explosion prevention activities. In the second half, further reviews were conducted with a focus on preventing metal corrosion and devising countermeasures.

CJ LOGISTICS

INDUSTRIAL HEALTH AND SAFETY COMMITTEE

Each year, CJ Logistics establishes health and safety plans approved by the Board of Directors. The Industrial Health and Safety Committee meets quarterly, with additional meetings held as needed to discuss employee health and safety, as well as improvements to the work environment. The Safety Management Office oversees health and safety for the logistics division, while the safety management department handles the construction division. Each business site appoints a regional safety manager to strengthen on-site safety management. Additionally, the company-wide "Health and Safety Working Group Council" focuses on preventing industrial accidents, providing safety and health training, and improving work environments. In 2023, efforts were concentrated on creating safer and more comfortable work environments by introducing an emergency work suspension system, updating health and safety regulations, and approving work environment assessment plans.



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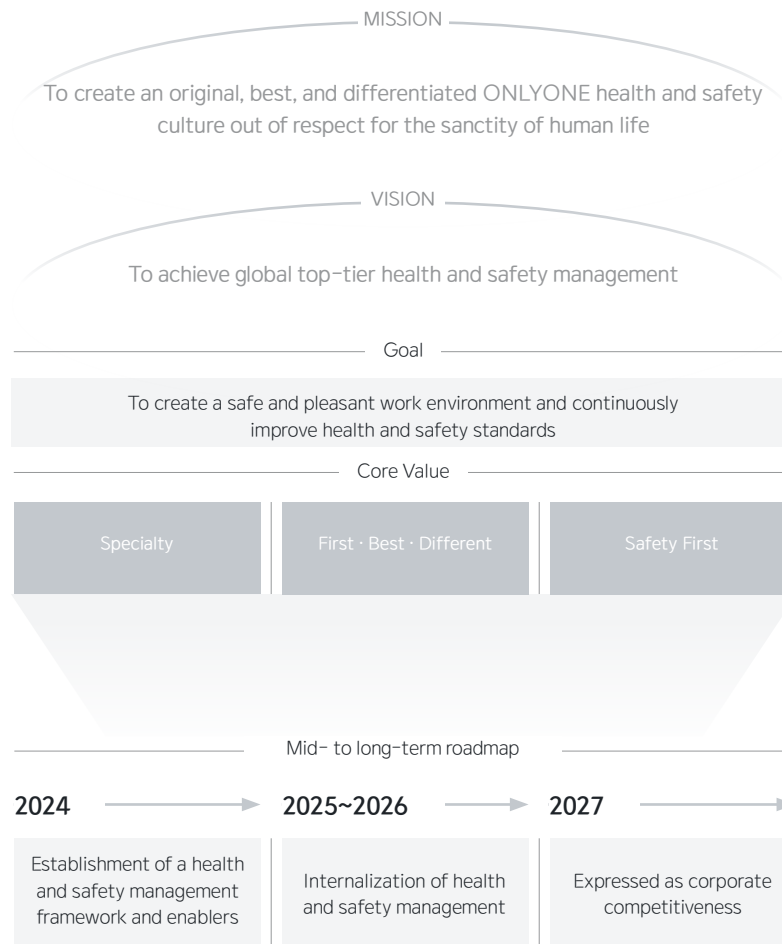


HEALTH AND SAFETY MANAGEMENT

STRATEGY

Based on CJ Group's overarching health and safety management strategies, each subsidiary develops and strengthens its own health and safety management strategies, tailored to the specific characteristics of its industry, with support from the group. CJ Group promotes the internalization of safety management capabilities across the organization by sharing best practices from subsidiaries with proven health and safety management experience, such as CJ CheilJedang, to serve as benchmarks for other subsidiaries.

HEALTH AND SAFETY MANAGEMENT OF CJ GROUP



<div style="text-align: center; border: 1px solid red; border-radius: 5px; padding: 2px; font-weight: bold; color: red;">CJ CHEILJEDANG</div> <ul style="list-style-type: none"> · Innovative enhancement of safety inspection systems · Advancement of compliance audits · Expansion of internal and external EHS communication · Securing tailored talent and outstanding competency 	<div style="text-align: center; border: 1px solid orange; border-radius: 5px; padding: 2px; font-weight: bold; color: orange;">CJ ENM</div> <ul style="list-style-type: none"> · Prevention through a self-discipline system · Prioritize safety of guests at performances, concerts and events · Identify risk factors during the creation of contents, and make improvements · Raise safety culture awareness within employees and partners 	<div style="text-align: center; border: 1px solid red; border-radius: 5px; padding: 2px; font-weight: bold; color: red;">CJ FOODVILLE</div> <ul style="list-style-type: none"> · Introduction and expansion of ISO 45001 certification (Occupational Health and Safety Management Systems): Certification for all business sites and internalization of standardized processes · Strengthened safety and fire inspection systems: Establishing a framework for risk identification, improvement, and prevention · Enhanced employee safety training · Consulting for partners and hosting food safety seminars
<div style="text-align: center; border: 1px solid blue; border-radius: 5px; padding: 2px; font-weight: bold; color: blue;">CJ LOGISTICS</div> <div style="background-color: #f0f0f0; padding: 5px; margin-bottom: 5px;">LOGISTICS</div> <ul style="list-style-type: none"> · Accident prevention: Strengthening autonomous safety management capabilities at individual business sites · Accident response: Ensuring rapid and accurate response to accidents · Global EHS: Establishing and implementing a global safety management framework <div style="background-color: #f0f0f0; padding: 5px; margin-bottom: 5px;">CONSTRUCTION</div> <ul style="list-style-type: none"> · Enhancing collaboration between construction, technology, quality, and safety · Holding partner-coordinated health and safety commitment ceremonies and establishing joint response systems · Activating the role of regional safety leaders 	<div style="text-align: center; border: 1px solid orange; border-radius: 5px; padding: 2px; font-weight: bold; color: orange;">CJ CGV</div> <ul style="list-style-type: none"> · Expansion of safety management process: Internalization of the safety and health management system (ISO 45001), promotion of on-site safety management · Strengthening prevention of risk: Seasonal inspections, conducting accident investigation committees, development and distribution of safety design reviews(SDR) guidelines, frequent audits 	<div style="text-align: center; border: 1px solid blue; border-radius: 5px; padding: 2px; font-weight: bold; color: blue;">CJ OLIVEYOUNG</div> <ul style="list-style-type: none"> · Establishing a genuine safety-first culture for customers, employees, and partners <ul style="list-style-type: none"> - Strengthening the safety mindset - Implementing effective prevention measures - Expanding participation of employees and partners - Ensuring compliance with health and safety laws and regulations
<div style="text-align: center; border: 1px solid red; border-radius: 5px; padding: 2px; font-weight: bold; color: red;">CJ FRESHWAY</div> <ul style="list-style-type: none"> · Health and safety management council's regular meetings · Industrial health and safety training and management · Occupational safety activities in the business site (Safety Meeting and Safety Day) 	<div style="text-align: center; border: 1px solid orange; border-radius: 5px; padding: 2px; font-weight: bold; color: orange;">STUDIO DRAGON</div> <ul style="list-style-type: none"> · Industrial accident prevention campaigns: Promoting basic safety compliance among partners · Introduction of the safety tag system at production sites · Operation of on-site safety monitoring teams 	<div style="text-align: center; border: 1px solid blue; border-radius: 5px; padding: 2px; font-weight: bold; color: blue;">CJ OLIVENETWORKS</div> <ul style="list-style-type: none"> · Fulfillment of health and safety obligations: Establishing dedicated teams, identifying and managing risks, and taking additional measures in compliance with legislation · Updating health and safety management policies and establishing an emergency response system · Regular inspections and safety training at small and medium-sized business sites, and support for improving partners' health and safety management systems

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STRATEGY

With its global business expansion, CJ Group is working to establish a robust health and safety framework not only for its domestic business sites but also for its international operations. In particular, CJ CheilJedang, the subsidiary with the largest global footprint, has set up a Global Inspection Team under its Safety Management Division to strengthen CJ Group's global health and safety capabilities. The team reviews country-specific health and safety management systems, identifies and assesses on-site risks at business sites, and proposes tailored solutions. This approach ensures consistent application of safety management standards and helps reduce accident rates.

GLOBAL HEALTH AND SAFETY MANAGEMENT FRAMEWORK

OPERATION OF "SMART AUDIT SYSTEM"

CJ Group has established and operates the Smart Audit System, which enables remote, efficient, and timely diagnoses of health and safety risks at business sites using smart devices, without the need for physical visits. In 2023, the system was used to prioritize the diagnosis of health and safety management systems and hazardous/risky factors at CJ CheilJedang's FOOD & BIO and CJ Feed&Care business sites, resulting in the identification and improvement of 377 issues. Going forward, a combination of in-person inspections and Smart Audits will be used based on the severity of risks at business sites, further enhancing efforts to prevent safety incidents.

CREATION AND DISTRIBUTION OF GLOBAL HEALTH AND SAFETY GUIDEBOOK

Under the leadership of CJ Group, CJ CheilJedang developed the Health and Safety Guidebook to prevent accidents at its global business sites. This guidebook has been distributed to CJ Group's international business sites. It includes key inspection points and management guidelines for 26 tasks, such as safe work permits, contractor management, chemical safety, fall prevention, and electrical safety, to ensure practical implementation on-site. The guidebook will be continuously updated to provide more practical guidelines, with ongoing improvements aimed at promoting regulatory compliance and establishing a strong health and safety culture.

ESTABLISHMENT OF THE GLOBAL EHS COMPLIANCE FRAMEWORK

CJ Group, with CJ CheilJedang at the forefront, has established an EHS compliance framework in 5 countries: the US, China, Vietnam, Indonesia, and Malaysia. This framework has identified inspection items in 10 areas, including industrial health and safety, chemical safety, and emergency response. As part of this effort, 562 checklists were developed for the US, 2,181 for China, 1,123 for Vietnam, 822 for Indonesia, and 592 for Malaysia. Business sites in these countries now use the checklists to conduct self-assessments, which has strengthened the overall EHS compliance system. Moving forward, CJ Group will continue to evaluate legal compliance at each business site and ensure adherence to regulations. These efforts will be expanded to other subsidiaries to further enhance legal compliance and safety management across CJ Group's global operations.



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HEALTH AND SAFETY MANAGEMENT

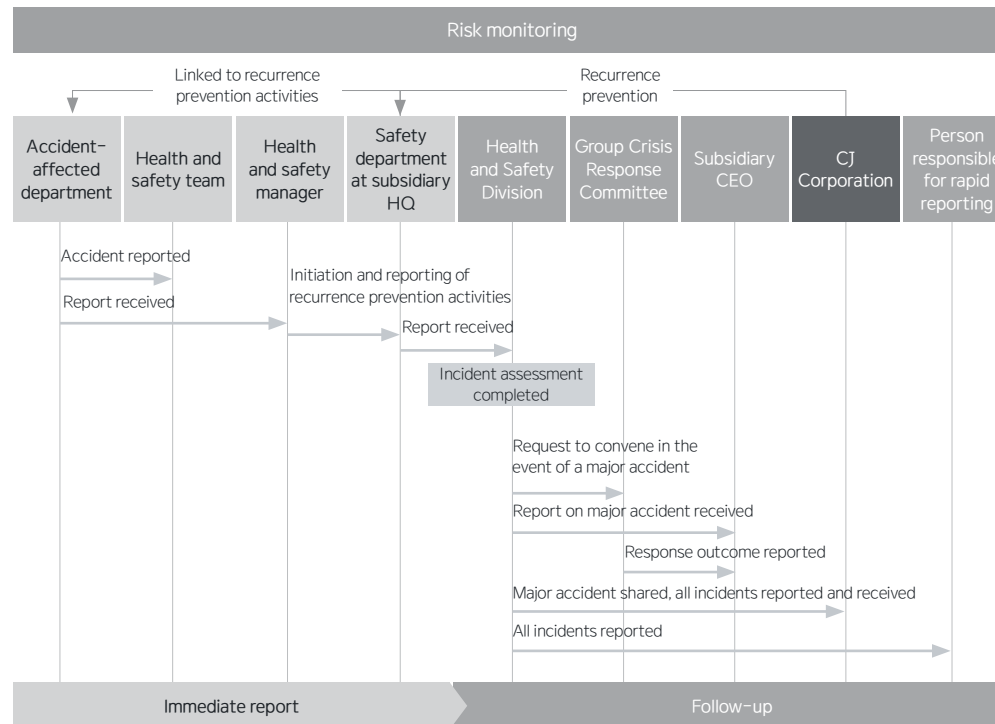
STRATEGY

CJ Group operates the "CJ Group Incident/Accident Rapid Reporting Process" to minimize work-related injuries across all subsidiaries. This process enables real-time monitoring of incidents and accidents at subsidiaries, and employees are trained on its importance and necessity. Regular drills are also conducted to ensure employees are familiar with the procedure. Additionally, the system allows for faster reporting and response through various channels, including email and mobile apps, ensuring prompt action can be taken.

ESTABLISHMENT OF THE PROCEDURE FOR IMMEDIATE REPORTING OF INCIDENTS AND ACCIDENTS

When an incident or accident occurs, a group-level response team is immediately formed to take swift and effective action based on the situation. The response team works closely with the affected subsidiaries to resolve the issue and implement the best measures to prevent further damage. Their key role is to minimize damage and effectively prevent recurrence. Additionally, CJ Group has established detailed criteria for the Stop Work Authority (SWA), as defined in Articles 51 and 52 of the Occupational Safety and Health Act, ensuring that work can be promptly halted when imminent danger is detected.

HOW INCIDENTS AND ACCIDENTS ARE REPORTED AND MANAGED AT CJ GROUP



SUBSIDIARIES' BEST PRACTICES

CJ CHEILJEDANG

GUIDE FOR IMPLEMENTING FREQUENT INSPECTION ROUTINES AND ENHANCED SAFETY INSPECTIONS

CJ CheilJedang has established a continuous inspection system to strengthen on-site safety checks, enabling prompt identification of issues such as the deactivation of safety devices, non-compliance with standard operating procedures, and poor housekeeping in work areas, in order to prevent accidents. The company has replaced its Risk Management Day with a continuous risk assessment system. Through weekly and monthly on-site patrols, potential hazards are identified, and corrective measures are implemented, along with education and guidance to prevent unsafe behaviors or conditions. Additionally, CJ CheilJedang is enhancing contractor management, hazardous materials handling, and MSDS (Material Safety Data Sheet) training to elevate contractors' safety management standards and ensure strict control over the use, handling, and disposal of hazardous substances. For outsourced construction projects, the company conducts risk assessments and regular inspections throughout all stages—before, during, and after the project—to promptly identify and address EHS risks, while maintaining high safety standards on-site.

ENHANCED SAFETY MANAGEMENT DURING SHUTDOWN PERIODS

Before a shutdown period at any of its manufacturing business sites, CJ CheilJedang proactively reviews potential EHS risks and conducts site inspections to prevent accidents. At least 3 days prior to the shutdown (typically for construction or installation work), CJ CheilJedang's Safety Management Division collaborates with HQ EHS and the site EHS teams to review safety plans, conduct contractor evaluations, manage high-risk tasks, and plan safety training. If additional shutdowns or special circumstances arise after the work is completed, the Safety Management Division is immediately informed to ensure a prompt response. Through these measures, CJ CheilJedang strengthens safety management during shutdown periods and effectively mitigates EHS risks.

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CJ Group is enhancing the standard of occupational safety at its business sites through various programs aimed at internalizing safety awareness. These include occupational safety training programs for both safety personnel and general employees.

OCCUPATIONAL SAFETY TRAINING PROGRAMS

CJ CHEILJEDANG

INTERNAL AUDITOR TRAINING

CJ CheilJedang has trained its internal occupational safety auditors in ISO45001 and KOSHA-MS to enhance their understanding of occupational health and safety management systems and to strengthen their capabilities as internal auditors. 40 participants from CJ CheilJedang and independent entities completed this training.

Schedule	Details
Day 1	<ul style="list-style-type: none"> - Overview of ISO 45001 and KOSHA-MS certifications - Structure of the High-Level Structure (HLS) - Explanation of requirements: Scope of application, certification standards, terminology, and definitions - Preparation and planning for internal audits (Understanding the competence and qualifications of internal auditors, practice in audit planning, audit checklists, and inspection)
Day 2	<ul style="list-style-type: none"> - How to conduct internal audits and case study analysis - Internal audit reporting (Practice writing non-conformity reports and audit reports) - Follow-up actions and corrective/preventive measures (Practice writing audit reports and corrective action requirements)

PROCESS SAFETY MANAGEMENT (PSM) TRAINING

CJ CheilJedang is enhancing the expertise of its occupational safety personnel to prevent hazardous material leaks, fires, and explosions at its business sites. To this end, a specialized upskilling program was conducted for PSM personnel. In the first half of 2023, practical PSM skill improvement training was provided to PSM personnel in the safety departments at business sites. In the second half, additional training was held for safety department PSM personnel and other departments to elevate PSM standards.

TRAINING IN CONSTRUCTION AND STRUCTURAL SAFETY

CJ CheilJedang provided training in construction and structural safety to improve employees' professional knowledge and skills, and to ensure investment soundness by identifying critical omissions during pre-risk assessments. The training was conducted for risk assessors in CJ CheilJedang's occupational safety division and for project managers at various business sites.

CJ LOGISTICS

CERTIFICATION FOR OCCUPATIONAL HEALTH AND SAFETY MANAGERS

CJ Logistics encourages key personnel in its occupational health and safety management division to obtain national certifications in safety management to enhance and validate their professional expertise.

I STATUS OF PERSONNEL WITH NATIONAL CERTIFICATION IN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Classification	Industrial safety	Industrial health	Fire safety	Electrical safety	Environment	Other	Total
No. of qualified personnel	105	54	44	19	9	43	274

CJ FOODVILLE

ACTIVE OCCUPATIONAL SAFETY TRAINING

CJ Foodville operates a training program in collaboration with the Korea Occupational Safety and Health Agency's training center in Jecheon to enhance safety awareness among its factory workers through hands-on experiences.

Participants engage in various safety activities, such as wearing safety helmets and simulating the impact of a 5-kilogram object falling, with the aim of alleviating complacency and promoting a strong safety mindset. In 2023, a total of 4 training sessions were conducted with the participation of 72 employees. Moving forward, CJ Foodville plans to expand the program to include new hires and provide regular training sessions every 2 months.



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SUBSIDIARYS' BEST PRACTICES

CJ CGV

INTERNAL AUDITOR TRAINING

Since 2023, CJ CGV has appointed all full-time staffs working on-site as health and safety supervisors. They are required to complete both regular and ad-hoc safety training required of supervisors. This initiative aims to internalize the importance of safety within the company.

Previously, CJ CGV considered its head office and individual cinemas as separate business sites and outsourced their safety management. However, starting in 2024, CJ CGV will treat all its operations as a single business site, with safety management strengthened by the internal appointment of a Chief Safety Officer (CSO) and 2 safety managers.

OCCUPATIONAL SAFETY TRAINING FOR PART-TIME STAFF

CJ CGV provides its part-time staff with various safety training sessions, including Material Safety Data Sheets (MSDS), fire safety, and emergency evacuation drills.

OCCUPATIONAL HEALTH AND SAFETY TRAINING FOR CJ CGV EMPLOYEES

To achieve a zero industrial accident rate, CJ CGV provides its employees with legally required occupational safety training as well as additional safety training. Tailored to the specific duties of head office staff, sales teams, and cinema workers, the training includes programs such as safety manager training, supervisor training, fire safety training for high-traffic businesses, and indoor air quality management training. Cinema workers, including those assigned by the sales team, also receive step-by-step training in food hygiene and facility safety (Introductory and Management Basics).

OCCUPATION SAFETY TRAINING EXECUTED IN 2023

Training	Description	Target(Participants)
Occupational safety manager training	Occupational safety directors at business sites	2
Supervisor training	Head office staff, sales teams, and full-time staffs working on-site	612
Fire Safety Training for High-Traffic Businesses	Full-time staffs working on-site	681
Indoor air quality manager training	Appointed personnel at cinemas	123
Occupational safety manager training	Sales team-appointed personnel at cinemas	17
CDC ¹⁾ training	Full-time staffs	12
Food hygiene training (basic)	New cinema manager	27
Facility safety training (basic)	New cinema manager	27
Food hygiene training (management basics)	Cinema managers, Staffs working on franchised cinemas	50
Facility safety training (management basics)	Cinema managers, Staffs working on franchised cinemas	41

1) Cinè de Chef (CDC): a special cinema combined with a restaurant



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HEALTH AND SAFETY MANAGEMENT

STRATEGY

CJ Group enhances the safety awareness of its employees through safety training, emergency response drills, business site safety management activities, and industrial accident prevention campaigns, ensuring quick and effective responses to emergencies. The group considers it a key responsibility to create and maintain a safe working environment through continuous and systematic safety education and preventive measures.

IMPROVING SAFETY AWARENESS

SUBSIDIARYS' BEST PRACTICES

CJ LOGISTICS

EMPLOYEE SAFETY TRAINING

CJ Logistics' Logistics Division conducts regular safety training for all employees to promote safety awareness and establish a safe workplace culture. Each year, safety training plans and budgets are developed in accordance with the company's occupational safety regulations. In 2023, quarterly group training was provided to supervisors at all business sites to enhance the effectiveness of on-site safety training. Additionally, delivery drivers involved in accidents received specialized training on updated road traffic laws, traffic accident case studies, and traffic safety to improve awareness and prevent further incidents.

EMERGENCY RESPONSE TRAINING

To improve early response capabilities in emergencies such as fires, CJ Logistics' Logistics Division regularly conducts emergency evacuation drills and advanced cardiopulmonary resuscitation (CPR) training. The latest evacuation drill, which involved 620 employees, was led by an occupational safety team organized into evacuation and medical support units based on a fire scenario. CPR and Automated External Defibrillator (AED) training were also provided. The advanced CPR course, which includes both theory and hands-on practice, is offered monthly (3 hours) at the in-house training center. In 2023, a total of 224 employees participated, completing 886 training hours.

CJ FRESHWAY

BUSINESS SITE SAFETY MANAGEMENT ACTIVITIES

CJ Freshway conducts safety management activities at its business sites to identify potential hazards and prevent industrial accidents. To strengthen voluntary safety management before starting tasks, CJ Freshway has introduced the "Safety Talk Talk" initiative based on its existing "Safety Meetings," encouraging employees to proactively identify hazards and propose countermeasures. Additionally, "Safety Day" is held once a month at retail, logistics, and manufacturing business sites, where executives participate in safety inspections, checking document management, food ingredient organization, waste disposal, and conducting employee interviews. Logistics centers, which are at a higher risk of electrical fires, are classified as high-risk facilities and undergo precision safety inspections. In 2023, external experts conducted these inspections, and all necessary corrective actions were implemented.

STUDIO DRAGON

INDUSTRIAL ACCIDENT PREVENTION CAMPAIGNS

Studio Dragon conducts a "Basic Safety Rules Campaign" for all production companies and partners involved in set design, props, lighting, and other aspects of drama production. Each quarter, key safety activities are designated, and surprise site inspections are carried out to raise safety awareness. Productions that demonstrate excellent compliance with safety rules are rewarded. If any safety rule violations are discovered, work is immediately halted until the issue is resolved. Additionally, Studio Dragon enforces a "Three-Strikes Safety Out" system, applying penalties to those who violate the Occupational Safety and Health Act or the company's safety rules, as part of its efforts to prevent industrial accidents.

I OUTSTANDING PROJECTS AND BEST PRACTICES FOR EACH QUARTER OF 2023

Quarter	Projects	Best practices
2Q	Maestra	<ul style="list-style-type: none"> - Outstanding safety compliance by Studio Dragon - First Implementation of Temporary Platform Safety Management Guidelines - Outstanding Execution of Improvements on Non-compliance Issues Identified During Safety Inspections
3Q	A Bloody Lucky Day	<ul style="list-style-type: none"> - Excellent implementation of Studio Dragon's safety system - Outstanding safety planning and execution for high-risk fire-related scenes - Installation of safety rails in tow truck boarding areas
4Q	The Midnight Romance in Hagwon	<ul style="list-style-type: none"> - Excellent implementation of Studio Dragon's safety - Outstanding application of steel structures in stairwells - Excellent compliance with the work platform safety tagging system

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RISK MANAGEMENT

CJ Group subsidiaries have developed independent assessment indicators for the systematic healthy and safety management. These indicators allow for the measurement of safety culture levels and facilitate continuous monitoring. By regularly gathering feedback from employees, CJ Group accurately identifies the state of safety culture at its sites and focuses on addressing on-site issues.

MEASUREMENT OF SAFETY CULTURE

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

CJ CHEILJEDANG'S SAFETY CULTURE SURVEY

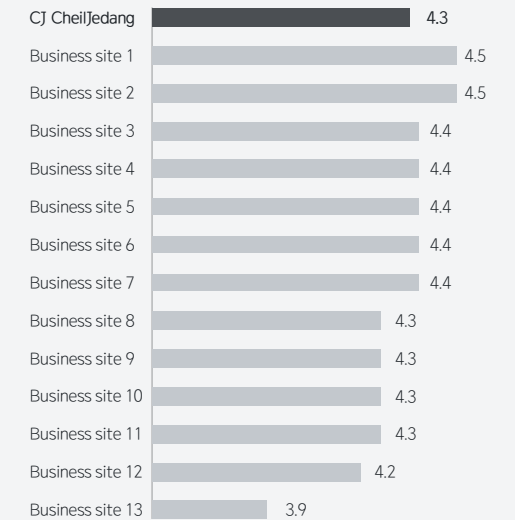
CJ CheilJedang has conducted a three-part survey on safety culture at its Korean business sites to gather insights for forming and implementing effective occupational safety policies. The survey was independently developed by CJ CheilJedang and focuses on 6 categories (safe behavior, safety facilities, safe communication, safe operation, safety capacity, safety training), targeting executives, managers, and employees to diagnose the company's safety culture. Respondents answered on a 5-point scale (strongly agree, agree, neutral, disagree, strongly disagree), and their responses were converted into a Safety Survey Index (SSI), which rated safety culture across 4 levels (S, A, B, C). CJ CheilJedang scored 4.3 out of 5 in its overall safety culture. The company will continue to analyze its safety performance and the latest trends in occupational safety to refine its survey tool and regularly assess and improve its safety culture.

I CJ CHEILJEDANG'S SAFETY SURVEY INDEX

S.S.I	Rating	Description	Likelihood of accidents			
			Close call ¹⁾	Minor ²⁾	Major ³⁾	Serious
4.6~5.0	S	· Accident-free business site · 93% or higher	○	-	-	-
4.1~4.5	A	· Close calls and minor accidents highly likely · Serious accidents possible	●	●	○	○
3.7~4.0	B	· Frequent close calls · Minor accidents likely · Serious accidents likely	●	●	●	○
~3.6	C	· Frequent close calls and minor accidents · High likelihood of serious accidents · 66% or higher	●	●	●	●

○: Possible / ●: Likely

- 1) Close call: An incident caused by worker inattentiveness or equipment faults but resulting in no personal or property damage
- 2) Minor: An accident resulting in injuries requiring medical treatment for more than 3 days but less than 3 months
- 3) Major: An accident resulting in injuries (excluding fatalities) that require medical treatment for 3 months or longer



* "CJ CheilJedang's Safety Survey Index (SSI)" is calculated as the average score of individual business sites.



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HEALTH AND SAFETY MANAGEMENT

RISK MANAGEMENT

CJ Group identifies occupational safety risks specific to each subsidiary's operations and manages them through tailored risk management programs. By doing so, CJ Group is committed to preventing risks in advance and reinforcing preventive measures.

INCREASED SAFETY IN THE FIELD

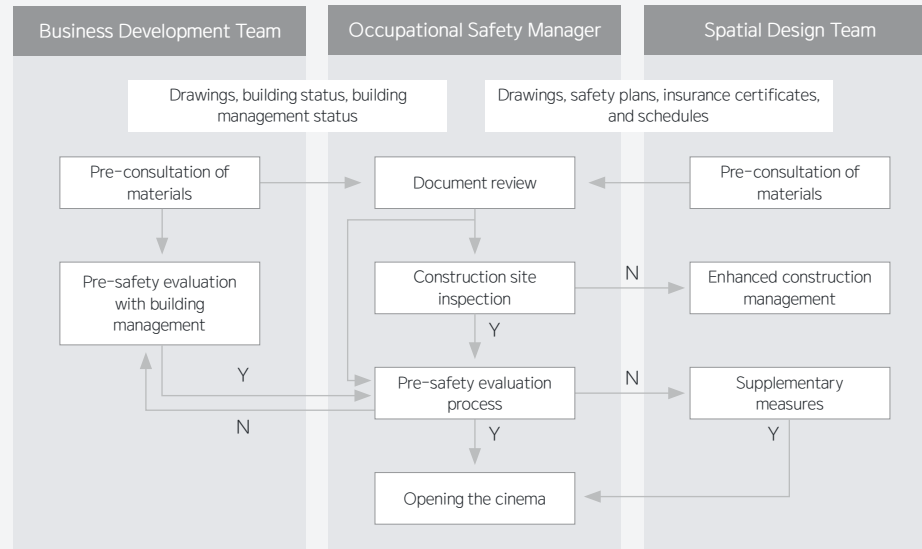
SUBSIDIARYS' BEST PRACTICES

CJ CGV

PRELIMINARY SAFETY ASSESSMENT PROCESS

To ensure customer safety, CJ CGV conducts a preliminary safety assessment before opening new cinemas or remodeling existing spaces. This multi-step process is designed to provide customers with safer spaces and services.

I PRELIMINARY SAFETY ASSESSMENT PROCESS



CJ OLIVEYOUNG

OCCUPATIONAL HEALTH AND SAFETY RISK MANAGEMENT BASED ON BUSINESS CHARACTERISTICS

CJ OliveYoung manages occupational health and safety risks across its stores and logistics hubs nationwide, focusing on field-specific operational conditions. By managing risks based on business characteristics and fostering communication among employees, CJ OliveYoung strives to provide a safe environment for both customers and staff.

I 2023 OCUATIONAL HEALTH AND SAFETY RISK MANAGEMENT FRAMEWORK

Risk management	<ul style="list-style-type: none"> Identification and improvement of site specific risk factors - Incorporation of the Serious Accident Reduction Roadmap, risk assessment focused on major risk factors - Advance management of seasonal risks that significantly impact industrial environments, such as heavy rain
Diagnosis and inspection system	<ul style="list-style-type: none"> Regular electrical and fire safety inspections to prevent fire risks Ongoing intensive inspections led by safety supervisors
Enhancing employee communication	<ul style="list-style-type: none"> Communication focused on case studies of occupational safety management in the field Guidelines for creating a safe working environment based on seasonal factors and business conditions



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HEALTH AND SAFETY MANAGEMENT

METRICS AND TARGETS

CJ Group subsidiaries establish key indicators and targets for comprehensive occupational health and safety performance management. CJ Group regularly evaluates performance to identify areas for improvement. Each business site utilizes these indicators and targets to gain a clear understanding of its safety performance and implement effective measures to reduce incident rates, thereby ensuring the safety of employees and the business site.

MANAGEMENT OF OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

KPIs ON OCCUPATIONAL HEALTH AND SAFETY DIRECTORS AND MANAGERS

CJ CheilJedang assesses the performance of occupational safety managers at its Korean business sites to enhance accountability in occupational safety management. Since the implementation of the Serious Accidents Punishment Act, this assessment has been conducted semi-annually, with the results incorporated into the KPIs of occupational safety directors and managers to improve compliance with safety obligations. The evaluations are carried out by the occupational safety division, and improvements are made based on the assessment outcomes. CJ CheilJedang aims to achieve 100% completion of all necessary improvements identified during these assessments.

I 2023 KPI ASSESSMENT OF OCCUPATIONAL SAFETY DIRECTORS AND MANAGERS

Assessment period	Assessment items
1H	- Rate of improvement in compliance with duties in 2022 following assessment under the Serious Accident Punishment Act
2H	- Rate of improvement in compliance with duties in 1H 2023 following assessment under the Serious Accident Punishment Act - Rate of compliance with duties under the Serious Accident Punishment Act in 1H and 2H 2023

STUDIO DRAGON

PRODUCTION ENVIRONMENT SAFETY MANAGEMENT INDICATORS

To ensure the safety of production environments, Studio Dragon manages indicators such as work-related injuries, health issues, and lost time injury frequency rates for both its employees and those of its partners.

Classification		Unit	2021	2022	2023
Employees	Serious injuries	Case	0	0	0
	Significant work-related health issues		0	0	0
Lost time injury frequency rates			0	0	0
Rate of completion of statutory safety training by partners ¹⁾	Managers	%	-	-	88.3
	Supervisors		-	-	82.4

1) Data managed since 2023



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HUMAN RIGHTS MANAGEMENT

EXECUTIVE SUMMARY

CJ Group is strengthening its human rights management practices based on a culture of respect to promote and protect the human rights of both internal and external stakeholders. The scope of human rights due diligence is being expanded to cover not only domestic but also global business sites. CJ Corporation supports its subsidiaries in identifying and addressing human rights risks specific to each industry.

GOVERNANCE

The CJ Human Rights Management Council, run by CJ Corporation, leads the development of CJ Group's human rights management. It monitors external trends in human rights management, shares best practices internally and externally, and supports subsidiaries in responding to issues to enhance the group's human rights management practices.

STRATEGY

Given the diversity of CJ Group's business portfolio, each subsidiary establishes and strengthens human rights due diligence processes based on the specific characteristics of their industries.

RISK MANAGEMENT

CJ Group actively enhances its management of human rights risks by operating human rights violation reporting channels and expanding the scope of human rights due diligence to include supply chains, in order to prevent violations affecting employees, partners, customers, and other stakeholders.

METRICS AND TARGETS

To improve the effectiveness of the group's human rights management efforts, CJ Corporation has developed detailed human rights risk management indicators and continually assesses the progress and performance of subsidiaries' human rights management efforts to strengthen their execution capacity.



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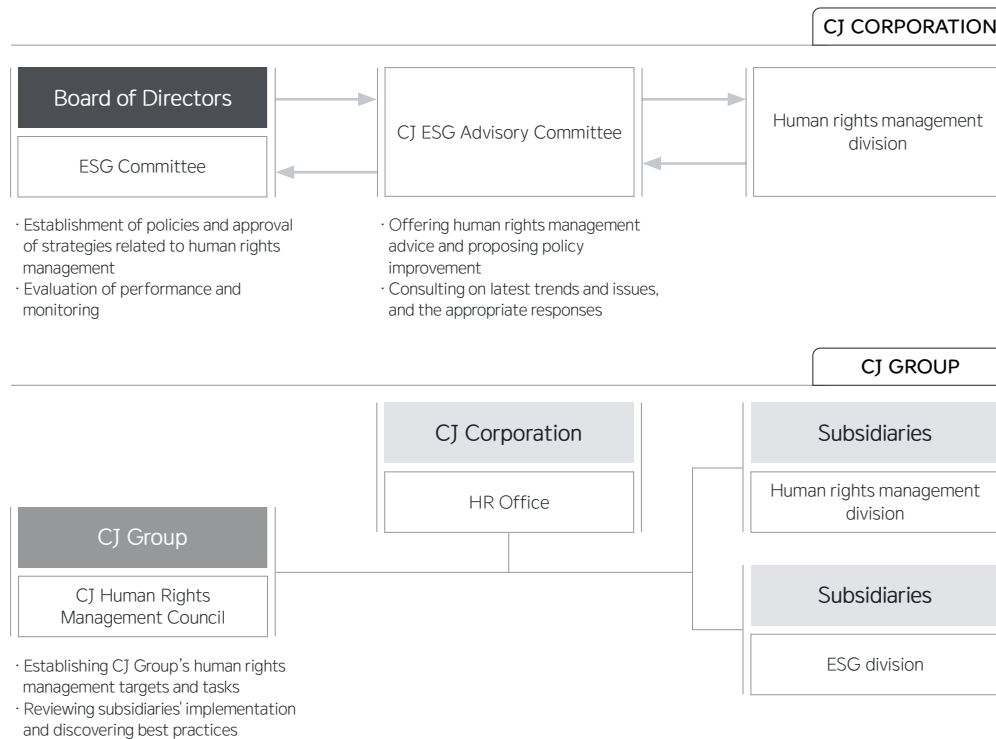
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GOVERNANCE

CJ Corporation operates the Human Rights Management Council to enhance the implementation of human rights management across CJ Group. The Council sets the direction for human rights management and encourages its subsidiaries to effectively execute their human rights initiatives.

HUMAN RIGHTS MANAGEMENT FRAMEWORK



CJ HUMAN RIGHTS MANAGEMENT COUNCIL

The CJ Human Rights Management Council holds quarterly meetings to share internal and external issues related to human rights management and explore solutions. A dedicated working group operates continuously, depending on the agenda, to enhance execution. Through the CJ Human Rights Management Council, CJ Corporation aims to internalize the group's human rights management capabilities and continuously enhance its execution system.

CJ HUMAN RIGHTS MANAGEMENT COUNCIL'S AGENDAS IN 2023

1Q	<ul style="list-style-type: none"> · Development and launch of online training for CJ Logistics employees in human rights awareness, sharing cases of human rights due diligence involving business sites and partners
2Q	<ul style="list-style-type: none"> · Special lecture in DE&I activities specific to industrial characteristics · Announcement of CJ Group's direction in DE&I and related roadmaps and policies · "DE&I Workshop" developed and executed for CJ CheilJedang's leaders
3Q	<ul style="list-style-type: none"> · Lecture on strategies for expanding sustainable employment for people with disabilities · CJ Group's DE&I performance indicators and the necessary improvements · CJ Foodville's efforts to create a safe work environment for employees with disabilities, and to increase role diversity · CJ CGV's coffee shops with employees with disabilities and vocational training offered at cinemas · CJ OliveNetworks' new disabled sports team and new human rights due diligence framework
4Q	<ul style="list-style-type: none"> · Lecture on the latest Human Rights Management trends and human rights risk management in supply chains · Developments in CJ CheilJedang's response to human rights risks in supply chains · CJ OliveNetworks' new human rights due diligence framework reflective of its business characteristics



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HUMAN RIGHTS MANAGEMENT

STRATEGY

CJ Corporation enhances CJ Group’s human rights management execution in line with the group’s human rights management roadmap. CJ Corporation sets the direction for CJ Group’s human rights management and communicates with subsidiaries. Each subsidiary leads the execution of human rights management, conducting human rights due diligence on business sites and partners.

GROUP ENHANCEMENT OF HUMAN RIGHTS MANAGEMENT EXECUTION

CJ Corporation promotes human rights management within CJ Group by providing subsidiaries with support in the setup of human rights management execution systems, conducting due diligence on business sites and supply chains, and establishing stakeholder communication processes. By supplying the resources for improving subsidiaries' experience and capacity in human rights due diligence, monitoring the progress, and sharing success cases of leading subsidiaries, CJ Corporation creates synergy in human rights management. It also supports strengthening stakeholder communication channels by operating grievance processes and conducting human rights awareness training. In 2023, CJ Corporation completed the establishment of human rights management execution systems across all CJ Group subsidiaries and expanded the scope of human rights due diligence, focusing on leading subsidiaries such as CJ CheilJedang and CJ Logistics. CJ Corporation will continue to provide stronger group-level support by enhancing synergy between subsidiaries and expanding communication with both internal and external stakeholders to enhance human rights management within the group.

KEY ACHIEVEMENTS OF 2023

1	ESTABLISHING THE GROUP'S HUMAN RIGHTS MANAGEMENT EXECUTION FRAMEWORK	Expansion of the execution framework to all subsidiaries
2	STRENGTHENING RISK MITIGATION THROUGH HUMAN RIGHTS DUE DILIGENCE	Expansion of human rights due diligence to include international business sites and supply chains ¹⁾ Focus on building the execution framework through pilots conducted at Korean business sites
3	ENHANCING INTERNAL AND EXTERNAL STAKEHOLDER COMMUNICATION	Human rights training of employees and partners Increased disclosure through ESG reports and websites

KEY INITIATIVES

<ul style="list-style-type: none"> · Strengthening CJ Corporation's guidance and support role to ensure all subsidiaries acquire human rights due diligence execution capabilities
<ul style="list-style-type: none"> · CJ Corporation will strengthen its role in the Check & Balance of subsidiaries' human rights due diligence processes
<ul style="list-style-type: none"> · CJ Corporation will establish a support system for subsidiaries to develop human rights training content
<ul style="list-style-type: none"> · CJ Group will expand external stakeholder communication channels

IMPLICATIONS

<ul style="list-style-type: none"> · Strengthening the connection between the group's human rights management direction and its subsidiaries to enhance synergy
<ul style="list-style-type: none"> · Enhancement of the group's human rights management execution capacity · Minimizing risks through proactive management of potential human rights issues across the value chain · Internalizing capabilities by discovering and sharing internal best practices
<ul style="list-style-type: none"> · Promoting the internalization of human rights management across all of the group's business areas · Spreading a culture of respect across society through trusted communication with internal and external stakeholders

¹⁾ Expansion of the scope of human rights due diligence led by CJ CheilJedang and CJ Logistics
(CJ CheilJedang: Human rights due diligence on business sites in 6 countries was completed in 2023, CJ Logistics: Human rights due diligence on 53 partners will be completed by the first half of 2024)



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HUMAN RIGHTS MANAGEMENT

STRATEGY

In line with CJ Group's Declaration of Human Rights Management, the subsidiaries are refining their human rights management execution policies and enhancing human rights due diligence processes.

[Declaration of Human Rights Management](#) ↗

SUBSIDIARIES ENHANCEMENT OF HUMAN RIGHTS MANAGEMENT EXECUTION

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

ENHANCEMENT OF HUMAN RIGHTS POLICY

To better respond to human rights risks as the business environment evolves, CJ CheilJedang updated its Declaration of Human Rights Management. The revised declaration specifies the principles of human rights management, the procedures in human rights due diligence and relief, and specific human rights risk management measures for stakeholders—employees, customers, partners, and the local community.

REVISION HISTORY



CJ LOGISTICS

CONDUCTING HUMAN RIGHTS DUE DILIGENCE ON SUPPLY CHAINS

CJ Logistics conducted human rights due diligence on its partners' business sites and implemented mitigation measures for the identified risks. In 2023, on-site training was provided to CJ Logistics employees to raise awareness of issues related to the humane treatment of workers. Additionally, multiple improvement measures were introduced, such as requiring protective measures for customer-facing workers in response to issues that arise.

AREAS OF IMPROVEMENT FROM HUMAN RIGHTS DUE DILIGENCE

Humane treatment of workers

- Distribution of guidelines on preventing issues with dispatched and subcontracted workers
- Review and application of on-site work efficiency solutions
- Request to implement protective measures for customer service employees at issue-prone client companies

Supply chain management

- Consulting for partners' setup of ESG and human rights management systems
- Distribution of guidelines for improving partners' working environments and provision of training materials for managers

CJ FRESHWAY

HUMAN RIGHTS ASSESSMENT SURVEY PLAN

CJ Freshway formed the plan for its human rights due diligence for the second half of 2024. This marks the start of an advanced approach to human rights management that includes the prevention of human rights violations and the identification and mitigation of potential risks within the company.

Classification	Details			
Due diligence process	1. Pre-inspection of human rights due diligence	2. Due diligence on each business site	3. Reporting and sharing of due diligence results	4. Implementation of improvements
	· Selection of business sites · Pre-consultation with each organization	· Identification and assessment of risks · Pre-survey and on-site due diligence, including interviews	· Completion of human rights due diligence on business sites · Identification and communication of improvement tasks and corresponding	· Execution of improvement tasks · Cooperation with other functions · Planning for the next year
Due diligence method	· Pre-survey and on-site due diligence (online survey, on-site inspection, interviews) - Due diligence on around 20 selected items from the Standard Guidelines on Human Rights Management, including human rights management awareness, industrial environment, the Labor Standards Act, organizational culture/motherhood protection, human rights violations, and stakeholders - Recommendation for voluntary self-inspections by partners			
Due diligence results	· Identification of improvement tasks (interdepartmental cooperation on human rights issues to identify short- and long-term improvement plans) · After due diligence, corrections and updates are reflected in the next year's due diligence plan			

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RISK MANAGEMENT

CJ Group operates a channel for reporting human rights violations to manage human rights risks. Issues are continuously monitored by frequency and type, and improvement measures and solutions are applied to ensure swift resolution and prevention. Reported matters are thoroughly investigated with specific details and supporting evidence, and actions are taken based on principles and standards. Reporting parties are informed about the progress and final outcomes of the investigation.

OPERATION OF HUMAN RIGHTS VIOLATION REPORTING CHANNEL

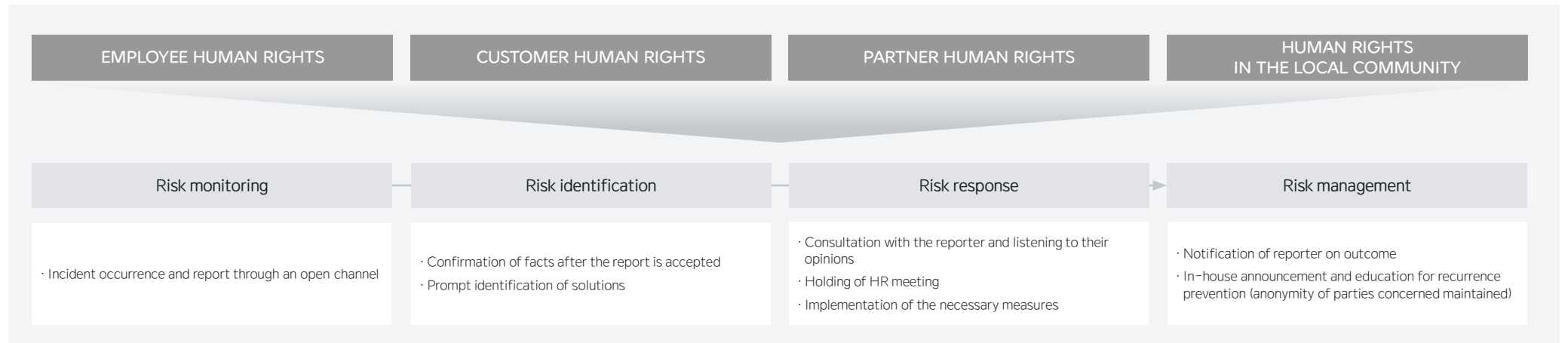
INTERNAL (EMPLOYEES)

EXTERNAL (PARTNERS)

CJ Group operates a grievance handling channel through its ethical management and whistle-blowing website ("Online Report"), which allows both employees and external stakeholders to report human rights issues and receive immediate responses. Reports can be submitted anonymously to protect reporters from possible discrimination or disadvantages. Additionally, reports of human rights violations can be submitted through external organizations, such as K-Whistle, an external organization, where reports are handled independently under the supervision of the relevant department.

In 2023, CJ Corporation responded promptly and transparently to human rights-related reports submitted through the online report channel. After a report is made, the reporter is notified of the results. If a report is deemed valid, corrective action is taken immediately. Disciplinary and personnel actions are enforced in accordance with internal regulations to prevent recurrence, and corrective actions based on human rights violations are made public to enhance effectiveness. CJ Corporation will continue to improve access to its grievance handling channels, ensuring transparency and fairness in its procedures.

I HANDLING OF HUMAN RIGHTS-RELATED GRIEVANCE PROCESS



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RISK MANAGEMENT

CJ Group strengthens its human rights risk management capabilities by supporting all subsidiaries in building their human rights due diligence processes. Subsidiaries identify high-risk human rights issues based on the characteristics of their respective industries, and establish and implement proactive response systems and improvement measures accordingly.

HUMAN RIGHTS IMPACT ASSESSMENT

TARGET LEVEL

2023

Establishment of a foundation for human rights risk management throughout business sites in Korea

EXECUTION PLAN (KEY INITIATIVES)

KEY ACTION(RISK MANAGEMENT)

Conducting human rights impact assessments and risk improvement activities at pilot business sites

Action plan (strategy)

Establishment of partner management systems

Expansion of internal and external communication

SUBSIDIARYS' BEST PRACTICES

CJ OLIVENETWORKS

I HUMAN RIGHTS DUE DILIGENCE PILOT TEST

1. PROJECT OVERVIEW	2. PROCESS	3. MAIN RESULTS (IDENTIFIED RISKS)						
<p>Project targets</p> <p>Preliminary assessment of human rights risks based on shift work characteristics</p> <p>Enhancing the applicability in actual work processes through pilot implementation</p> <p>Due diligence project items</p> <p>Equal employment opportunity</p> <p>Humane treatment of workers</p> <p>No forced labor</p> <p>Guarantee of occupational safety</p>	<p>Checklists for questionnaire and target groups</p> <table border="1"> <tr> <td>Content producers</td> <td>Network operators</td> </tr> <tr> <td>Program Provider</td> <td>Platform operators</td> </tr> <tr> <td>Broadcasting agencies (ONS)</td> <td>Paying viewers</td> </tr> </table> <p>Step 1: Creation of self-diagnosis checklist</p> <p>Creation of human rights due diligence checklists based on global Human Rights Management Guidelines and Checklist of the National Human Rights Commission of Korea</p> <p>Step 2: Conducting human rights due diligence</p> <p>After an initial online survey, in-depth interview of Step 2 participants was conducted based on self-checklist findings</p>	Content producers	Network operators	Program Provider	Platform operators	Broadcasting agencies (ONS)	Paying viewers	<p>MAJOR RISKS REQUIRING IMPROVEMENT MEASURES</p> <p>Work hours</p> <ul style="list-style-type: none"> Practical challenges in taking breaks or vacations when performing urgent tasks Difficulties in taking enough annual leave due to the specific requirements of the position <p>Industrial safety</p> <ul style="list-style-type: none"> Health concerns due to long working hours in shift work Ex) insomnia, indigestion, etc. <p>Welfare</p> <ul style="list-style-type: none"> Difficulty in working from home and taking time off compared to non-shift workers Requirement for differentiated benefits programs based on job characteristics <p>(REFERENCE) DUE DILIGENCE INDICATORS</p> <p>Based on the global human rights management guidelines and the tasks from the National Human Rights Commission, a total of 13 areas and 35 indicator items were identified. Among these, 4 items directly related to shift workers were selected, comprising a total of 10 indicators for the assessment.</p>
Content producers	Network operators							
Program Provider	Platform operators							
Broadcasting agencies (ONS)	Paying viewers							



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HUMAN RIGHTS MANAGEMENT

RISK MANAGEMENT

CJ Group is committed to raising awareness of human rights among internal and external stakeholders. Not only for our employees, but also for the employees of our partners, CJ Group is expanding communication to raise human rights awareness. CJ Group is preventing and managing human rights risks in business by continuously improving communication with stakeholders.

STAKEHOLDER COMMUNICATION

SUBSIDIARYS' BEST PRACTICES

CJ ENM

GUIDELINE FOR SUSTAINABLE CONTENT PRODUCTION SITES

CJ ENM Entertainment Division has developed a "Guideline for Sustainable Content Production Sites" to prevent potential human rights risks in the content production environment. This guide has been shared with employees involved in content creation. In April 2023, to expand the scope of preventing human rights violations, CJ Group collaborated with relevant departments such as Legal/Compliance team, Corporate Audit team, and Safety Management team to enhance the practical guidelines. This included adding content related to child and youth participation, as well as community, environmental, and animal protection, which was then distributed. In 2024, the updated Practical Guide will also be distributed to partners to ensure its active use in content production sites.

KEY CONTENTS OF THE SUSTAINABLE CONTENT PRODUCTION GUIDE

Mutual respect	Sexual harassment	Protection of the local community, the environment, and animals
Safety	Casting of children and youth participation	Confidentiality

CJ FRESHWAY

CJ FOODVILLE

CJ OLIVENETWORKS

ENHANCEMENT OF INTERNAL COMMUNICATION TO RAISE AWARENESS OF HUMAN RIGHTS

CJ Freshway, following the declaration of its human rights management in 2023, initiated a company-wide broadcast starting with a message from the CEO. This broadcast outlined the background, objectives, intent, and plans regarding human rights management, fostering a shared understanding among employees. Additionally, human rights card news was distributed to all employees, emphasizing the necessity of human rights management in light of international trends. Moving forward, the company plans to continuously expand communication and training opportunities related to human rights management.

CJ Foodville published its Human Rights Management Declaration in 2023, articulating its commitment to human rights management through the CEO's monthly message and the corporate website. Additionally, it has created and distributed card news on the topic of human rights management for employees, regularly updating them on human rights management guidelines, the roadmap, and key issues. By continuously identifying and communicating various human rights management topics and agendas throughout the year, CJ Foodville aims to further strengthen its communication on human rights management.

CJ OliveNetworks conducted a human rights due diligence pilot project in an attempt to heed the grievances of employees exposed to human rights risks and made it clear that it is making the necessary improvements. Moreover, to enhance employees' awareness of human rights, a newsletter on human rights management has been distributed to all employees to foster interest and understanding. CJ OliveNetworks will continuously expand the scope of human rights due diligence and establish processes to engage actively with stakeholders.



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HUMAN RIGHTS MANAGEMENT

METRICS AND TARGETS

CJ Corporation has established group standards for human rights risk types to systematically monitor improvement progress for human rights management performance. Subsidiaries are leading the implementation by formulating plans to expand human rights due diligence, while CJ Corporation enhances the effectiveness of group-level human rights management through ongoing assessments of progress and outcomes.

HUMAN RIGHTS GRIEVANCE SYSTEM

Report type	Definition	No. of reports	Ratio
Workplace bullying	Infliction of physical or mental distress on other workers or degradation of working conditions for other workers by leveraging positions or relationships held within the workplace (physical or verbal violence, unjust personnel actions without legitimate reasons, harassment in relation to pay or work hours)	46	55%
Abuse of power	Unfair treatment or abuse of power directed at external stakeholders, including partners and contractors (demand for unfair contract conditions, delayed payments, excessive work demands)	29	35%
Safety accidents	Accidents occurring in the course of the performance of work activities by workers, i.e. events that impact workers' physical or mental health (dangerous working conditions, failure to follow safety regulations, overwork and stress, failure to use proper personal protective equipment)	6	7%
Sexual harassment	Any communication of a sexual nature, sharing or display of images, videos, or other media of a sexual nature, sexual jokes, physical contact or inappropriate behavior	3	4%

I HUMAN RIGHTS VIOLATION REPORTS

Indicators	Unit	2021	2022	2023
Total No. of reported cases	Case	90	101	84
No. of valid and resolved reported cases		83	69	69

SUBSIDIARYS' BEST PRACTICES

HUMAN RIGHTS MANAGEMENT INDICATORS

CJ LOGISTICS

MID- TO LONG-TERM HUMAN RIGHTS MANAGEMENT TARGETS

Human rights management indicators	2023 performance	2023 target	2024 target	2025 target	2030 target
Percentage of employees aware of human rights ¹⁾	30%	30%	40%	50%	80%
Cumulative No. of business sites undergoing human rights due diligence	82	80	120	160	360

1) CJ Logistics employees' awareness of the company policies on human rights management (including Declaration of Human Rights Management, human rights regulations and guidelines, grievance handling system) was surveyed

HUMAN RIGHTS DUE DILIGENCE

CJ LOGISTICS

FINDINGS FROM HUMAN RIGHTS DUE DILIGENCE IN 2023

CJ Logistics conducted human rights due diligence on partners' business sites and made improvements at all business sites where human rights risks were identified. In 2023, CJ Logistics established its human rights management framework, which was followed by a series of improvements that included on-site training to raise employee awareness of humane treatment of workers and requests for the implementation of protective measures for workers dealing with difficult customers.

CJ ENM

FINDINGS FROM HUMAN RIGHTS SURVEY IN 2023

CJ ENM conducted a human rights management survey involving 2,155 employees from its entertainment division and some partner companies. The survey aimed to assess employees' awareness of human rights management, their understanding of grievance mechanisms, potential human rights risks, and experiences of human rights violations. Respondents' anonymity was guaranteed by the use of an independent survey tool. The survey was completed by 368 individuals, and the results showed that the respondents' awareness of human rights management had improved by 35%, and their awareness of the grievance system by 8%, from 2022 to 2023.



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SUPPLY CHAIN MANAGEMENT

EXECUTIVE SUMMARY

CJ Group has diversified its business portfolio across various industries, each with its own specialized supply chains. In particular, the food and biotechnology sectors, which involve complex and diverse supply chains, require the stable procurement of raw materials and the minimization of potential risks related to environmental and human rights issues during the business process. To address this, CJ Group has prioritized the establishment of a supply chain management roadmap, which provides the foundation for responding to supply chain risks. Additionally, the group is implementing supply chain management policies and promoting shared growth with its partners.

GOVERNANCE

CJ Group has established a supply chain management framework that provides a decision-making system and a risk response process for stable supply chain management.

STRATEGY

CJ Group implements strategies, roadmaps, and policies for systematic supply chain management. Through support for startups and the creation of a win-win business ecosystem, CJ Group fosters a framework for shared growth with its partners.

RISK MANAGEMENT

CJ Group operates a supply chain ESG management process that identifies and manages potential issues by assessing ESG risks within its supply chains and conducting ESG evaluations of new partners. This approach supports the enhancement of sustainability capabilities among its partners.

METRICS AND TARGETS

CJ Group systematically manages its supply chain performance by setting indicators and targets for risk assessment, partner training and audits, and handling partner grievances. This approach enables CJ Group to promote continuous growth and improvement.



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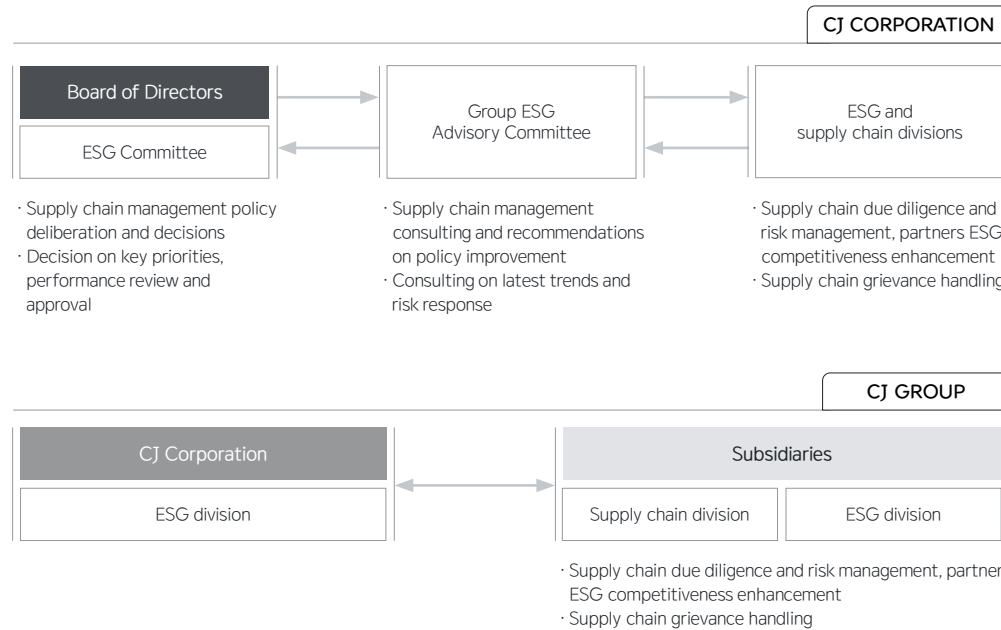
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SUPPLY CHAIN MANAGEMENT

GOVERNANCE

CJ Group has established a supply chain management framework that forms the foundation of its supply chain governance, aimed at securing a stable supply chain and responding to supply chain risks.

SUPPLY CHAIN MANAGEMENT FRAMEWORK



SUBSIDIARIES' BEST PRACTICES

CJ LOGISTICS

SUPPLY CHAIN MANAGEMENT FRAMEWORK

CJ Logistics has established supply chain ESG management policies, through which key supply chain matters are reported to or resolved by the ESG Committee to reinforce the decision-making process. The supply chain division works with relevant departments to manage supply chains across different areas. Activities include conducting due diligence on key partners to identify and address risks, providing ESG capability training, and implementing welfare and grievance handling initiatives.



I ROLES OF THE ORGANIZATIONS COMPRISING SUPPLY CHAIN WORKING GROUP COUNCIL

Classification	Organizations in Supply Chain Working Group Council								
	ESG manager	Safety management office	Business division	Purchasing team	Compliance	Korea: Win-win cooperation team	O-NE: BP innovation team	O-NE: Fair trade consulting team	
Policy setting and revision	○	○			○				
Supply chain due diligence (ESG diagnosis)	○	○	○	○					
Training	○		○	○					
Cooperation and grievance handling						○	○	○	



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SUPPLY CHAIN MANAGEMENT

STRATEGY

CJ Group is building a foundation for supply chain management by establishing a Group-level ESG supply chain management roadmap and policies, with the goal of maintaining sustainable partnerships with its partners.

SUPPLY CHAIN MANAGEMENT STRATEGY

SUPPLY CHAIN MANAGEMENT ROADMAP

Building sustainable supply chains for fair and transparent trade and shared growth based on mutual trust between CJ Group and its partners.



* CJ CheilJedang, CJ Logistics, CJ ENM, and CJ Freshway are taking the lead in proactive implementation, with other subsidiaries following suit.

SUPPLY CHAIN MANAGEMENT POLICIES

Supplier Code of Conduct					
Code of ethics, human rights, labor, safety management, and environmental protection for partners					
Subsidiaries operating under regulations					
CJ CheilJedang	CJ Logistics	CJ ENM	CJ CGV	CJ Freshway	CJ OliveNetworks

CJ Group encourages its subsidiaries to establish industry-specific partner management standards, introduce and disclose a code of conduct, and implement partner assessments to build a robust supply chain management system. Through this, CJ Group aims to systematically reduce and manage ESG risks within its value chain.

Supplier Transaction Regulations						
Standards and procedures for employees in dealing with partners						
Subsidiaries operating under regulations						
CJ CheilJedang	CJ Logistics	CJ ENM	CJ CGV	CJ OliveYoung	CJ OliveNetworks	CJ Seafood

CJ Group establishes standards and procedures for managing transactions with partners through its partner transaction management regulations. By defining business ethics, CJ Group ensures fair and transparent dealings with its partners. This approach strengthens mutual trust and helps maintain sustainable partnerships.



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SUPPLY CHAIN MANAGEMENT

STRATEGY

CJ Group discovers and supports outstanding SMBs and partners to foster a win-win business ecosystem.

SUPPORTING SHARED GROWTH

SUBSIDIARYS' BEST PRACTICES

CJ LOGISTICS

WIN-WIN ECOSYSTEM FOR SHARED GROWTH

CJ Logistics is making various efforts, including fund creation and capital investment, to establish an ecosystem of shared growth and innovation. By 2023, CJ Logistics had contributed KRW 14 billion to a venture fund focused on nurturing startups and investing in digital logistics, AI, renewable energy, information technology, and other advanced industries, with a target size of KRW 214.6 billion. An additional KRW 21 billion is committed for future investment. In partnership with the Korea Development Bank, CJ Logistics also established a KRW 15 billion shared growth fund (KRW 5 billion from CJ Logistics and KRW 10 billion from KDB) to provide loans to 13 partners at a 1.52% reduced interest rate. This initiative supports sustainable shared growth through annually renewable loan conditions.

* As of 2023

Item	Details
Venture fund	KRW 214.6 billion
Cumulative funding (as of 2023)	KRW 14 billion
Committed additional funding	KRW 21 billion
Shared growth fund size	KRW 15 billion (KRW 5 billion from CJ Logistics and KRW 10 billion from Korea Development Bank)
Interest rate reduction for partners	1.52%
No. of partners supported	13

CJ ENM

ECOSYSTEM CREATION FOR MUTUAL GROWTH

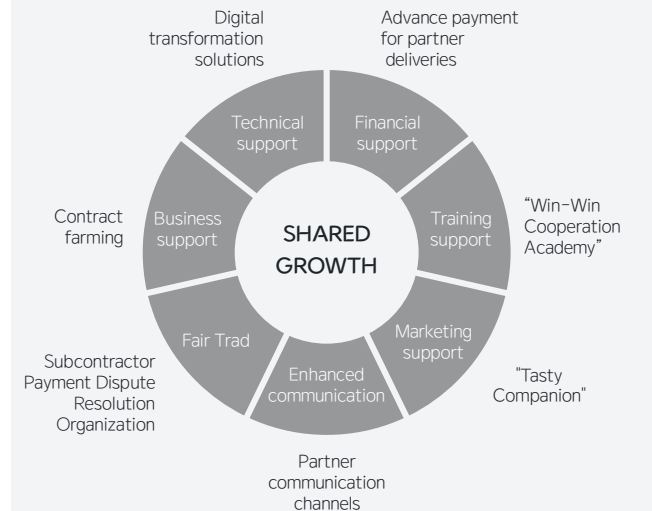
CJ ENM Commerce Division has established a multi-stage support system to foster a symbiotic business ecosystem. In the first stage, SMBs, startups, and farming households receive support for commercialization and market access. In the second stage, the focus is on enhancing the competitiveness of partners. Ultimately, the goal is to nurture outstanding businesses for product diversification and shared growth.

Multi-stage support system	Social value	Business value
1 st round (SMEs, Startups, Farms)	Commercialization	Sales support
2 nd round (partners)	Creation of social value	Enhancing partner competitiveness
3 rd round (outstanding companies)	Development of outstanding companies (ESG internalization by SMBs)	Product diversification and shared growth

CJ FRESHWAY

ESTABLISHMENT OF A WIN-WIN BUSINESS MODEL FOR MUTUAL GROWTH

CJ Freshway seeks shared growth with partners, farmers, and the local community. Through its "win-win business model," CJ Freshway strengthens its collaboration with farmers, SMBs, and restaurants to build a sustainable ecosystem, which is a core value in its efforts to create social value.



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SUPPLY CHAIN MANAGEMENT

RISK MANAGEMENT

CJ Group has established a supply chain ESG management process for its key subsidiaries to identify and address supply chain risks. CJ Corporation, in turn, implements a Group-wide supply chain ESG management framework to support each subsidiary's adoption of this process. CJ Group continues to enhance its supply chain ESG management through ongoing review and improvement. CJ Group is expanding the scope of self-assessments and on-site inspections across its entire value chain to mitigate potential risks.

SUPPLY CHAIN ESG MANAGEMENT PROCESS



SUBSIDIARIES' BEST PRACTICES

CJ CHEILJEDANG

SUPPLY CHAIN ESG RISK ASSESSMENT

CJ CheilJedang conducts supply chain ESG risk assessments in Korean, Chinese, and English. In 2023, it expanded the supply chain ESG assessment system to its global food business sites, identifying partners' potential risks through self-assessments and on-site inspections. The assessment system was also restructured to raise the standards for "excellent partners" and to encourage these excellent partners to continuously improve their risk management. Moving forward, CJ CheilJedang will derive and implement improvement tasks based on the assessment results to proactively mitigate ESG risks in its supply chain.

ESG SCREENING OF PARTNER CANDIDATES

In selecting new partners, CJ CheilJedang examines various aspects such as pricing, supply and demand, quality, and financial status to identify excellent partners and build strong collaborations. For candidates identified with key risks during the registration process, CJ CheilJedang reviews the risk levels and improvement measures to determine the viability of the partnership, continuously improving its partner selection process to ensure sound decision-making.

CJ LOGISTICS

SUPPORT FOR PARTNERS' SUSTAINABILITY

CJ Logistics has adopted a self-diagnosis program which partners can use to assess and improve their ESG capacity. Also CJ Logistics provides the partners with a detailed report on their current ESG standing and the improvements to be made. Partners are supported in the continuation of their ESG management with regular seminars. The seminar on ESG diagnosis held in 2023 was attended by 51 representatives of 31 partners, who learned about the latest ESG trends and the ESG-related support available from the Korean government and other entities.

ENHANCING PARTNERSHIP

Every November 15, the anniversary of its establishment, CJ Logistics holds the CJL Awards for Best Partner to strengthen its partnerships with partners. The awards are based on contributions to mutual growth, performance, and expertise, with recognition given to partners who have supported ESG management. In 2023, 4 partners were honored.

CJ CGV

COMMUNICATION FOR ESG MANAGEMENT OF PARTNERS

All departments at CJ CGV engage in direct communication with various partners. The purchasing department provides guidance and monitors key considerations in collaboration, ESG management, and operational procedures, identifying areas for improvement each year. Additionally, before major holidays (Seollal and Chuseok), the management diagnosis team collects partner information from all departments and sends a CEO letter to convey CJ CGV's commitment to integrity and remind employees to avoid bribery.



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SUPPLY CHAIN MANAGEMENT

METRICS AND TARGETS

CJ Group sets and manages supply chain management indicators and targets specific to its subsidiaries' businesses to reduce supply chain risks and ensure the stability and competitiveness of its supply chains.

SUPPLY CHAIN MANAGEMENT INDICATORS AND TARGETS

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

CJ CheilJedang is continuously expanding the scope of ESG risk assessment of its key partners, and has adopted the Corporate Partnership Index and domestic use of palm oil certified by the Roundtable on Sustainable Palm Oil (RSPO) as supply chain management indicators to fulfill its ESG responsibility.

Classification		2023 performance	2024 target
Expanded scope of ESG risk assessment of key partners	FOOD	75% ¹⁾	Global application
	BIO	35% ¹⁾	Assessment of a larger range of partners on core risks
Corporate Partnership Index		Highest rating possible	Highest rating possible maintained
Rate of domestic use of RSPO-certified palm oil		100%	100% maintained

1) Percentage of key partners subject to ESG risk assessment (calculated based on transaction values for the FOOD Division and the number of companies for the BIO Division)

STUDIO DRAGON

In its pursuit of lasting partnerships with its partners for mutual growth and win-win collaboration, Studio Dragon monitors a variety of indicators, including the number of grievances reported by partners and the transaction history with partners. In 2024, the Supplier Code of Conduct and Transaction Management Regulations will be revised to support improved partner management.

* As of 2023

No. of partners	No. of grievances reported by partners	Rate of resolution of partner grievances
130	2 ¹⁾	100%

1) Of the 2 reports, 1 was human rights-related

CJ ENM

CJ ENM works with a wide range of supply chain management indicators and targets to promote shared growth with partners. These targets include support for mutual growth funds, R&D assistance, education and training programs, global market entry support, and consulting on ESG management enhancement.

* As of 2023

Classification	Undertaking	Performance indicator	Target	Outcome
ENTERTAINMENT Division	Comprehensive training (ethics, safety, ESG) for partners	Training completion rate	100%	100%
		Execution of in-person training	At least twice a year	2 times
		Survey of partners	At least once a year	1 time
COMMERCE Division	ESG training	Training completion rate	80%+	100%
		Training satisfaction	Average score of 80+	Average score of 90.4
		Self-diagnosis participation	80%+	100%
	Field due diligence (consulting)	Improvement	25%+	61%
Outstanding ESG companies among SMBs		70%+	90%	



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EXECUTIVE SUMMARY

As a company with a significant focus on B2C business, CJ Group's competitiveness is directly tied to providing responsible products and services. To deliver sustainable and ethical products and services to consumers, CJ Group undertakes a wide range of initiatives aimed at improving quality, enhancing customer satisfaction, increasing consumer convenience, expanding accessibility, and amplifying positive influence. These efforts contribute to creating social value and enhancing CJ Group's positive corporate image and impact.

GOVERNANCE

CJ Group operates relevant organizations within each subsidiary to ensure quality management and customer satisfaction, and is providing responsible products and services to customers.

STRATEGY

CJ Group conducts various activities to ensure that CJ's products and services achieve perfect quality, high customer satisfaction and accessibility, and make a positive contribution to society, including quality and safety management, enhancing customer satisfaction and convenience, and improving accessibility.

RISK MANAGEMENT

CJ Group aims to provide high-quality products and services by establishing a system for the prevention and diagnosis of quality and safety risks and strengthening product safety management. Additionally, through the operation and monitoring of the Voice of Customer (VOC), the group seeks to identify and thoroughly address issues related to its products and services.

METRICS AND TARGETS

CJ Group sets customer satisfaction management indicators based on findings from customer grievance resolution and customer accessibility assessment, and applies those indicators to its performance management to consistently improve customer satisfaction and the quality of its offerings.



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RESPONSIBLE PRODUCTS AND SERVICES

GOVERNANCE

Based on its mission to "Contributing to the Global Community by Providing the Best Value with Our ONLYONE Products and Services," CJ Group strives to enhancing the quality and safety of its products and services to provide high-quality offerings to all customers. To achieve this, the group operates dedicated teams responsible for product and service quality and safety, ensuring that there is a system in place to quickly identify and resolve issues when they occur.

QUALITY CONTROL AND CUSTOMER SATISFACTION

SUBSIDIARYS' BEST PRACTICES

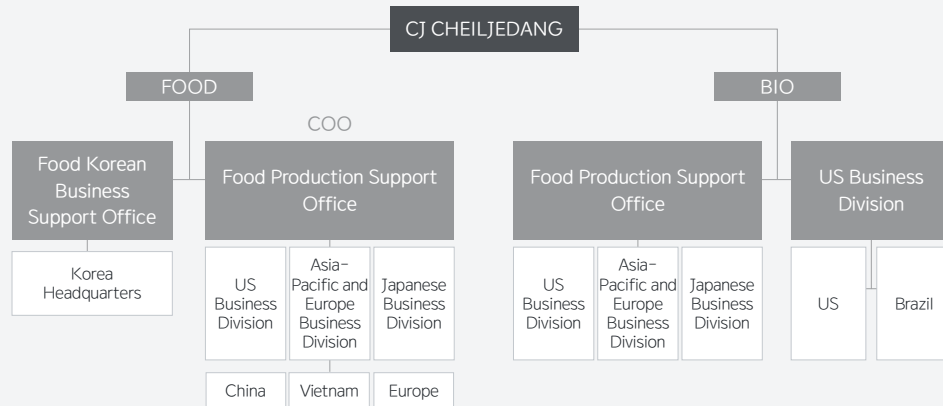
CJ CHEILJEDANG

QUALITY AND SAFETY MANAGEMENT

5 PRINCIPLES OF QUALITY AND SAFETY

Customer satisfaction	Adherence to principles	Evolution and innovation	Preventive management	Realization of win-win value
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CJ CheilJedang's Food Division has structured its quality and safety management framework around its Food Production Support Office to prioritize customer safety. As the chief of quality and safety management, the Chief Operating Officer (COO) receives reports of issues from the food quality and safety divisions in CJ CheilJedang's business sites in the 4 international regions the company operates in. The Food Production Support Office oversees quality and safety issues based on fundamental principles and policies, and reflects local regulations and policies in the system to ensure the effective operation of the Quality Management System (QMS) by global region and country. The CJ CheilJedang's BIO Division has established a management system centered around the Production Division and the US Business Division, realizing sustainable quality management with customer satisfaction as the top priority.



CJ FRESHWAY

FOOD SAFETY CENTER

The Food Safety Center, first established in its industry, has amassed a huge amount of food safety verification data, operates with the highest level of expert in food safety analysis. It stays abreast of global trends, including information on hazardous substances and food, and applies its food safety data to ensuring the highest level of food safety for CJ Freshway products. The Food Safety Center is designated as an accredited testing institution for food, livestock, and agricultural products by the Korean Ministry of Food and Drug Safety and National Agricultural Products Quality Management Service. In both 2022 and 2023, it received top evaluations in the Food Analysis Performance Assessment Scheme (FAPAS) hosted by the UK Department for Environment, Food and Rural Affairs, being judged as suitable in all categories, including microbiological and physicochemical analyses.

INTEGRATED FOOD SAFETY NET SYSTEM MANAGEMENT

- Conducting food safety and hygiene trainings for external stakeholders such as food material production sites, partners, stores, and distributors
- Monitoring for hazards
- Providing technical support for food safety, and offering advisory services

FOOD SAFETY CENTER

- Microbiological Lab
- Genetic Analysis Lab
- Equipment Lab
- Physical and Chemical Analysis Lab

FOOD MATERIALS SAFETY VERIFICATION

- Promoting comprehensive food analysis and safety tests, including microbial analysis, genetic analysis, residual pesticide and animal medicine analysis, hazardous substance analysis, and food ingredient additive analysis
- Conducting unannounced inspections of random samples collected from Logistics Centers nationwide across the country
- Performing radiation and heavy metals tests to identify food safety risk factors

INTEGRATED R&D CENTER

To address rapidly changing customer preferences and food culture trends, CJ Freshway has expanded its solution business(Comprehensive customized consulting for entire dining, and school meals) by establishing a strategy to provide meal solutions. To this end, we launched an integrated R&D Center in 2023 that will play a key role in providing solutions through research and development and trend analysis. The R&D Center works with the IMC (Integrated Marketing Communication) team, which is responsible for B2B branding and marketing, to enhance customer satisfaction and carry out marketing-related activities. Additionally, the integrated R&D Center plans to internalize knowledge assets and strengthen its menu and recipe database to enhance its product development capabilities, providing data-driven solutions.



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STRATEGY

CJ Group strives to improve its quality management capabilities, provide better products and services to consumers, and improve quality by reflecting the voice of the customer. Through this, we aim to enhance the safety and reliability of our products, increase customer satisfaction, and lead to product development that reflects customer demands.

QUALITY CONTROL AND CUSTOMER SATISFACTION

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

QUALITY SAFETY ACADEMY

CJ CheilJedang operates a Quality Safety Academy to provide high-quality products to customers and cultivate quality safety experts. Quality Safety Academy recognizes 8 capacities as necessary for response to food and product safety risks, and operates 41 attendant courses of levels, ranging from Basic to Advanced to Excellence. In 2023, 284 members of CJ CheilJedang completed training at Quality Safety Academy and enhanced their expertise.

I LEVELS OF COURSES OFFERED AT QUALITY SAFETY ACADEMY

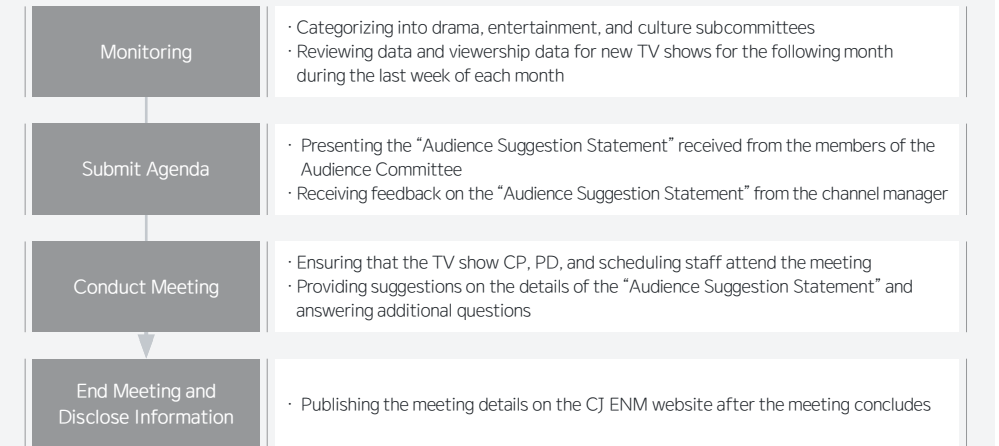
LEVEL	EXAMPLE OF TARGET EXPERTISE
Excellence	External expert activities, and identification and redress of unreasonable regulations
Advanced	Acquisition of expert legal knowledge, recognition of the far reaching importance of regulation
Basic	Acquisition of basic knowledge of legally required product indications, making of legally required product indications

CJ ENM

OPERATION OF AUDIENCE COMMITTEE

CJ ENM Entertainment Division has established audience committee for each segment to protect viewer rights and enhance the quality of broadcasting, operating them regularly. Although the Entertainment Division is not required to establish audience committee, it has independently set up and operates its own audience committee to listen to audience opinions more fairly. The audience committee presents audience opinions on program scheduling and suggestions for program improvements, based on transparent communication. The feedback gathered through the audience committee is directly reflected in the content for improvements. Additionally, it shares and continuously monitors emerging issues each year, such as cultural diversity, animal protection, and on-site management during filming. Activities for protecting audience rights, along with the committee's composition and meeting minutes, are publicly available on each division's website.

I AUDIENCE COMMITTEE OPERATING PROCESS



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STRATEGY

CJ Group is focused on improving the convenience and usability of its products and services to allow consumers to conveniently experience CJ products and services in their daily lives. The subsidiaries are making every effort to realize the value of putting customers first, from enhancing customer service using AI to overhauling systems aimed at improving customer satisfaction at the point of contact and after service.

CUSTOMER CONVENIENCE IMPROVEMENT

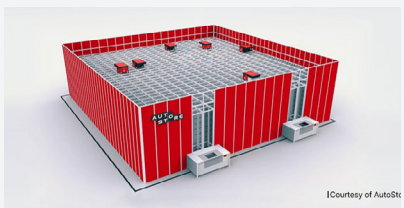
SUBSIDIARYS' BEST PRACTICES

CJ LOGISTICS

PROVISION OF FULFILLMENT SERVICES AND INTRODUCTION OF AUTO STORE

CJ Logistics offers a one-stop "Fulfillment Service" that encompasses product storage, release, delivery, and inventory management to enhance consumer convenience. Notably, CJ Logistics has introduced the country's only logistics robot system, "Auto Store", at its Fulfillment Center in Incheon, Korea, which has improved logistics storage efficiency and shipping processing times by 4 times and 2.8 times, respectively.

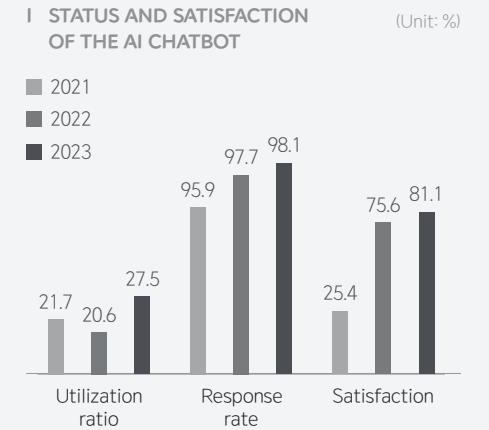
Following the expansion of Fulfillment Service, as of the end of 2023 the number of e-commerce customers of CJ Logistics had increased by about 4 times from 2022, from around 250 to 1,071.



Auto Store

ENHANCEMENT OF AI CHATBOT 2.0

CJ Logistics launched the customer consultation service "AI Chatbot 2.0" in 2022, improving the user experience for easier accessibility. This chatbot is equipped with sentence analysis, quick menus, and auto-completion features, providing accurate service 24 hours a day. In 2023, the response rate improved to 98.1%, and the customer usage rate increased to 27.5%, with customer satisfaction rising to 81.1%. In the first half of 2024, the company plans to offer chat consultations with customer service representatives through the AI Chatbot 2.5, which will include a "deep chat" service.



CJ FRESHWAY

UPDATE OF ONLYONE FOODNET (OFN) ORDERING SYSTEM

In July 2023, CJ Freshway revamped ONLYONE FOODNET, its online ordering system, to better communicate with customers ordering food ingredients for an improved customer experience. This revamp allows CJ Freshway to strengthen its personalized product curation function through customer behavior-based data analysis and to provide a two-way communication environment by adding additional features such as document downloads and building a customer participation system. To continuously improve overall customer's experience satisfaction throughout the purchasing process, CJ Freshway will actively listen to customer needs and reflect them in the system.

CJ FOODVILLE

INTRODUCTION OF AI CONTACT CENTER (AICC)

As of the end of 2023, CJ Foodville was operating its AI contact center (AICC) for 35 restaurant operations in Korea. Assuming that VIPS, the premium steak and seasonal salad bar directly operated by CJ Foodville, receives 1,600 customer calls per month (averaging 57 seconds per call), the response substitution effect from AICC is approximately 25 hours, which allows for an equivalent amount of customer service time to be saved, thereby reducing customer wait times. Furthermore, to enhance the consistent quality of menu offerings and improve service at points of contact, CJ Foodville is taking the lead in customer convenience through Digital Transformation (DX) by introducing 27 noodle-cooking robots and 73 serving robots last year.



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RESPONSIBLE PRODUCTS AND SERVICES

STRATEGY

CJ Group strives to meet the diverse needs of customers using CJ's products and services and to enhance customer satisfaction. By providing products and services that consider DE&I (Diversity, Equity, and Inclusion), the company aims to spread the value of diversity throughout society.

EXPANDING CUSTOMER ACCESSIBILITY

SUBSIDIARYS' BEST PRACTICES

CJ ENM

ENHANCING ACCESSIBILITY FOR VISUALLY- OR HEARING-IMPAIRED CUSTOMERS

CJ ENM Commerce Division conducts annual training for show hosts to enhance accessibility for the visually impaired. It also supports visually impaired individuals who cannot use the mobile app by providing the same benefits through ARS (Automated Response System) phone orders. Additionally, CJ ENM offers a specialized sign language consultation service for the hearing impaired, allowing them to resolve difficulties in the ordering, delivery, exchange/return, and after-sales service processes via video phone.

CJ CGV

INTRODUCTION OF CGV X KCC "COLOR UNIVERSAL DESIGN"

CJ CGV has partnered with paint manufacturer KCC Corporation to refresh its cinemas with "Color Universal Design," a design scheme that allows all cinema customers to readily recognize spaces and signs. Currently being trialed at CGV Yongsan I-Park Mall, CGV Yeongdeungpo, CGV Gangnam, and CGV Yeouido located in Seoul, Color Universal Design enables visitors of all ages and abilities to accurately understand information regarding spaces, products, and cultural information within the cinema environment. For example, Color Universal Design unmistakably indicates the locations of exits and escalators to prevent anyone from getting lost, and the locations of fire extinguishers to ensure an immediate response to fires.

STUDIO DRAGON

EXPANDING THE VALUE OF DE&I (DIVERSITY, EQUITY, AND INCLUSION) THROUGH CONTENTS

Studio Dragon aims to contribute to the spread of DE&I values by diversifying characters in its content. Traditionally male-dominated genres such as investigation, crime, and medical dramas have been reimagined with female leads, emphasizing their empowered and independent roles. Additionally, social minorities such as individuals with disabilities and sexual minorities are portrayed as proactive and central characters, highlighting a society where diverse people respect and live harmoniously with one another. Studio Dragon is committed to continuing to tell the stories of various people through its content.



Delightfully Deceitful

A story unfolding around a woman "Lee Ro-um" who is a brilliant swindler



Castaway Diva

Portrays the growth of the female protagonist "Seo Mok-ha" and her bonds with other women



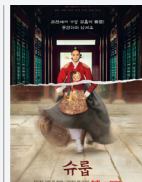
Our Blues

Portrays social minorities in a favorable light to deliver a positive message



Twinkling Watermelon

A story about a family of deaf people in which the limitations of disability are overcome and hope prevails



Under the Queen's Umbrella

In a period drama, a prince character is portrayed as a sexual minority, showing the process of acceptance and inclusion

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RESPONSIBLE PRODUCTS AND SERVICES

RISK MANAGEMENT

CJ Group operates a quality safety risk management system to prevent the occurrence and recurrence of quality safety risks. CJ Group is committed to strengthening a preemptive risk management framework for our products and services to ensure customer safety.

PREVENTION OF QUALITY SAFETY RISKS

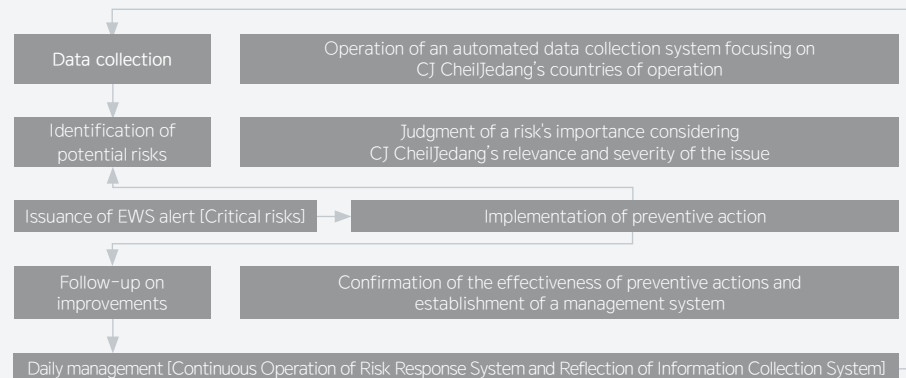
SUBSIDIARIES' BEST PRACTICES

CJ CHEILJEDANG

SYSTEMS FOR PREVENTION AND DIAGNOSIS OF QUALITY SAFETY RISKS

CJ CheilJedang operates the CJ Early Warning System (CJ EWS), a quality safety risk prevention system, to continuously monitor the revision and enactment of domestic and international food-related legislations, quality safety issues, and hazardous substance information. Among the risks identified by the CJ EWS, those with significant impact and requiring prompt response are communicated to relevant departments through CJ EWS alert documents for proactive joint response. Contained risks are logged in CJ EWS to enable the standardization of the response to be implemented should the risks recur, and monitoring is performed thereafter to actively prevent recurrence.

In addition, CJ CheilJedang's "Global Food Hygiene Diagnosis" encourages its food production business sites around the world to increase their quality safety level and self-sufficiency. Food Hygiene Diagnosis utilizes a number of diagnostic tools, including the CJ global Quality Management System (QMS), Global Food Safety Initiative (GFSI), and Hazard Analysis and Critical Control Point (HACCP), for a comprehensive assessment of quality safety processes, quality management performed at business sites, and analytical infrastructure. Assessment results are classified into 5 levels and support is provided for each level so that leveling-up can be achieved. The diagnostic system was established in 2021, and by 2023, diagnostics have been carried out at food manufacturing business sites in the US, China, Japan, Vietnam, and Germany. Starting in 2024, the data collected from the 3 years of diagnosis will be analyzed to make the necessary improvements.

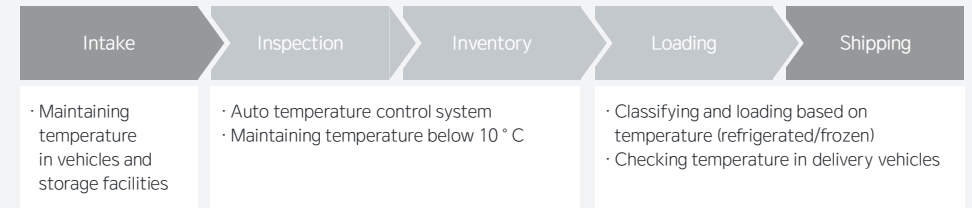


PREVENTION OF FOOD SAFETY RISKS

CJ FRESHWAY

COLD CHAIN SYSTEM

CJ Freshway operates the cold chain system to maintain the freshness of temperature-sensitive food ingredients throughout the distribution process.



RADIOACTIVITY SAFETY MANAGEMENT OF SEAFOOD

CJ Freshway does not distribute any Japanese seafood and ensures safety through radioactivity inspections of Private-brand (PB) seafood products and regular radioactivity inspections of products from seafood partners. Notably, with the introduction of advanced radioactivity analysis devices, CJ Freshway proactively manages safety in order to comply with increasingly stringent government policies and meets consumer needs. CJ Freshway plans to expand safety management efforts beyond seafood to include agricultural products, ensuring a safe supply of food materials that customers can trust.

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RISK MANAGEMENT

CJ Group operates a system that allows customer needs to be swiftly reflected in the improvement of products and services, thereby enhancing the quality of its offerings to increase customer satisfaction.

CONSUMER COMPLAINTS HANDLING PROCESS

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

CJ ENM

OPERATION OF VOICE OF CUSTOMERS (VOC)

CJ CheilJedang operates the Voice of Customers (VOC) to collect and reflect diverse customer opinions. The company provides 24-hour customer feedback channels via phone, text message, website, and sign language chat, allowing for continuous receipt of customer input. Customer feedback is analyzed and shared across departments to identify actionable improvement tasks. These tasks undergo cause analysis, solution development, and scheduling, with the outcomes integrated into the CJ CheilJedang's processes and services. Additionally, CJ CheilJedang ensures that improvements are not one-time efforts by continuously tracking issues and analyzing trends to prevent recurring customer complaints.

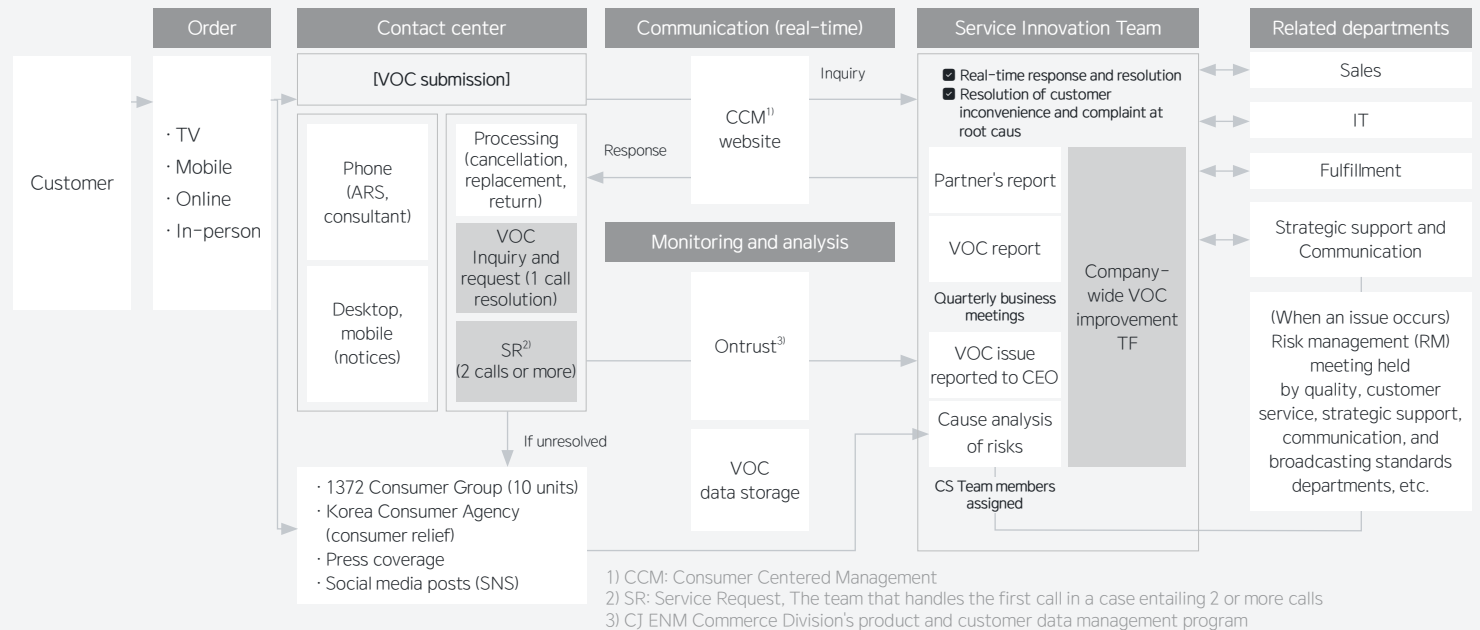
VOC PERFORMANCE MANAGEMENT

CJ CheilJedang transforms issues received through the VOC into actionable tasks, conducting root cause analysis and implementing improvements. Every month, outstanding cases of VOC issue resolution are shared company-wide so that horizontal deployment can take place. During regular audits of business sites, CJ CheilJedang checks whether the VOC issues identified as tasks are being implemented on-site. The completion rate of these tasks is managed as a key performance indicator.

COMPLIANCE WITH BROADCASTING STANDARDS AND PREVENTION OF FALSE/EXAGGERATED ADVERTISING

To minimize consumer complaints and protect consumer rights, CJ ENM Commerce Division delivers clear and accurate information on its products by following the regulations for product description and sales broadcasts. Expressions open to misinterpretation are avoided, subtitles are made highly visible, and thorough production information is provided to prevent false advertising. To prevent any disadvantages to consumers caused by broadcast subtitles or host comments, CJ ENM has also developed guidelines for the use of limited expressions such as "only on air," "last chance," and "only once/only today."

I CONSUMER RESPONSE PROCESS



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METRICS AND TARGETS

CJ Group keeps performance indicators that reflect customer complaints received and resolved as a step in the systematic management of customer satisfaction with CJ Group's products and services. CJ Group establishes self-evaluation indicators for customer satisfaction to continuously monitor improvement progress.

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

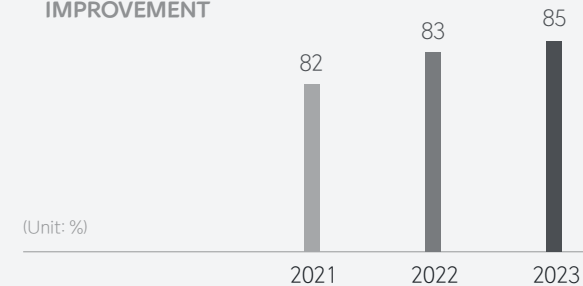
CUSTOMER SATISFACTION MANAGEMENT INDICATOR

CJ ENM Commerce Division manages annual customer inconvenience and complaint rate (VOC) indicator. As a result of consistently operating company-wide customer complaint improvement activities, the VOC has been continuously decreasing.

I VOC RECEIPT STATUS * As of 2023

Inquiries	Complaints	Suggestions	Praise	Total
61,557	39,917	501	47	102,022

I COMPLETION RATE OF VOC-RELATED IMPROVEMENT



CJ ENM

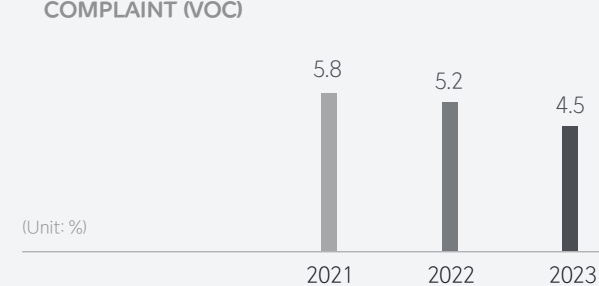
CUSTOMER SATISFACTION MANAGEMENT INDICATOR

CJ ENM Commerce Division manages annual customer inconvenience and complaint rate (VOC) indicator. As a result of consistently operating company-wide customer complaint improvement activities, the VOC has been continuously decreasing.

I VOC PROCESSING STATUS

Classification	Unit	2021	2022	2023
Rate of customer inconvenience and complaints (VOC)	%	5.8	5.2	4.5
Total VOC cases	Case	2,869,517	2,581,444	2,003,113
Annual rate of VOC processing	%	100	100	100

I RATE OF CUSTOMER INCONVENIENCE AND COMPLAINT (VOC)



SELF-ASSESSMENT OF CONTENT ACCESSIBILITY

CJ ENM Commerce Division is striving to enhance customer satisfaction by establishing self-assessment indicators for content accessibility and working to achieve set goals. Accessibility of website and mobile app content to customers is assessed and improved. Assessing the 3 media of mobile web, PC web, and mobile app, content accessibility issues are classified as critical, moderate, or minor. As of October 2023, the accessibility issues identified included 103 for mobile web, 76 for PC web, and 94 for the mobile app. Of these, 44 of the 45 critical mobile web issues (97%) and 29 of the 30 critical PC web issues (96%) were resolved by March 2024. CJ ENM Commerce Division is systematically managing issues identified through accessibility assessment, and resolves critical issues on a priority basis to improve customer convenience in accessing its offerings. Additionally, the division is committed to quickly identifying and addressing accessibility issues to ensure that all customers can enjoy equal access to information.

* Content accessibility: Ensuring that all users can access and understand content without physical, sensory, or cognitive restrictions

* As of October 2023

Classification	Mobile web	PC web
Identified accessibility issues	103	76
Critical issues	45	30
Resolved critical issues	44 (97.8%)	29 (96.7%)
Resolution completion date	By March 2024	



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EXECUTIVE SUMMARY

CJ understands that transparency in the disclosure of its governance, financial status, and other conditions to investors is important in helping them make investment decisions. Accordingly, CJ Corporation reviews financial and non-financial issues from the group's standpoint and makes transparent disclosures to foster market fairness and uphold investor interests.

GOVERNANCE

CJ Corporation is committed to enhancing the credibility of its corporate activities by establishing a decision-making system with a Board of Directors and committees composed of diverse experts, and by ensuring transparent decision-making processes.

STRATEGY

CJ Corporation operates its Board of Directors under internal policies aimed at establishing transparent governance, including its Corporate Governance Charter. Additionally, the company protects shareholder interests and promotes trust and transparency through stable dividend payments and the convening of annual general meetings.

RISK MANAGEMENT

CJ Corporation systematically manages risks according to its risk management policies. Through the Board of Directors and committees, the company aims to proactively identify and prevent potential risk factors to enable the sustainable growth of CJ Group.

METRICS AND TARGETS

CJ Corporation systematically manages relevant indicators to assess the operation, diversity, expertise, and independence of the Board of Directors, while maximizing shareholder value through a responsible dividend policy. This approach aims to enhance the company's financial and non-financial transparency and soundness.



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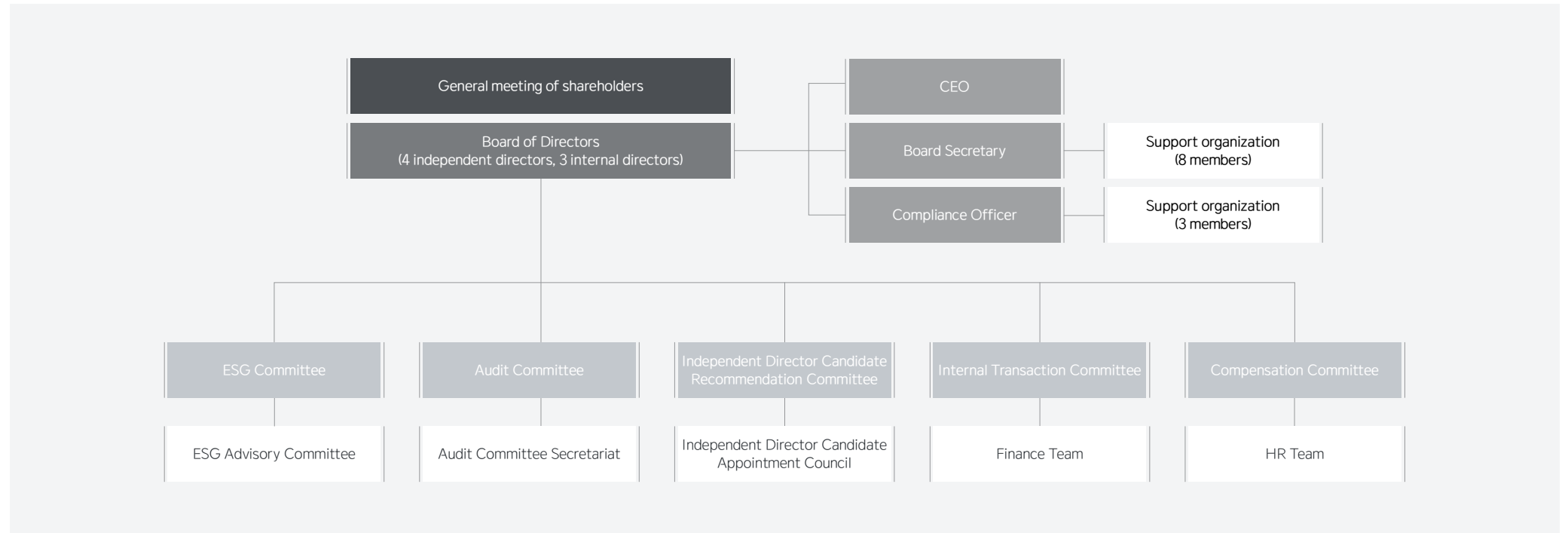
GOVERNANCE

CJ Corporation aims to establish transparent governance to enhance corporate trust and transparency while maximizing the interests of various stakeholders, including shareholders.

DECISION-MAKING STRUCTURE

The general meeting of shareholders is the highest decision-making body of a company as defined by the Commercial Act. The Board of Directors is delegated the responsibility for the company management and operation by the company's shareholders, and performs core roles across the company's management. The Independent Director Candidate Recommendation Committee, ESG Committee, Audit Committee, Compensation Committee, and Internal Transaction Committee operate under the Board of Directors to enhance the efficiency and expertise of business operation. The Audit Committee verifies the procedures and results of regular audits performed by independent auditors. The CEO and executives establish the strategies to respond to company-wide risks, in the process receiving risk-related reports from the Compliance Officer and support organizations.

I CJ CORPORATION'S DECISION-MAKING STRUCTURE



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GOVERNANCE

CJ Corporation makes decisions on significant company matters through the Board of Directors and committees composed of diverse experts, thereby fostering sustainable growth.

BOARD OF DIRECTORS AND COMMITTEES

MEMBERS OF THE BOARD OF DIRECTORS AND COMMITTEES

The Board of Directors is made up of 7 directors, considering the company's size and its characteristics as a holding company. This composition enables effective discussions and supports swift yet careful decision-making. With independent directors making up the majority of the board, it can function independently of the executives. With diversity in gender, age, and expertise, the Board of Directors is capable of balanced decision-making.

● : Chair | ● : Member

Name	Title	Gender	Age	Committees					End of tenure	Expertise	Career highlights	Total period of appointment as a director
				Audit	Independent director candidate recommendation	Internal transactions	Compensation	ESG				
Sohn, Kyung-shik	Internal director (Chair of Board of Directors)	M	84						March 28, 2027	Business management	· Bachelor of Law, Seoul National University · Current CEO of CJ Corporation · Current CEO of CJ CheilJedang · Current President of Korea Enterprises Federation	362 months
Kim, Hong-ki	Internal director	M	59				●	●	March 28, 2027	Business management	· MBA, Sogang University · Current CEO of CJ Corporation	74 months
Lim, Kyung-mook	Internal director	M	53						March 28, 2027	Business management	· Ph.D. in Economics, Brown University · Current Head of CJ Future Management Institute	38 months
Kim, Yeon-geun	Independent director	M	63	●	●	●	●	●	March 31, 2025	Finance	· MBA, Seoul National University · Current Advisor at Kim & Chang Law Firm · Former Commissioner of NTS Seoul Regional Office	62 months
Han, Ae-ra	Independent director	F	52	●		●	●	●	March 31, 2025	Law	· Harvard Law School LL.M. · Current Professor at Sungkyunkwan University Law School · Former Supreme Court Judicial Researcher	26 months
Choi, Jong-gu	Independent director	M	66	●	●	●	●		March 29, 2026	Finance	· M.A., University of Wisconsin School of Public Policy · Current Advisor at Yoon & Yang Law Firm · Former Chair of the Financial Services Commission	14 months
Kim, Yeon-soo	Independent director	M	61	●	●	●	●		March 29, 2026	Medicine	· MD, Seoul National University · Current Professor of Medicine at Seoul National University · Former President of Seoul National University Hospital	14 months

* As of May 31, 2024

ROLES OF THE COMMITTEES

All committees have a majority of independent directors. Among these, the Audit Committee, Independent Director Candidate Recommendation Committee, and Internal Transaction Committee are fully comprised of independent directors to guarantee their independence. The Compensation Committee includes internal directors for the assessment of executives' performance but maintains independence by having a majority of independent directors, with the chair also being an independent director. The Audit Committee includes 2 financial experts to enhance its expertise.

Classification	Key roles
Audit Committee	· Audit of corporate accounting and business · Review of matters prescribed in statutes or Articles of Incorporation and the matters delegated by the Board of Directors in relation to the above
Independent Director Candidate Recommendation Committee	· Recommendation of independent director candidates · Review of particulars necessary for the recommendation of independent director candidates
Internal Transaction Committee	· Review of transactions with subsidiaries and related parties that require approval by the Board of Directors in accordance with the Monopoly Regulation and Fair Trade Act and Commercial Act · Review of particulars of internal transactions as deemed necessary by the Board of Directors or a committee
Compensation Committee	· Review of particulars of establishment and change of executive compensation framework · Assessment of executive performance indicators to determine long-term incentives · Review of particulars of executive compensation as deemed necessary by the Board of Directors
ESG Committee	· Review of the company's strategy and direction in sustainable management · Review of the company's key achievements in sustainable management



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STRATEGY

CJ Corporation has established and implemented various internal policies, including the Corporate Governance Charter, to ensure transparent governance. The status of these internal policy operations is transparently disclosed to all stakeholders through the disclosure of the Corporate Governance Report.

CORPORATE GOVERNANCE CHARTER →

With "Contributing to the global community by providing the best value with our ONLYONE products and services" as its management philosophy, CJ Corporation aims to become a global lifestyle company. CJ Corporation seeks to establish a governance structure, or foundation of its management, grounded in transparent principles and policies. With transparent and rational management by executives performed under the oversight of the Board of Directors with both expertise and independence, CJ Corporation strives to increase shareholder value and promote the interests of customers, employees, partners, and other stakeholders in a balanced manner.

OPERATION OF INTERNAL POLICIES

INTERNAL CONTROL OVER FINANCIAL REPORTING

Each year, the CEO of CJ Corporation submits a report on the assessment of the design and operation of CJ Corporation's internal control over financial reporting to the Board of Directors, the Audit Committee, and the general meeting of shareholders. The Audit Committee reviews the report to decide whether the internal control over financial reporting is effective, and performs any risk management that is necessary.

Again in 2023, the Audit Committee reviewed the performance of internal control over financial reporting and its improvement plan.

DISCLOSURE INFORMATION MANAGEMENT POLICY

CJ Corporation operates disclosure information management policy to ensure the accuracy and fairness of disclosed information and to prevent unfair transactions by employees. The Disclosure Information Management Policy is available on the company's website for employees and stakeholders to review. The disclosure-related team consists of 1 executive responsible for disclosure and 2 managers, who work based on a disclosure manual to prevent omissions and update information in response to changes in laws and regulations. The disclosure managers work with the legal affairs department to prepare disclosure materials. The final document is reviewed and signed by the responsible executive and the CEO, ensuring accountability.

COMPENSATION POLICY

The cap on the compensation of internal and independent directors is approved at the general meeting of shareholders each year, and compensation set within limits is reviewed and approved by the Board of Directors and the Compensation Committee. Compensation of unregistered directors is subject to calculation criteria and policies established by the executive regulations approved by the Board of Directors. The Compensation Committee reviews salary adjustment rates and long-term performance of executives on a yearly basis.

Salary adjustments and incentives for internal directors and unregistered directors are determined based on ratings assigned in view of KPIs, internal and external business conditions, and other factors. While the principle is to apply tiered adjustment rates, the final salary is determined by comprehensively considering factors such as outstanding performance, the significance of roles and responsibilities, and market value. Compensation of independent directors is limited to base salary and coverage of work-related expenses, following the executive regulations and guidelines. Bonuses and severance pay that could compromise independence are not granted.

CEO SUCCESSION POLICY

CJ Corporation has 2 CEOs in office to promote efficient management through checks and balances, thereby enhancing management stability and decision-making efficiency. On December 28, 2020, the regulations on the appointment and succession of the CEO were instituted to prevent management lulls and systematically develop future executives. The succession procedure is implemented immediately in the event of the CEO's completion of tenure, resignation, or dismissal, and a new CEO is appointed through the Board of Directors and the general meeting of shareholders.



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STRATEGY

CJ Corporation looks for independence, diversity, and expertise in the appointment of its directors, and provides systematic support to enable each director to fulfill their roles on the Board of Directors and in committees. In addition, CJ Corporation aims to ensure the transparency of director assessment and compensation, motivating executives to fulfill their roles and responsibilities, while maintaining financial soundness and minimizing unnecessary risks to create a stable management environment.

APPOINTMENT AND SUPPORT OF DIRECTORS

APPOINTMENT OF DIRECTORS

Directors are appointed by a vote of the shareholders at the general meeting of shareholders in accordance with Article 382 of the Commercial Act. Internal directors are appointed from among the candidates nominated by the Board of Directors, while independent directors are appointed from among the candidates nominated by the Independent Director Candidate Nomination Committee in accordance with Paragraph 8, Article 542 of the Commercial Act.

SUPPORT FOR INDEPENDENT DIRECTORS

Independent directors receive support from the board secretary, administrative departments, and the Audit Committee Secretariat. They are provided with agenda details in advance to review thoroughly before making decisions. They receive reports on business developments, support with their performance of duties, education and training for enhanced expertise, and expert advice. New independent directors are given orientation to ensure their understanding of the company and how it operates, and receive support from the Audit Committee Secretariat for the efficient execution of audit duties. Independent directors attend regular independent directors' meetings to discuss the overall management of the company and important matters, and hold quarterly meetings with external auditors for audit review.

I SUSTAINABLE MANAGEMENT TRAINING FOR EXECUTIVES

Key Particulars		
ESG trend learning, management capacity development	Recognition of the changing role of the executive, development of the right mindset as an executive	Development of trend-leading capacity

I SUSTAINABLE MANAGEMENT TRAINING FOR INDEPENDENT DIRECTORS * As of 2023

Nature of training	Training provider	Training type	No. of training
Compliance monitoring duties of directors and compliance	CJ Corporation Compliance Officer	In-person	1
Global minimum tax	Samil PwC	In-person	1

I INDEPENDENT DIRECTORS' MEETINGS

Date	Title and agendas of meeting	
Feb. 2023	Evaluation of the operation of the internal control over financial reporting	Assessment of the internal control over financial reporting for 2022
Mar. 2023	2022 annual governing body communication	Discussion of audit results, core audit items, and internal control over financial reporting audit results for FY 2022
May 2023	2023 1Q governing body communication	Discussion of 2023 audit plans and review findings for 1Q 2023
Aug. 2023	2023 2Q governing body communication	Discussion of review findings for 1H 2023 and progress on consolidated internal accounting audit
Nov. 2023	2023 3Q governing body communication	Discussion of review findings, key changes to audit plans for 3Q 2023, and progress on consolidated internal accounting audit

ASSESSMENT OF DIRECTORS

ASSESSMENT OF INDEPENDENT DIRECTORS

Taking a multitude of factors into account, including Board of Directors and committee attendance rates, independence, expertise, and contribution levels, the CJ Corporation assesses independent directors' overall activities to gain the understanding needed to accept or reject re-nominations of directors by the Independent Director Candidate Nomination Committee at the end of their tenures. However, individual assessments are not conducted to ensure directors can freely express their opinions. The adoption of the individual assessment of independent directors is being internally reviewed in accordance with ESG industry recommendations. Through the Board of Directors' discussions on assessment methods, the application of assessment findings, and other specifics, a final decision will be made on the adoption of independent director assessment.

ASSESSMENT OF INTERNAL DIRECTORS

The purpose of CJ Corporation's performance assessment system of its internal directors is to improve operational effectiveness by aligning company strategy with individuals' targets, and to systematically improve work processes through continuous performance management. Objectivity of the assessment is secured by observing the set schedule of target setting in the first quarter, interim inspection from June to July, and end-of-year assessment in December. Incorporation of ESG factors into performance assessment of internal directors is being reviewed.



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STRATEGY

With the goal of achieving predictable and stable payment of dividends, CJ Corporation works to enhance shareholder value by increasing its corporate value through performance improvement. The dividend procedure has been improved to allow investors to confirm the dividend amount before making investment decisions, thereby achieving predictability of returns. Shareholder rights are promoted by giving shareholders the right to make proposals and vote on issues via electronic voting.

ENHANCING SHAREHOLDER VALUE

DIVIDEND RIGHTS

CJ Corporation is committed to increasing corporate value by improving performance, and ensuring continuous growth, with the fundamental principle of enhancing shareholder value over the long term. As such, CJ Corporation maintains or increases the dividends per share every year to ensure predictable and stable dividend payments.

Plans had been made to distribute over 70% of its net income based on financial statements on a non-consolidated basis in 2020 to 2025 in the form of dividends, and the planned distribution of dividends was completed for 2020 to 2022. In 2023, the dividends per share were increased by KRW 500 from the previous year.

At the 70th general meeting of shareholders held in March 2023, a Financial Services Commission-proposed improvement of the dividend procedure was implemented, resulting in the revision of the Articles of Incorporation to allow record date to be set by a Board of Directors decision. The improved dividend procedure allows investors to make investments after checking the expected dividends, as record date can now be set after the setting of dividend amounts.

VOTING RIGHTS

CJ Corporation issues common shares as well as first and fourth preferred shares. 1 common share provides 1 voting right. First and fourth preferred shares do not come with voting rights, but first preferred shares come with additional dividends not provided with common shares, and fourth preferred shares come with preferred dividends.

SHAREHOLDER PROPOSAL RIGHTS

CJ Corporation provides guidelines on the shareholder proposal procedure on its website to facilitate shareholder proposals. Shareholders can make proposals in writing or electronically by 6 weeks before a general meeting of shareholders and the finance team is charged with the handling of shareholder proposal rights. Received shareholder proposals are reviewed legally and reported to the Board of Directors to be considered as an agenda item for the general meeting of shareholders, allowing the proposing shareholder to expand on the proposal at the general meeting.

GENERAL MEETING OF SHAREHOLDERS AND VOTING SYSTEM

In the last 3 years, CJ Corporation has been holding general meetings of shareholders on dates that avoid other major general meetings of shareholders to achieve greater shareholder participation. Shareholders can exercise their voting rights directly or through a proxy. Voting by proxy and electronic voting are available and recommended to promote shareholder interests. The notice of the meeting and related announcements sent to all shareholders also include this information to encourage the exercise of voting rights by all shareholders.



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TRANSPARENCY AND SOUND GOVERNANCE

RISK MANAGEMENT

CJ Corporation identifies potential issues in advance and develops response strategies through its risk management regulations to minimize losses and ensure stable operational activities.

RISK MANAGEMENT REGULATION AND FRAMEWORK

CJ Corporation has established risk management regulations to ensure the recognition and management of company-wide risks, as needed for its sustainable development. These regulations outline the definitions, management principles, and procedures related to risk management. CJ Corporation seeks to maximize profit for all shareholders by achieving sustainable growth through the timely identification of, prevention of and response to risks. Additionally, the company categorizes potential risks to identify and prevent them in advance, establishing a system for ongoing review and management of related matters through the Board of Directors and its committees. The Board of Directors and its committees are supported by dedicated support organizations, which constantly monitor risk management activities and report on developments.

I RISK MANAGEMENT ORGANIZATIONS AND THEIR ACTIVITIES

Area of risks	Organization	Key reviews in 2023
Business management	Board of Directors	· Approval of financial statements and business reports, decision of dividend policies, reporting on internal control over financial reporting, reporting on inspection of compliance control standards reporting on improvement measures of financial soundness of key subsidiaries, and approval of extensions on short-term borrowings
Finance	Audit Committee	· Reporting on internal control over financial reporting, reporting on independent auditors' accounting audit, and reporting on plans for annual operation of internal control over financial reporting
Internal transactions	Internal Transaction Committee	· Review of stakeholder transactions and review of participation in capital increase of subsidiary
ESG	ESG Committee	· Approval of key ESG tasks, reporting on the progress of ESG disclosure response system, approval of environmental policies and reporting on environmental management progress, approval of DE&I policies, and reporting on the progress of implementing supply chain ESG management system

METRICS AND TARGETS

CJ Corporation enables transparent management by setting metrics and targets related to transparency and soundness, and systematically measuring and evaluating the performance.

BOARD OF DIRECTORS OPERATION AND DIVIDEND POLICY

In 2023, CJ Corporation continued to make decisions through active discussions within the Board of Directors, and to secure its diversity and expertise with female directors and financial experts. In addition, dividends per share have been incrementally increased to return profits to shareholders.

I OPERATION OF BOARD OF DIRECTORS

Classification	2021	2022	2023
No. of meetings held	8	8	9
No. of items requiring approval	14	9	9
No. of items to be reported	6	6	7

I DIVERSITY, EXPERTISE, AND INDEPENDENCE OF THE BOARD OF DIRECTORS

* As of May 31, 2024

Category	Details	Data
Diversity	Female members of the Board of Directors (ratio)	1 (14.3%)
Expertise	Financial experts on the Audit Committee (ratio)	2 (50%)
Independence	Independent directors on the Board of Directors (ratio)	4 (57.14%)
	No. of positions independent directors cannot hold concurrently	2

I DIVIDENDS AND DIVIDEND PAYOUT RATIOS

* Based on fiscal year

Classification	2021	2022	2023
Dividend per share (common shares)	KRW 2,300	KRW 2,500	KRW 3,000
Dividend payout ratio (dividend total to net income on a non-consolidated basis)	81%	78%	91%

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ETHICAL AND COMPLIANCE MANAGEMENT

EXECUTIVE SUMMARY

CJ Group regards ethical and compliance management as essential principles that must be upheld by the company, serving as a standard for employees' sound value judgments. To this end, the company has established a framework for ethical management and regulatory compliance, promoting employees' ethical awareness to minimize risks associated with unethical or regulatory violations, while building trust with stakeholders.

GOVERNANCE

CJ Group aims to systematically promote ethical and compliance management by establishing a compliance framework and operating a Group Compliance Council, which enables organic collaboration between the compliance and relevant divisions.

STRATEGY

CJ Group has established and implemented a code of conduct based on its management philosophy and principles. CJ Group aims to enhance employees' ethical awareness and capabilities through initiatives such as the Compliance Academy for employees and compliance training for overseas subsidiaries.

RISK MANAGEMENT

CJ Group's compliance risk monitoring identifies and prevents potential infringements. Other response systems such as the compliance coordinators and the whistle-blowing platform allow CJ Group to manage infringements in real time.

METRICS AND TARGETS

CJ Group aims to systematically manage compliance performance through the establishment of targets and KPI evaluations, while continuously monitoring whistle-blowing of ethics and compliance violations to reduce risks and enhance corporate trust.



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GOVERNANCE

The ethical and compliance management framework CJ Group has in place consists of the formation of compliance organizations, KPI assessment, risk monitoring, and compliance training, among other activities. Since 2018, CJ Group has established compliance division within each subsidiary to lay the foundation for ethical and compliance management. Subsequently, the group introduced compliance committees for each subsidiary and a compliance coordinator system, creating a structured compliance organization that connects executives and operational teams. In addition, CJ Compliance Council improves the expertise of the group's compliance personnel through communication and cooperation.

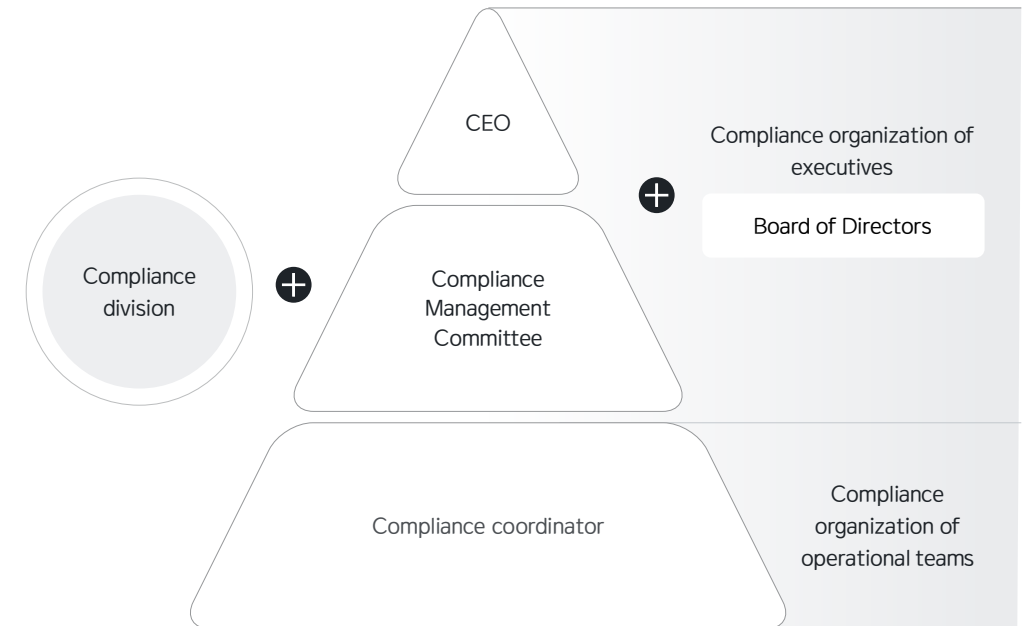
ETHICAL AND COMPLIANCE MANAGEMENT FRAMEWORK

Systematic and organic cooperation takes place among the organizations within CJ Group for the achievement of ethical and compliance management. Subsidiaries whose Boards of Directors have appointed a Compliance Officer pursuant to the Commercial Act, including CJ Corporation, see to it that the Compliance Officer and compliance division work closely to carry out rigorous compliance activities and report on the inspection of compliance control standard to the Board of Directors each year.

CJ COMPLIANCE COUNCIL

The compliance council of CJ Group, also known as "CJ Compliance Forum," connects compliance divisions of CJ Corporation and subsidiaries for the sharing of compliance activity results and the following year's compliance plans, and also for the recognition and awarding of subsidiaries who have excelled in compliance. The 2023 CJ Compliance Forum saw the announcement of the best compliance activities and the awarding of the subsidiary with the highest compliance for the year, the announcement of compliance plans for CJ Group and subsidiaries for 2024, and a seminar on compliance. The event promoted communication among the compliance divisions within CJ Group for sharing knowledge and insights, strengthening the compliance capacity of CJ Group as a whole.

CJ SUBSIDIARIES' COMPLIANCE FRAMEWORK



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ETHICAL AND COMPLIANCE MANAGEMENT

STRATEGY

CJ Group has implemented a code of conduct that applies to the entire group, and is taking steps to constantly improve its compliance in keeping with its transparency and responsibility as a business. Through these efforts, CJ Group ensures that all employees carry out their work based on clear guidelines and ethical standards, fostering a culture of ethics and compliance throughout the organization.

CJ CODE OF BUSINESS CONDUCT

CJ Code of Business Conduct embodies CJ Group's management philosophy and was enacted in March 2020 with the approval of all the people of CJ Group, including the Board of Directors. The CJ Code of Business Conduct was adopted to accept a culture of ethical and compliance management, and to optimize the management of risks to ensure readiness for changes in regulation and the business environment. All members of CJ Group are obliged to understand and honor this Code of Conduct. As of June 2024, it is available in 6 languages: Korean, English, Chinese, Japanese, Vietnamese, and Indonesian, and is displayed on CJ Group's official ethical management website. It forms a basis for CJ Group's compliance training and the group's seeking of pledges of compliance from stakeholders, among other applications.

<p>CJ사의 약속</p>	Our Promise to Customers	<ul style="list-style-type: none"> · We provide ONLYONE products and services to our customers · We promote and sell our products and services to customers ethically and honestly · We take our customers' feedback seriously, and customer satisfaction is our utmost priority · We protect our customers' personal information in a secure and responsible manner
	Our Promise to Shareholders and Investors	<ul style="list-style-type: none"> · We keep all our records accurately and manage them rigorously · We comply with the public disclosure rules and strictly control insider information · We protect the Company's assets with care and use them properly · We comply with the Company's privacy policy and protect its confidential information
	Our Promise to Fellow CJ Employees	<ul style="list-style-type: none"> · We foster an environment where we can work with pride and have fun · We foster a healthy and safe working environment · We perform our work in an honest and lawful manner and with our best efforts · We try to find the right balance between protection of individual privacy and respect for our co-workers
	Our Promise to Fellow Players in the Market	<ul style="list-style-type: none"> · We establish a sound transaction order by competing fairly · We create an industrial ecosystem of shared growth by dealing fairly with our business partners
	Our Promise to the Global Community	<ul style="list-style-type: none"> · We create shared value and fulfill our corporate social responsibility · We realize social values by respecting human rights and protecting the environment · We comply with the anti-corruption and anti-bribery laws from all over the world · We respect the international trade order and abide by the laws and regulations of each country

COMPLIANCE ENHANCEMENT ACTIVITIES

In 2012, CJ Corporation formed its compliance control standard by a Board of Directors decision (Paragraph 13, Article 542 of the Commercial Act). The compliance control standard defines the procedures and criteria to be observed by employees in the execution of work, and promote CJ Group's sound development and customer trust in the group. Every year, CJ Corporation's Compliance Officer undertakes activities to enhance CJ Group's compliance, in order to prevent the compliance control standard and related legislation from being violated.

Additionally, CJ Group is expanding the adoption and certification of ISO 37301, a global standard for compliance management systems. By aligning our management system with this standard, CJ Group is developing measures to identify, assess, and control risks, along with conducting regular monitoring. Starting in 2021, CJ CheilJedang (the first Korean company to do so), CJ Logistics (the first logistics company to do so), CJ ENM Entertainment Division, and CJ Freshway became ISO 37301-certified. In 2023, CJ Feed&Care became certified. As of 2024, CJ OliveYoung, CJ Foodville, and CJ ENM Commerce Division are in the process of becoming certified. CJ Corporation will continue to improve its risk monitoring and follow it up with cause analysis, recurrence prevention, and performance assessment to stay fully compliant and proactive in its response to changes in regulation.

I COMPLIANCE FRAMEWORK ENHANCEMENT

Compliance KPI framework	· In 2023, relative assessment was adopted to advance and standardize the compliance level across the group
Compliance framework establishment	· Support for the adoption and certification of ISO 37301 within CJ Group
Compliance infrastructure advancement	· Compliance Portal system was established: the Legal Information system was fully updated
Global compliance activities	<ul style="list-style-type: none"> · CJ Group's compliance personnel in the US, China, Vietnam, Indonesia, and other countries were given training and seminars on global compliance regulation and trends · Online training based on the CJ Code of Business Conduct and compliance policies was launched
Compliance control training for employees	<ul style="list-style-type: none"> · Online training curriculums were set up to train employees in global compliance, intellectual property, and major trends in regulation · Compliance Academy is in operation: compliance training is provided to independent directors: online and in-person compliance training is provided to new executives
Analysis of regulatory trends around the world	· Precedents, legislation, and policies are analyzed to publish Compliance Insight, CJ Group's compliance newsletter

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CJ Group's compliance policies and guidelines are the ethical compass of its employees. They allow laws and ethical standards to be followed, and enable the group to achieve anti-corruption, fair competition, and personal information protection. CJ Group minimizes risks and pursues transparency and fairness of business to earn stakeholders' trust.

COMPLIANCE POLICIES AND GUIDELINES →

To fulfill the CJ Code of Business Conduct, CJ Group formed its global compliance policies and guidelines, consisting of the Global Anti-Corruption Policy, Global Fair Competition Policy, Global Privacy Policy, Global Economic Sanctions Compliance Policy, Compliance Guidelines for the Improper Solicitation and Graft Act, and Fair Trade Best Practice Guidelines.

As of June 2024, the global compliance policies and guidelines are published in 6 languages on CJ Group's official ethical management website. A policy on global business partners will be added in due time. The new policy will outline the minimum principles and standards to be observed by CJ Group's business partners so that they can keep the promises on ethics, society, and environment listed in the CJ Code of Business Conduct.

Global Anti-Corruption Policy	· A set of universal and minimum principles and standards to prevent bribery and other forms of corruption in all countries and regions where CJ conducts businesses and to ensure compliance with anti-corruption regulations in each country
Global Fair Competition Policy	· A set of guidelines on employee conduct to guarantee compliance with the antitrust and fair competition laws of different countries, prevent threats to fair competition such as collusion and abuse of market dominance, and enable the formation of wholesome relationships with competitors
Global Privacy Policy	· A set of universal and minimum principles and standards to be observed by employees to guarantee the privacy and rights of customers and employees, and for the safe handling of personal information
Global Economic Sanctions Compliance Policy	· A set of guidelines on employee conduct to guarantee compliance with international trade regulations and economic sanctions, and prevent instances of violating economic sanctions
Compliance Guidelines for the Improper Solicitation and Graft Act	· A set of guidelines aimed at preventing the company's corruption independently by providing employees with examples and guidance on the key considerations they must be aware of and comply with regarding Improper Solicitation and Graft Act of Korea
Fair Trade Best Practice Guidelines	· A set of guidelines that provide interpretations of laws and examples related to Monopoly Regulation and Fair Trade Act of Korea that employees can easily understand for the purpose of promoting shared value and creating a fair society



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CJ Group enhances compliance capabilities through training programs that help employees deepen their understanding of complex regulations and ethical standards, enabling them to apply this knowledge in their roles. This training fosters a shared commitment to ethical and compliant management, enabling employees to perform their duties fairly and responsibly.

(KOREA) COMPLIANCE TRAINING

ONLINE TRAINING OF EMPLOYEES

All of CJ Group's compliance training content can be accessed on CJ Campus, the group's online training platform. At present, the compliance training available consists of 10 components, including group policies, code of conduct, fair trade, and serious accidents. New training content is added every year for the benefit of employees.

CJ Corporation has been working with CJ Group subsidiaries since 2022 to develop compliance training content specialized to individual companies. Subsidiaries develop custom curriculums in compliance, addressing specific needs related to business areas, organization, and job functions.

New training content of 2023	
1	Generative AI and legal issues
2	Understanding the latest revision of the Fair Transactions in Subcontracting Act
3	Understanding the Act on the Consumer Protection in Electronic Commerce, etc. : Part 1 (Compliance by businesses)
4	Understanding the Act on the Consumer Protection in Electronic Commerce, etc. : Part 2 (Cancellation of transactions and prohibitions applied to businesses)
5	Healthy culture and risk prevention at media content production sites
6	Termination of contracts with business partners
7	Stock trading guide for employees

COMPLIANCE ACADEMY

Led by CJ Corporation, CJ Group runs Compliance Academy, a compliance training program, to enhance the compliance expertise and capacity of the compliance division and other related and departments involved in compliance activities. In 2023, Compliance Academy was held 3 times, addressing topics such as corporate governance, the general meeting of shareholders, and Personal Information Protection Act.

Session(date)	Subject	Participating departments
Session 1 (February 2023)	Key issues related to corporate governance and the general meeting of shareholders	Legal affairs, compliance, ESG, finance
Session 2 (June 2023)	[Basic] Personal information handling pursuant to the Personal Information Protection Act and cautions for personal information handlers	Legal affairs, compliance, information security, CISO
Session 3 (July 2023)	[Advanced] Revision of the Personal Information Protection Act and key issues and cases related to personal information security	Legal affairs, compliance, information security, CISO

COMPLIANCE TRAINING FOR EXECUTIVES

CJ Corporation's Compliance Officer provides "Compliance for Executives" training for new executives of CJ Group. Starting in 2024, online compliance training course is in place for new executives who are promoted internally.

COMPLIANCE TRAINING FOR INDEPENDENT DIRECTORS

External stakeholders have expressed the need for directors to play a stronger role in monitoring and supervision in business. With ESG management only increasing in importance as time goes on, it is critical that CJ Group achieves sound governance and internal regulation. CJ Group is now engaging its Compliance Officer in the planning and execution of compliance training of the group's independent directors to improve their expertise and strengthen the function of the Board of Directors.

In the second half of 2023, CJ corporation and 6 subsidiaries completed the training of their independent directors on compliance monitoring duties and compliance by directors. Starting in 2024, independent director training will be managed as a KPI to ensure the continuing success of compliance training of independent directors.

Company	Training period
CJ ENM	September 2023
Studio Dragon	
CJ Corporation	November 2023
CJ Logistics	
CJ CGV	
CJ Freshway	December 2023
CJ OliveYoung	



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As a global company, CJ Group trains its employees around the world in compliance with the observance of different countries' laws, maintenance of consistent ethical standards, and understanding of and respect for cultural differences. As the global regulatory environment evolves, CJ Group remains ready to respond to changes in ways that minimize legal risks and improve stakeholder communication.

(OVERSEAS) COMPLIANCE TRAINING

TRAINING AND SEMINARS IN COMPLIANCE AND OVERSEAS REGULATION

Starting in 2022, CJ Corporation and its overseas offices in the US, China, Vietnam, Indonesia, and Japan have developed training content on CJ Group's code of conduct, global compliance policy, and local compliance guidelines for the employees of CJ Group subsidiaries' overseas corporations. In 2023, training of overseas corporation employees was held using the developed content. In 2024, guidelines and training content will be developed that align with the group's global compliance policy. In addition, training and seminars on international regulation and compliance trends are being provided to legal affairs and compliance personnel of CJ Group in Korea and other countries to improve their required expertise and capacity.

Region	2023 training and seminars on global regulation and compliance trends
China	[Common] CJ Group's code of conduct, basics of compliance, global compliance policies [Local] Fair competition, personal data protection [Seminar] Personal Data Protection Law and Consumer Protection Law of the People's Republic of China [Training] Personal data protection, fair competition
Vietnam	[Common] CJ Group's code of conduct, global compliance policies [Local] Fair competition, personal data protection, anti-corruption, economic sanctions [Seminar] Personal Data Protection Laws of Vietnam
Indonesia	[Common] CJ Group's code of conduct, global compliance policies [Local] Fair competition, personal data protection [Seminar] Personal Data Protection Laws of Indonesia [Training] Personal data protection, fair competition
USA	[Common] Basics of compliance, global compliance policies, global anti-corruption, global fair competition, global compliance with economic sanctions [Local] Anti-corruption, personal data protection [Training] CJ Compliance program
Japan	[Common] CJ Group's code of conduct, global compliance policies
[Korea] Overseas legal affairs personnel	[Seminar] Attorney-Client Privilege Law, US sanctions on Russia, Anti-Espionage Law of the People's Republic of China, US IPO compliance

SUBSIDIARYS' BEST PRACTICES

CJ LOGISTICS

MORE OVERSEAS CORPORATIONS SUBJECT TO COMPLIANCE ACTIVITIES

CJ Logistics carried out compliance activities in the US, India, and Vietnam to ensure that its overseas corporations adopt a global compliance policy. Of the corporations acquired by CJ Corporation, such as CJ Darcl, CJ ICM, and CJ Logistics America, those with in-house legal affairs organizations are now working with the legal affairs organization at the CJ Logistics head office to improve their compliance framework. In 2023, the number of CJ Logistics' overseas corporations subject to compliance KPI management was increased from 6 to 14.

SUPPORT FOR IN-HOUSE COMPLIANCE ACTIVITIES OF OVERSEAS CORPORATIONS

CJ Logistics provided materials in both Korean and English to support the self-conducted compliance training at its overseas subsidiaries in 2023. This was aimed at assisting compliance officers at the subsidiaries, with training tailored to the specific characteristics of each subsidiary. As a principle, the training covered at least 2 of CJ's 4 major global policies. As a result, over 50% of employees at each overseas subsidiary participated in the training, achieving an average completion rate of 77%.

REGIONAL HEADQUARTER IN CHINA

COMPLIANCE ACTIVITIES IN CHINA

In 2023, the regional headquarter in China executed compliance activities targeting its employees and the employees of the CJ Group subsidiaries operating in China. Compliance policies compatible with Chinese laws were formed and applied to the identification of risks, compliance training content featuring local precedents was developed and used to provide training, and a compliance newsletter on the Chinese market was inaugurated. In addition, a compliance awareness event for the employees took place in the first half of 2023 and again in the second half and the development of the subsidiaries' in-house compliance personnel was launched. Executives of the regional headquarter in China actively participated in all such compliance activities, with a compliance declaration ceremony being held to convey the executives' commitment to compliance to the staff.

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CJ Group is conducting systematic and effective risk prevention activities through its internal systems. Established in 2023, CJ Group's Compliance Portal makes the group's compliance activities even more effective through group-wide risk management and compliance data integration.

ENHANCED COMPLIANCE MANAGEMENT SYSTEM

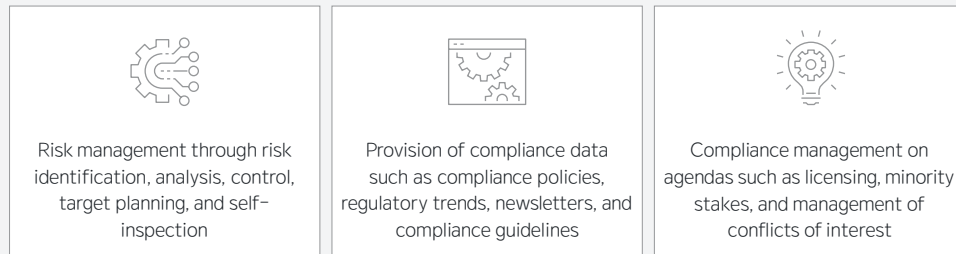
LAUNCH OF THE COMPLIANCE PORTAL SYSTEM

Launched in September 2023, the Compliance Portal is a system that enables CJ Group to systematically and effectively manage all compliance risks.

The main functions of the Compliance Portal are ①risk management through risk identification, analysis, control, target planning, and self-inspection; ②provision of compliance data such as compliance policies, regulatory trends, newsletters, and compliance guidelines; and ③compliance management on agendas such as licensing, minority stakes, and management of conflicts of interest.

CJ Group will regularly upgrade the Compliance Portal to maintain it as an effective resource for the group's compliance activities.

MAIN FUNCTIONS OF THE COMPLIANCE PORTAL



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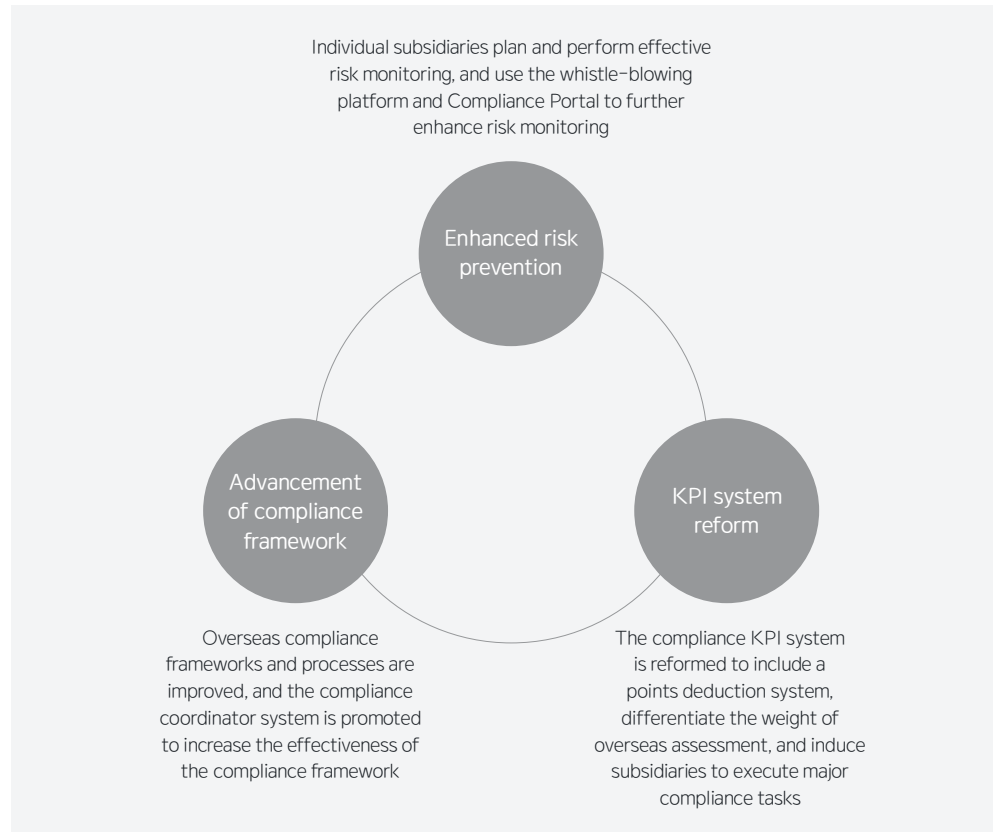
ETHICAL AND COMPLIANCE MANAGEMENT

RISK MANAGEMENT

CJ Group aims to establish the direction for compliance risk prevention activities and proactively identify and prevent related risks through various initiatives, including risk monitoring and the operation of the compliance coordinator system.

COMPLIANCE RISK MONITORING STRATEGY IN 2024

CJ Group's compliance efforts are focused on enhancement of preemptive risk monitoring, the advancement of domestic and international compliance frameworks and operation, and the reform of its KPI system.



COMPLIANCE MONITORING ACTIVITIES

COMPLIANCE REPORT

CJ Corporation regularly studies the laws, policies, and precedents of Korea and other countries, based on which it prepares the Compliance Insight Report for key executives and other employees of CJ Group. The Compliance Insight Report allows CJ Group to understand and monitor internal and external risks and compliance trends. There were 11 issues of Compliance Insight Report in 2021, followed by 24 in 2022 and 38 in 2023.

COMPLIANCE COORDINATOR SYSTEM

COMPLIANCE COORDINATORS

A compliance coordinator is an employee from an operational department who serves as a bridge between the compliance division and the operational teams. Compliance coordinators identify, inspect, and improve compliance risks in the course of work and in the field, leading compliance activities by example.

The coordinator supports the evaluation of compliance KPIs for each organization and collaborates with the compliance division to participate in company-wide compliance culture activities. They actively engage in compliance efforts by disseminating and promoting internal policies and regulations.

CJ Group recognizes and motivates its subsidiaries' compliance coordinators with awards, allowances, good personnel evaluation, and other incentives. CJ Group recognizes the best of its compliance coordinators in the group with awards, a major achievement noted in their personnel records. This and many other incentives for compliance coordinators are provided by CJ Group.



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RISK MANAGEMENT

CJ Group has established a whistle-blowing system to identify and respond to ethical and compliance management risks, such as violations of the core values of the CJ Code of Business Conduct or of the laws. In preventing the financial losses and loss of credibility associated with such undesirable occurrences, CJ Group strives to further advance its ethical and compliance management.

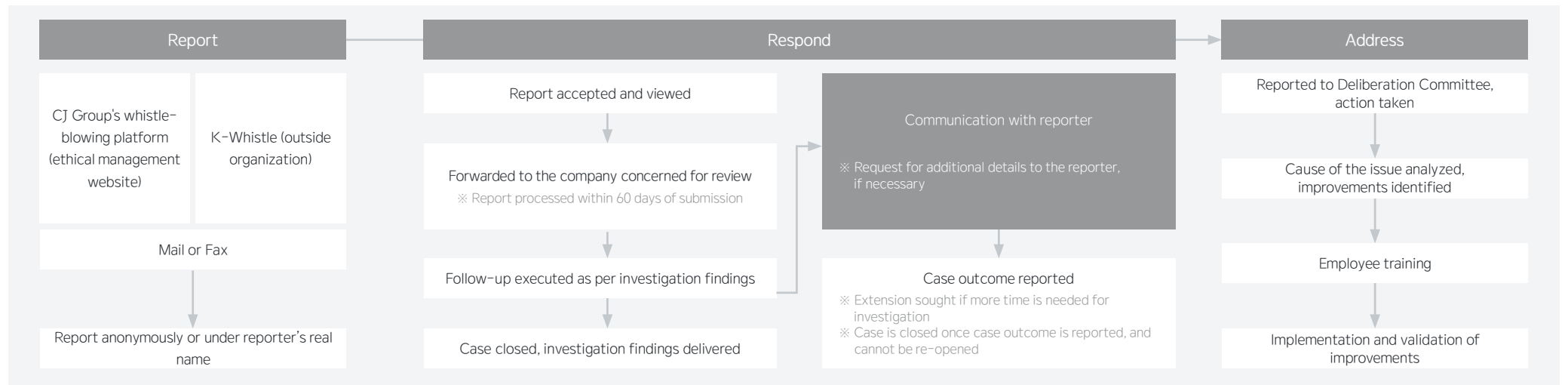
INFRINGEMENT MANAGEMENT

RESPONSE TO WHISTLE-BLOWING

All whistle-blowings through CJ Group's ethical management website ("Online Report") or K-Whistle, an outside organization, are independently managed by the department concerned in accordance with the Regulations on the Reporting and Handling of Misconduct. The content of the whistle-blowing and the identity of reporters are kept confidential from start to finish of the investigation of the reported matter. During the investigation process, CJ Group strives to ensure that concrete and appropriate actions are taken through dialogue with the whistleblower, rather than a unilateral and superficial response. CJ Group also continues to communicate and respond to any additional grievances or improvement requests. Furthermore, CJ Group aims to enhance the whistle-blowing environment through system enhancements. When an investigation proves that a reported infringement did take place, the case is examined in an internal Deliberation Committee and the member of CJ Group concerned receives training or disciplinary action as warranted. To prevent similar infringements and supplement work processes or other practices as necessary, the cause of the infringement is analyzed and improvements are designed and implemented. Down the track, the implemented improvements are inspected and validated to improve the effectiveness of CJ Group's infringement management framework.

STRENGTHENING MONITORING AND CONTROL OF WHISTLE-BLOWING

CJ Corporation's whistle-blowing managers check reports submitted through the whistle-blowing platform and directly participate in their processing. Depending on the type of infringement and the level of legal risk, the managers request collaboration from relevant departments and plan and execute additional compliance activities as needed. The compliance division of each CJ Group subsidiary assesses reports submitted through the whistle-blowing platform and in connection with the Compliance Portal system, conducts further identification of risks and review of control measures to enhance and strengthen the effectiveness of risk management.



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CJ Group sets compliance activity targets, and performs relative, quantitative, and qualitative assessments of compliance performance to understand where its subsidiaries stand in their compliance activities and the meeting of targets. In this way, the group is able to improve the effectiveness of its compliance activities, reduce risks in its business activities, and ensure that its employees are always compliant and ethical.

COMPLIANCE ACTIVITIES: TARGET SETTING AND ASSESSMENT

KPI ASSESSMENT OF COMPLIANCE ACTIVITIES

Since establishing a compliance organization in 2018, CJ Group has integrated compliance activities into its KPI evaluation system, progressively expanding the evaluation targets from the CEO to executives, thereby strengthening ethical management and compliance management. The group is consistently advancing the quantitative and qualitative targets and indicators of its compliance activities for compliance KPI assessment, so that it can ensure that its compliance framework is as effective as possible.

In 2023, CJ Group improved the criteria for compliance KPI assessment with the goal of elevating and standardizing the compliance levels across the entire group.

IMPLEMENTATION OF PERFORMANCE-BASED RELATIVE ASSESSMENT

Starting in 2023, the group implemented relative evaluation across the entire organization and actively applied deduction assessments to enhance evaluation differentiation. When a subsidiary undergoes assessment for the first time, however, an absolute assessment is performed to encourage a gradual capacity building. With top-performing subsidiaries in compliance, a points addition system is applied to further motivate them in their compliance activities.

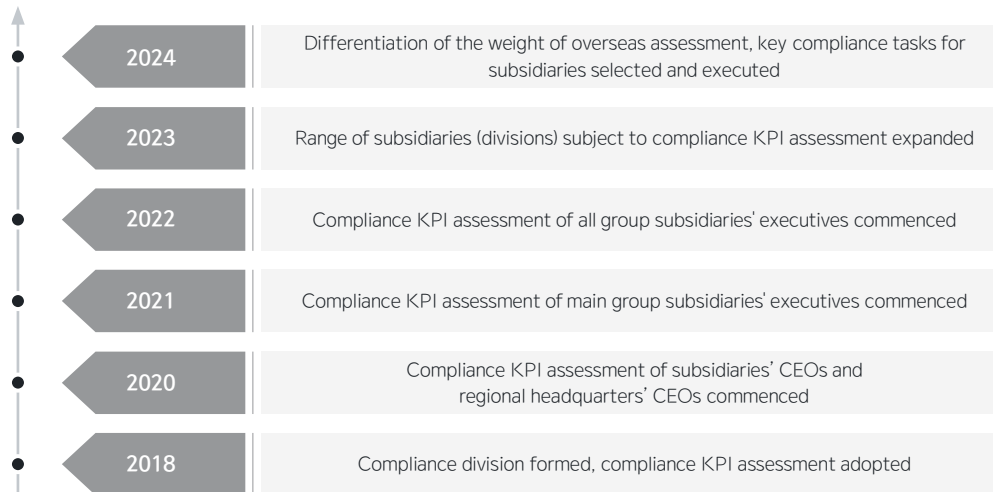
QUANTITATIVE AND QUALITATIVE ASSESSMENT FOR EFFECTIVENESS

The compliance KPI performance consists of a quantitative (basic) assessment and a qualitative (in-depth) assessment to encourage subsidiaries to be more active and dynamic in their compliance activities. The qualitative assessment looks for practical and effective processes, continuity of compliance activities, and other such desirables to establish the basis for the sustainability of compliance.

STRENGTHENING OVERSEAS COMPLIANCE

Previously only the main subsidiaries had been assessed on the compliance KPIs of their overseas corporations, but starting in 2023, the scope of compliance KPI assessment was expanded to include compliance activities of all overseas corporations of all subsidiaries.

I ADVANCEMENT OF CJ GROUP'S COMPLIANCE KPI ASSESSMENT FRAMEWORK



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ETHICAL AND COMPLIANCE MANAGEMENT

METRICS AND TARGETS

CJ Group aims to strengthen ethical and compliance management through continuous management of reports related to ethical and compliance issues. To achieve this, CJ Group swiftly identifies and addresses internal issues to reduce legal risks and foster a transparent and trustworthy corporate culture.

WHISTLE-BLOWING

MANAGEMENT INDICATORS BY REPORT TYPE

Ethical and compliance management-related whistle-blowing reports are managed in the categories of "total reports received" and "valid and resolved reports."

Report type	Indicator	Unit	2021	2022	2023
Ethical and compliance management-related report	Total reports received	case	560	475	496
	Valid and resolved reports		461	301	309

OVERVIEW OF WHISTLE-BLOWING BY REPORT TYPE

In 2023 a total of 496 reports were received, 112 (23%) of them on instances of corruption requiring internal audit, including breach of trust, embezzlement, and information leakage, 122 (25%) on instances of threats to organizational culture, including workplace harassment and sexual harassment, and 234 (47%) of business partners' grievances thwarting win-win business, including collusion, unfair trade practices, and the provision of special privileges.

Type of ethical and compliance management-related report	Common grievances	No. of reports	Ratio
Corruption	Embezzlement, misappropriation of funds, abuse, misuse, or theft of assets, illegal taxation and accounting practices, insider trade, infringement or illegal release of trade secrets, personal information, and other confidential information, conflicts of interest (concurrent post-holding, equity investments, and other instances), illegal solicitation and other violations of anti-corruption laws, violation of international trade regulations and other legal or ethical infringements	112	23%
Threats to organizational culture	Workplace harassment, physical or verbal violence, sexual harassment, diversity hindrance and discrimination, inappropriate financial transactions, gambling, drinking, other threats to employee engagement, unauthorized outside activity, and violation of whistle-blower protection	122	25%
Business partners' grievances and unfair trade practices	Collusion, unfair trade practices, lack of transparency in business partner selection, bribery, special privileges, demand for trade secrets, misappropriation of technical information, human rights violation, and other threats to win-win business ※ A number of reports received in this category were not reports on CJ Group subsidiaries but on their business partners. To address these issues, CJ Group continuously communicates with its partners to strengthen management related to misconduct.	234	47%
Safety management	Safety and health environmental risks at headquarters, factories, offices, and partner companies, including risk factors related to safety incidents, fire accidents, and environmental incidents, as well as violations of laws such as the Serious Accidents Punishment Act, Occupational Safety and Health Act, Fire Services Act, Wastes Control Act, and Malodor Prevention Act	28	6%



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EXECUTIVE SUMMARY

As a holding company, CJ Corporation manages the diverse business portfolios of its subsidiaries from a group-wide perspective. Based on CJ Group's core value of "ONLYONE," the company seeks to achieve sustainable growth by diversifying its businesses and securing new growth drivers through value enhancement.

GOVERNANCE

CJ Corporation's business decision-making process involves conducting reviews and consultations with relevant departments when making decisions on key business matters, such as strategy development and major investments. The execution of these decisions is regularly monitored to analyze progress and identify areas for improvement.

STRATEGY

CJ Corporation has implemented a management framework that categorizes its businesses into "growth," "profit," and "future" segments. By applying tailored analysis and management for each category, the company enhances business competitiveness and drives future growth.

RISK MANAGEMENT

CJ Corporation, at the group level, reviews the business status of major subsidiaries and monitors both domestic and global economic conditions, along with policy and regulatory changes. This allows the company to anticipate potential business risks and formulate proactive response strategies.

METRICS AND TARGETS

CJ Corporation establishes performance indicators and targets to identify key tasks for each business, aiming to enhance the overall business competitiveness of the CJ Group. The company ensures the systematic execution of these tasks by advancing its execution framework.



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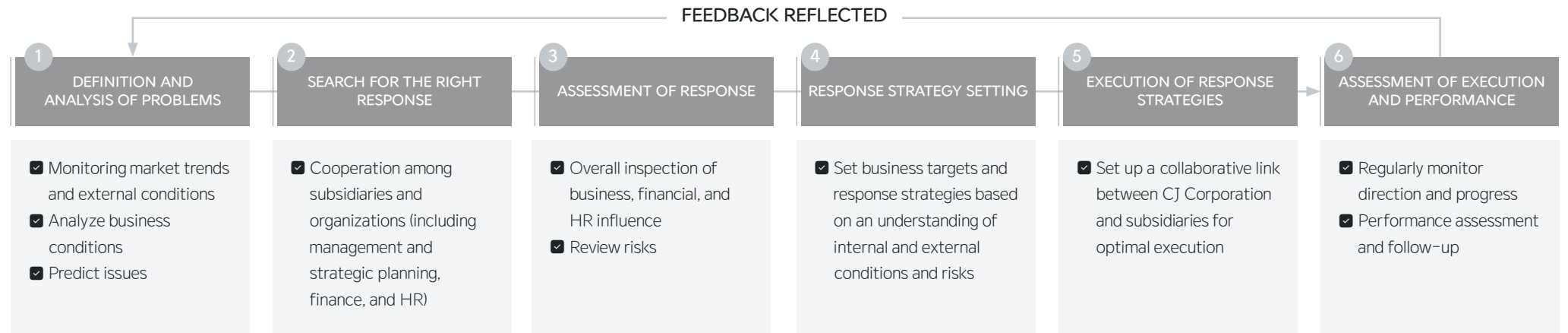
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GOVERNANCE

As the holding company, CJ Corporation analyzes major business decisions related to strategy formation, large-scale investments, and other critical matters from the CJ Group's perspective, ensuring the best possible outcomes. The portfolio strategy, finance, HR, and CR departments collaborate seamlessly to make business decisions. Financial and HR impacts are thoroughly reviewed, and strategies are developed to address potential risks. To enhance group-wide synergy and improve investment outcomes, CJ Corporation and its subsidiaries have established a post-investment evaluation system, conducting regular discussions to share insights and best practices.

BUSINESS DECISION-MAKING PROCESS



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STRATEGY

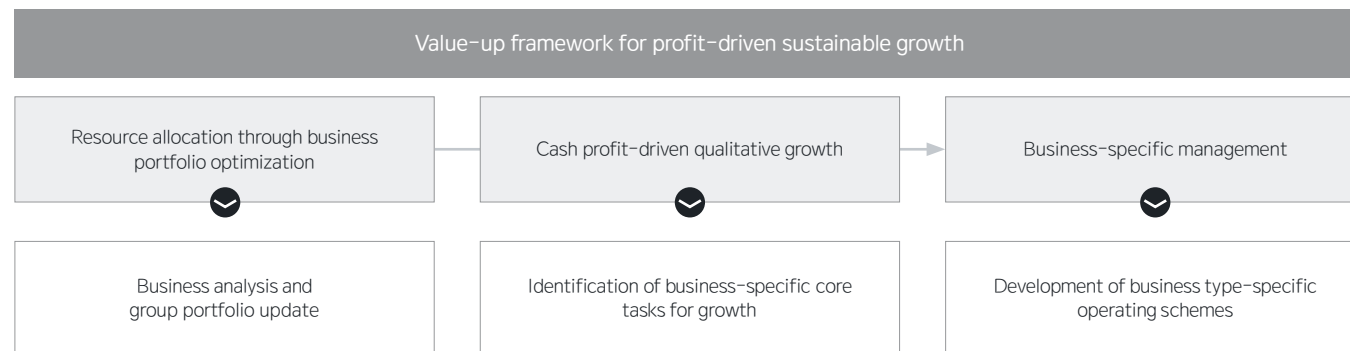
CJ Corporation increases the value of its businesses by applying a framework to the analysis and management of business performance that combines the traditional management of subsidiaries as units with management that divides CJ Group's businesses into the categories of "growth," "profit," and "future." ONLYONE competitiveness and sustainable growth potential are assessed in the 3 categories to establish strategies, targets, and plans to become number one and achieve global business expansion through outstanding competency. Progress on core tasks is inspected to improve execution, and sustainable growth is sought by acquiring future growth engines as needed to build on the group's portfolios and improve its corporate value.

VALUE-UP DIRECTION

Value-up acceleration through future growth, cash flow, and business structure advancement

- Clarification of strategy and direction based on business competitiveness assessment from both internal and external perspectives
- Maximizing business performance through enhanced management of core task execution (establishing monitoring systems)
- Advancing portfolio through regular market and internal performance assessments

LEVERAGE IN ACHIEVING VALUE-UP



I BUSINESS ANALYSIS AND MANAGEMENT PROCESS



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STRATEGY

CJ Corporation puts significant effort into business diversification and enhancing business competitiveness. CJ Corporation continuously supports its subsidiaries in achieving "number one," "outstanding competency," and "global" status. Through various investments in CJ Group's innovative growth, CJ Corporation is opening new markets and creating opportunities.

DIVERSIFICATION STRATEGY OF NEW BUSINESSES

SUBSIDIARYS' BEST PRACTICES

CJ CHEILJEDANG

R&D FOR SUSTAINABILITY

CJ CheilJedang is committed to a sustainable future by expanding its investment in nutritious and healthy foods, meat alternatives, cultured meat, eco-friendly packaging solutions, and next-generation proteins derived from biopharmaceuticals and microorganisms. In response to global trends prioritizing health and well-being, CJ CheilJedang is conducting R&D for a wide range of target products.

I R&D INVESTMENT

(Unit: KRW 100 million)



I NUMBER OF PATENTS HELD

(Unit: 1 patent)



CJ LOGISTICS

DISCOVERY OF SUSTAINABLE NEW BUSINESSES

CJ Logistics is committed to discovering sustainable new businesses that will drive future growth and promote eco-friendly innovation. In the hydrogen energy transport sector, CJ Logistics is working toward the commercialization of its liquid and gaseous hydrogen transport services. Additionally, CJ Logistics has established a strategic foothold in the logistics business for batteries, a rapidly expanding industry alongside the electric vehicle market.

R&D FOR FUTURE INNOVATION

CJ Logistics' TES Logistics Technology Research Center researches and develops technologies and solutions for the digital transformation and e-commerce boom. "TES" stands for "technology, engineering, and systems & solutions." CJ Logistics understands that automation, prior technology, AI, big data, digital solutions, engineering, IT solutions, and global TES drive the innovation of logistics and are important in growing competitively as a logistics company. As the products to be delivered to consumers today are vastly diverse, CJ Logistics has adopted cutting-edge technology to optimize its logistics operations, including robotic order picking which speeds up the order picking process, a robotic de-palletizer system which allows orders to be picked in bulk, an autonomous mobile robot which works with human workers to add an automated edge to the transport of heterogeneous cargo for increased efficiency, and a system for the integrated management of logistics automation facilities.



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ENHANCING BUSINESS COMPETITIVENESS

SUBSIDIARYS' BEST PRACTICES

CJ FOODVILLE

GLOBAL EXPANSION OF TOUS LES JOURS

Tous les Jours, a bakery franchise operated by CJ Foodville, is expanding rapidly with 450 stores in 7 countries out of Korea. Especially, in the US market, since Tous les Jours' successful turnaround in 2018, its operating profit has been growing consistently. As of 2024, Tous les Jours has 110 stores in key business areas located in more than 27 states including California, New York, and New Jersey. Our profit model has been an attractive business opportunity for franchisees. Besides our presence in the US market, Tous les Jours is also a market-leading premium bakery brand, with 60 stores in Indonesia and 40 stores in Vietnam.



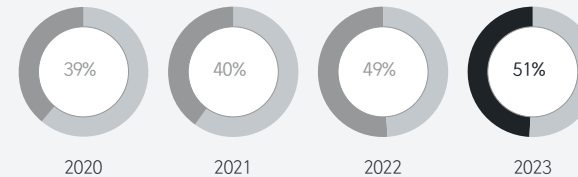
A TOUS LES JOURS STORE IN CERRITOS, CALIFORNIA, USA

CJ OLIVEYOUNG

WIN-WIN PARTNERSHIP WITH SMBS

CJ OliveYoung is a health and beauty brand that is a cornerstone of CJ Group as a lifestyle and culture company. CJ OliveYoung discovers and develops promising small and medium health and beauty brands to achieve win-win growth and competitiveness, together setting new trends in the beauty and health world. In 2023, the most profitable year ever for CJ OliveYoung, 51% of its partners that exceeded KRW 10 billion in annual revenue were Korean SMBs, marking a true milestone in partnered growth.

I PROPORTION OF CJ OLIVEYOUNG PARTNERS THAT ARE KOREAN SMBS AND HAVE EXCEEDED KRW 10 BILLION IN ANNUAL REVENUE



CJ OLIVENETWORKS

DISCOVERY AND SUPPORT OF STARTUPS

CJ OliveNetworks participated in 2 initiatives linking large enterprises and startups in partnership, the Startup Package run by the Korea Institute of Startup and Entrepreneurship Development and Confinity run by the Korea Creative Content Agency. These initiatives sought to discover, develop, and support startups in their third to seventh year in new AI businesses. The selected startups worked with CJ OliveNetworks within a time frame to advance their technologies and solutions to earn business opportunities with CJ's subsidiaries. To achieve additional synergies, CJ OliveNetworks is investing in the selected startups in ways that will benefit them collectively. Investment and partnership formation on said investment model are progressing.

I PARTNERSHIPS FOR STARTUP ACCELERATION

Startup	Partnership
	Motion capture technology-based 3D content production service advancement and collaborations
	Face swap technology-based social media content production collaborations

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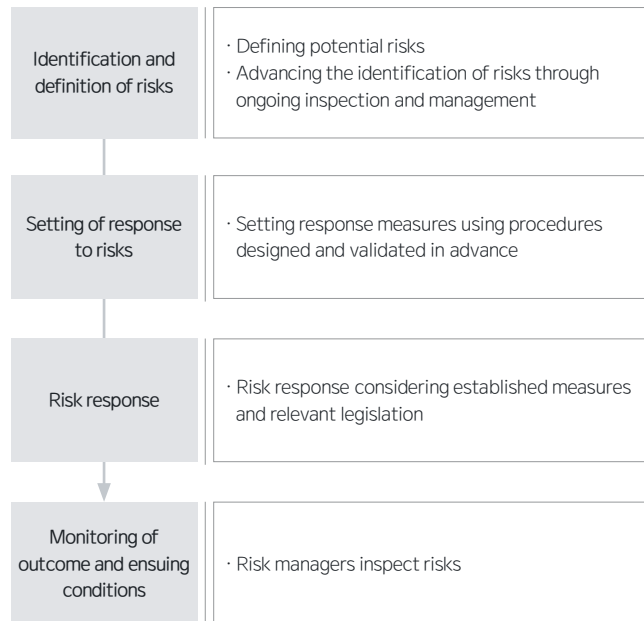
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ENHANCING BUSINESS COMPETITIVENESS

RISK MANAGEMENT

BUSINESS RISK MANAGEMENT

CJ Corporation closely monitors the group's profit and loss, key business issues, competitor and market trends, and domestic and international economic, policy, and regulatory developments. This allows CJ Group to proactively address external changes and maintain stable business operations. Risks identified through this process are preemptively managed to ensure the group stays ahead of potential challenges.



METRICS AND TARGETS

SETTING OF INDICATORS AND TARGETS

CJ Corporation sets business performance indicators and targets to identify the core tasks to be executed in different businesses, and ensures that its execution framework is optimal to see the systematic execution and success of such core tasks.



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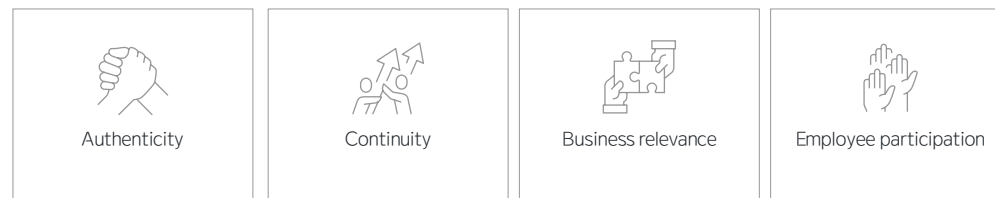
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CJ GROUP'S SOCIAL RESPONSIBILITY (SR) ACTIVITIES

CJ GROUP'S SR APPROACH



CJ Group's Principles of Social Responsibility



Mission TO CREATE THE GREATEST VALUE POSSIBLE FOR THE WORLD THROUGH ONLYONE PRODUCTS AND SERVICES

CJ Group has a clear understanding of how it can best contribute to society. Staying true to its management philosophy, CJ Group adheres to the 4 principles of "authenticity," "continuity," "business relevance," and "employee participation" in its Social Responsibility(SR) activities. CJ Group promotes culture-based CSR programs by providing children and youth with opportunities for cultural activities and education, and supporting young creatives as they establish a strong foothold in the industry. CJ Group is proud to be doing its part to help young individual discover their talents and grow into K-culture assets. Understanding the value of sports, CJ Group provides sponsorships in less popular sports to support their growth. The subsidiaries of CJ Group take advantage of the infrastructure and core capacities in their respective industries to do their part to help local communities grow in balanced and sustainable ways.

CJ Welfare Foundation EMPOWER PEOPLE AND STRENGTHEN THE NATION

CJ Welfare Foundation is a social welfare corporation established in 2005 to practice its social responsibility philosophy that "Poverty should not be passed on to the next generation due to lack of educational opportunities." It operates CJ Donorscamp, an online social contribution platform with some 4,000 child welfare institutions across Korea registered as members, to help underprivileged children and youth grow into wholesome members of society and pursue their dreams. With its slogan of "Empower People and Strengthen the Nation," CJ Welfare Foundation shares and carries out culture-based CSR programs that evolve and adapt to changes in the societal environment and the needs of beneficiaries.

CJ Cultural Foundation FOSTER CULTURE, SHARE CULTURE

CJ Cultural Foundation was established in 2006 to pursue CJ's social responsibility philosophy "Corporations should nurture the dreams of youth." It discovers young creatives in non-mainstream areas of popular culture and supports their growth to contribute to the expansion of the cultural industry and help create healthy cultural ecosystems. To deliver exceptional talent and diverse content to a broader audience, the support goes beyond one-time benefits or simple funding. CJ Cultural Foundation provides a systematic support throughout the entire process, from incubating creatives to expanding into domestic and international markets.

Sports Marketing DEVELOPMENT OF SPORTS TALENT AND CULTURE AS A GLOBAL LIFESTYLE COMPANY

CJ Group sponsors athletes in less popular sports to help balance the ecosystem of sports culture. It promotes a culture of sharing through sports.



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CJ Welfare Foundation: Empower People and Strengthen the Nation

SUPPORT FOR EDUCATION AND DEVELOPMENT

CULTURAL DIVERSITY CLASS

Cultural Diversity Class is a program run by CJ Welfare Foundation to promote sustainable education in cultural diversity so that youths from diverse cultural backgrounds understand and respect each other, which in turn leads them to develop a sound view of the world. With Korea becoming increasingly culturally diverse, CJ Welfare Foundation partnered up with the Korea Financial Industry Foundation in 2023 and recruited local child welfare centers to take part in the program. Through this initiative, around 200 teachers from child welfare centers were trained to become specialized educators in cultural diversity, empowering them to provide experiential education for some 3,500 children at various child welfare centers. These educators were supported in using a range of teaching tools, including role-playing activities, card and board games, as well as conducting hands-on learning experiences such as cooking classes featuring international cuisines and viewing cultural content shows. The video demonstrating the Cultural Diversity Class was awarded by the Minister of Health and Welfare at the '2023 CSR Film Festival' for its contribution to promoting inclusivity and fostering a more harmonious society. In 2024, the CJ Welfare Foundation doubled the number of participating child welfare centers to disseminate the importance of cultural diversity.

DREAM LITERARY COLLECTION: THE ROOM WHERE DREAMS GROW

Since 2015, the CJ Welfare Foundation has offered children and youth in child welfare centers across Korea opportunities to explore their talents and dreams through its annual creative literary contest. Participants are encouraged to discover their aspirations and abilities through creative expression. Outstanding works are selected and published in the 'Dream Literary Collection: The Room Where Dreams Grow.' In 2023, with the support of the Ministry of Health and Welfare, 2 pieces were awarded the newly established Minister of Health and Welfare Award, further enhancing the positive impact of literary creation on children's pride and self-esteem.

SUPPORT FOR INDEPENDENCE

DREAM CAREER ACADEMY

CJ Welfare Foundation's Dream Career Academy facilitates the self-reliance of economically vulnerable youth by providing vocational training, character training, and job placement with CJ Group companies in the areas of culinary arts, bakery, and service management. In 2023, by expanding its support through the resumption of its job-linked training program with CJ OliveYoung and collaboration with the Ministry of Education and the Korea Chamber of Commerce and Industry, the number of participants in training and employment increased by more than 40% compared to the previous year. Additionally, a team of culinary program trainees from Dream Career Academy achieved remarkable success, winning both the 1st and 2nd Prizes at the Culinary Skills Competition.

PRACTICE AND PROMOTION OF GIVING

EMPLOYEE COMMUNITY SERVICE INITIATIVES

Employees of CJ Group actively embrace the CJ's culture of giving by sharing their talents in community services focused on culture and food, which are core to CJ Group's business, to support the healthy development of underprivileged children and youth. Through various initiatives such as 'Career Mentorship,' where employees mentor young people facing academic, career, and employment challenges by sharing their professional experiences and offering practical advice and encouragement, as well as 'Cooking Classes,' 'Sports Day,' 'Wonder Walk,' and 'Kimchi Giving,' employees are deeply involved in giving back to the community. In 2023, with the post-pandemic transition, a range of online and offline volunteer programs were introduced, leading to a 20% increase in employee community service hours compared to the previous year.



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CJ Cultural Foundation: Foster Culture, Share Culture

SUPPORT FOR ACCELERATED GROWTH OF CREATIVES

TUNE UP

CJ Cultural Foundation's TUNE UP program discovers promising young musicians across various genres and continually seeks ways to support their growth by addressing their most pressing needs. Selected musicians receive tailored support at each stage of their career in various forms including album production, marketing, performance of various scales, and international exposure. In 2023, TUNE UP facilitated the largest North American tour in history of Korean bands, along with successful mid- to large-scale concerts. Additionally, the global reach of TUNE UP musicians' was expanded through opportunities to showcase on major platforms like KCON.

STORY UP

CJ Cultural Foundation's STORY UP program, a leading initiative in fostering short film production in Korea, provides comprehensive support to up-and-coming Korean filmmakers. The program offers support throughout the entire short film production process, from scenario development and shooting to post-production, and facilitates film festivals submissions. In 2023, several films supported by STORY UP, including Forest of Echoes, Birth, and Slaughter, were nominated at prominent domestic film festivals such as the Bucheon International Fantastic Film Festival and Seoul Independent Film Festival. Notably, Forest of Echoes was officially selected for the La Cinef competition at the 77th Festival de Cannes in 2024.

STAGE UP

CJ Cultural Foundation's STAGE UP program discovers and supports musical creatives in developing their works and assist collectives in staging performances. It plays a key role in nurturing the growth of creatives and collectives while enhancing the vitality of the performing arts ecosystems. In 2023, musicals Benjamin Button and Hongryeon, developed with STAGE UP's support, secured premiere contracts with production companies. Furthermore, in January 2024, L'art Reste won 3 awards-Best Musical, Best Script, Best Score-at the 8th Korea Musical Awards.

NEW SUPPORT PROGRAMS THROUGH PARTNERSHIP

CJ & TIFF K-STORY FUND

In September 2023, CJ Cultural Foundation launched the CJ & TIFF K-Story Fund in partnership with the Toronto International Film Festival(TIFF) and the Korean Film Council, to discover filmmakers of Korean heritage based overseas and expand K-content in the global film market. The program discovers emerging Korean filmmakers of feature films residing in North America and offers them 4-months story development mentoring with support from CJ ENM. Each year, 3 final projects are awarded at the Toronto International Film Festival and receive funding to support the development of their feature-length films.

CJ-FULBRIGHT MUSIC AWARD

In 2023, CJ Cultural Foundation, in collaboration with the Korean-American Educational Commission, established the CJ-Fulbright Music Award. As the only Fulbright scholarship program in Korea dedicated to popular music, the CJ-Fulbright Music Award provides talented individuals the opportunity to pursue master's and doctoral degrees while receiving support for their musical endeavors. In April 2024, the first recipient was officially selected after receiving final admission to his chosen university for the fall 2024 semester. CJ Cultural Foundation remains committed to discovering global musical talent and promoting diversification of K-culture through various forms of support.



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Sports Marketing

SPONSORSHIP FOR THE KOREA SWIMMING FEDERATION AND KOREAN SKATING UNION

CJ Group has been sponsoring promising Korean swimmers and speed skaters since 2023, aiming to help them achieve global No.1 status. Through this support, CJ Group strives to strengthen the international competitiveness of these sports and promote national pride through sports.

PROMOTION OF TAEKWONDO IN VIETNAM

CJ Group has sponsored Vietnam's national Taekwondo team and its youth Taekwondo competitions since 2012, to promote Korean culture in Vietnam through Taekwondo. At the Hangzhou 2022 Asian Games, the Vietnamese Taekwondo team won 2 bronze medals, an international achievement facilitated by CJ Group's ongoing support.

DONATIONS TO THE MOMENTOUS INSTITUTE IN COLLABORATION WITH BRIDGE KIDS

Starting in 2024, The CJ Cup Byron Nelson will be held in Dallas, Texas, where it continues the "Bridge Kids" dreamer project, a social responsibility program that began in 2017. The event invites promising young golfers from the local community and students from the Momentous Institute. Participants enjoy a meaningful experience, which includes meeting top golfers, receiving one-point lessons, and tasting Korean food as part of a cultural experience. Through these activities, they nurture their dreams of becoming golfers. Additionally, during the tournament, a donation was made for every birdie landed on the 17th hole. As a result, a total of USD 76,000 was donated to the Momentous Institute, a nonprofit organization supporting children's mental health, to help disadvantaged children and families in the Dallas area.



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Social Responsibility Activities of CJ Group Subsidiaries

① KOREA

CJ CGV

ONGI BOXES AT CGV CINEMAS

Following the beginning of its partnership with the nonprofit organization Ongi (which means "warmth" in Korean) in December 2021, CJ CGV installed "Ongi Boxes" at its cinemas. If someone has a concern, they can write an anonymous letter, drop it into the Ongi Box, and receive an anonymous reply. The handwritten replies are written by about 400 Ongi volunteers, ranging in age from their 20s to their 70s. By January 2024, CJ CGV had placed Ongi Boxes in 21 cinemas. In 2023 alone, a total of 6,297 letters were received via the Ongi Boxes. Employees of CJ CGV also participate in the annual "Ongi" volunteer activities, writing personal handwritten letters in response, and spreading warmth through their actions.

CJ OLIVENETWORKS

PRO BONO VOLUNTEERING, CJ SW CREATIVITY CAMP

CJ SW Creativity Camp is a social responsibility program that began in 2015, leveraging the IT expertise of CJ OliveNetworks employees. Together with CJ UNIT, a volunteer group of employees and university students, the program has provided AI, data analysis, and other hands-on software convergence education to about 12,000 children and youths in provincial areas, aiming to bridge the digital divide. This effort earned CJ OliveNetworks the "2023 Korea Education Donation Award" from the Ministry of Education, as well as recognition as an "Outstanding Education Donation Organization," following its 2020 win. It was also honored by the Ministry of Science and ICT with the "Software Talent Development Contribution Award." In 2023, the company was recognized as a certified organization in the Ministry of Health and Welfare's "Community Contribution RecognitionSystem"¹⁾ for a variety of employee-led volunteer activities, including supporting study rooms in local children's centers, Han River Park clean-up, and stray dog protection initiatives.

¹⁾ A system that recognizes companies and organizations for their ongoing social responsibility activities aimed at addressing social issues in local communities.

② INTERNATIONAL

CJ FOODVILLE

PARTNERSHIP WITH THE BAZNAS

CJ Foodville collaborated with BAZNAS, Indonesia's largest Muslim donation organization, to strengthen its corporate social responsibility efforts targeting Indonesia's Muslim consumers, who make up about 87% of the population. CJ Foodville organized a "Car Donation" campaign, where vehicles wrapped with the Tous les Jours design toured various regions, while donations in smaller communities, inaccessible by car, were delivered by volunteers. This initiative helped raise awareness of CJ Foodville's fresh and high-quality products in the local market, contributing to the provision of healthy food to vulnerable groups in Indonesia, particularly children. Recognizing these efforts, CJ Foodville was awarded the top corporate social responsibility at the 2024 BAZNAS Awards held in February 2024.

Activity	Donation value	Donated amount
Donation through BAZNAS	KRW 320 million	188,000

CJ CHEILJEDANG

CJ ENM

CJ OLIVEYOUNG

CJ OLIVENETWORK

CJ CULTURAL FOUNDATION

GIRLS' EDUCATION CAMPAIGN IN VIETNAM

Since 2014, CJ Group has partnered with UNESCO on a campaign aimed at improving access to education for ethnic minority girls in Vietnam and enhancing employment opportunities for women. The first phase of the project ran from 2019 for 3 years, and in 2023, the second phase was launched, set to continue for 2 years. The project involves a broad range of participants, including parents, teachers, and local residents, providing practical activities such as education programs, career exploration opportunities, and job support for women. For its contributions, CJ Group was awarded a citation from the Vietnamese Minister of Education and Training in October 2023.



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Social Responsibility Activities

Information Security

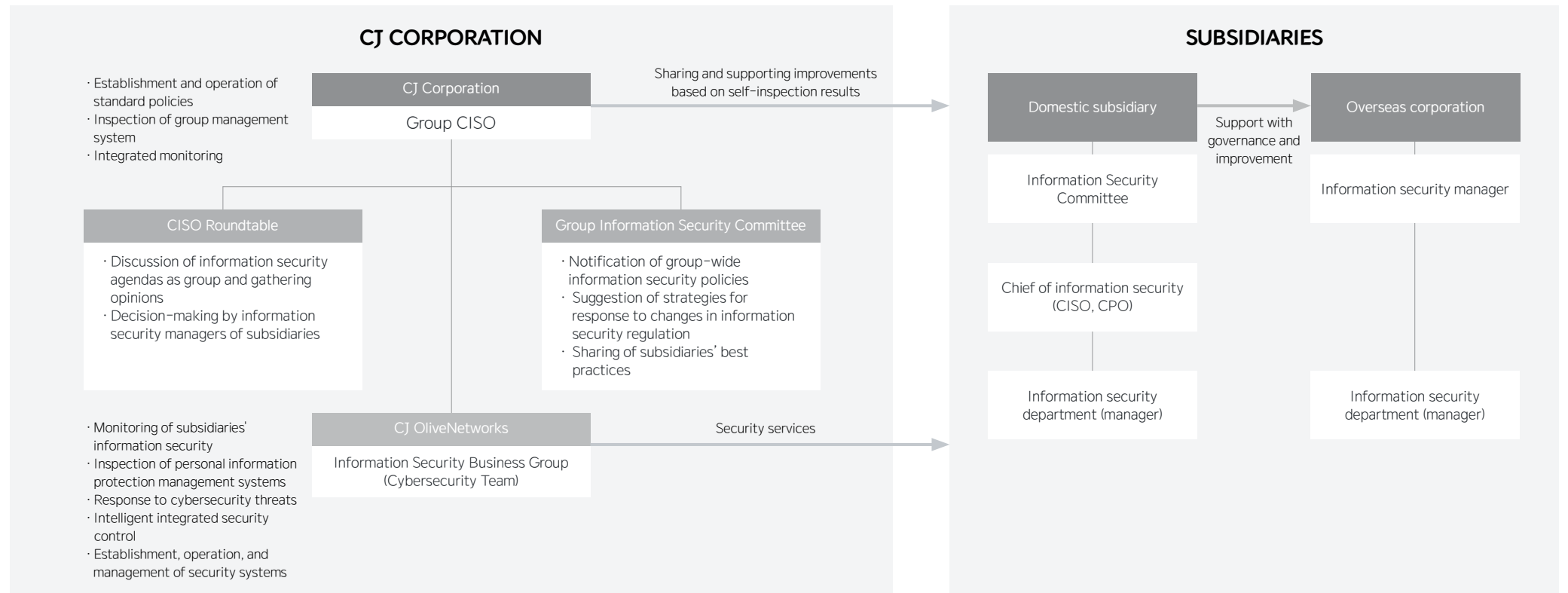
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CJ GROUP'S FUNDAMENTAL STRATEGY AND EXECUTION FOR INFORMATION SECURITY

The Chief Information Security Officer (CISO) of CJ Group oversees the Group's information security-related decisions. Additionally, CJ Group forms and implements information security standard policies to respond to security risks across the Group and at regional levels resulting from changes in technology. CJ OliveNetworks' monitors all CJ Group subsidiaries' information security and independently inspects their personal information management systems, to fulfil its responsibility to operate and support the Group's information security framework.

INFORMATION SECURITY FRAMEWORK

CJ Group operates consultative bodies, including a CISO roundtable of the CISOs and Chief Privacy Officers (CPO) of the subsidiaries and the Group Information Security Committee made up of CJ Group information security personnel, to discuss and deliberate on information security matters concerning the Group. The CISOs and CPOs report to the CEOs of their respective companies as needed. The Information Security Business Division of CJ OliveNetworks responds to cybersecurity threats and performs intelligent integrated security control, and builds, operates, and manages the necessary security systems.. The information security organizations of domestic subsidiaries and overseas corporations establish their own security standards, identify and manage information security risks, and conduct internal reviews through an internal information security committees.



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OPERATING A SECURITY INCIDENT DETECTION AND RESPONSE FRAMEWORK

CJ Group has implemented a framework for information security threat detection and response to minimize and proactively respond to information security incidents and failures. The CJ Smart Security Center (CJ SSC) operates 24/7 to prevent cyber security incidents, and responds immediately when incidents occur. The CJ SSC monitors and analyzes security logs to block and report intrusions in real-time. It is constantly monitoring information security by analyzing external threats and screening for security vulnerabilities. The CJ SSC is globally expanding its network security infrastructure to eliminate potential risks in advance for enhanced information security.

STRENGTHENING INFORMATION SECURITY CAPABILITIES

CJ Group conducts training, education, and campaign activities to enhance employees' awareness of information security. Every year, CJ Group provides information security and personal data protection training to all employees and manages their completion status. Employees who handle personal information receive advanced training, and additional information security training is implemented according to job functions in each subsidiaries. Newsletters, PC Check Day, Clean Desk regulations, and Information Security Day are all among the steps CJ Group takes to maintain a culture of information security. Partners are also provided with training to improve their capacity for information security. All employees and partners sign information security pledge and asset confidentiality agreements annually to prevent information leaks.

STATUS OF SUBSIDIARIES' INFORMATION SECURITY CERTIFICATION AND DISCLOSURE

The subsidiaries of CJ Group have obtained various external information security certifications, including ISO 27001, ISMS, and ISMS-P. In 2023, CJ CheilJedang and CJ OliveYoung newly acquired ISO 27001 certification and ISMS-P certification, respectively. In accordance with the Act on the Promotion of Information Security Industry, CJ CheilJedang, CJ Logistics, CJ ENM, CJ CGV, CJ Freshway, Studio Dragon, and CJ OliveNetworks, the 7 subsidiaries required by law to make disclosures, are making information security disclosures. CJ OliveYoung is not required by law to make disclosures but is voluntarily making information security disclosures to promote investments in, and promote the quality of its information security.

Subsidiary	ISO 27001	ISMS	ISMS-P
CJ CheilJedang	● New	○	○
CJ Logistics	○	○	
CJ ENM	○	○	
CJ CGV		○	
CJ OliveYoung		○	● New
CJ OliveNetworks		○	○



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The quantitative data found in the CJ Corporation ESG Report 2023 standardizes and integrates data on the Korean business sites of the 9 listed companies (CJ Corporation, CJ CheilJedang, CJ Logistics, CJ Seafood, CJ Bioscience, CJ Freshway, CJ CGV, CJ ENM, and Studio Dragon), and the unlisted companies (CJ Feed&Care—a subsidiary of CJ CheilJedang, CJ Foodville, CJ OliveYoung and CJ OliveNetworks) with company statuses as indicated in the CJ Corporation Business Report 2023. The data collected and the criteria (scope) of data collection are defined in the following.

ENVIRONMENT (E)

Category	Data	Definition	Scope of data
Greenhouse Gas	Direct & indirect GHG emissions (Scope 1+2)	Total greenhouse gas emissions resulting from energy consumption within the organization's owned and controlled business boundaries, as well as the indirect greenhouse gas emissions resulting from the use of external energy sources purchased or acquired by the organization	CJ Corporation and its 12 subsidiaries' domestic business sites
	Direct GHG emissions (Scope 1)	Greenhouse gas emissions resulting from energy consumption within the organization's owned and controlled business boundaries	
	Indirect GHG emissions (Scope 2)	Greenhouse gas emissions indirectly generated from the use of external energy sources purchased or acquired by the organization	
	GHG emissions intensity (Scope 1+2)	Annual greenhouse gas emissions (both direct and indirect) per unit of annual sales of the organization	
	Other indirect GHG emissions (Scope 3)	Total carbon emissions arising from other value chain processes including those associated with partners, logistics, product usage and disposal, apart from those arising from product manufacturing process	
Energy	Energy consumption	Total consumption of non-renewable energy and renewable energy used by the organization	CJ Corporation and its 12 subsidiaries' domestic business sites
	Non-renewable energy consumption	Total amount of consumed non-renewable fuels, including conventional fossil fuels like LNG, LPG, gasoline, as well as purchased or self-produced energy such as power and steam	
	Renewable energy consumption	Total amount of consumed renewable fuel (including biomass) and by purchasing or producing renewable energy (including solar power)	
	Energy consumption intensity	Annual energy consumption per annual sales of the organization	
	Power consumption	Total amount of non-renewable power purchased and used from outside the organization's business boundaries, and the total amount of renewable power purchased from outside the business boundaries or produced directly for use	
Wastes	Total amount of wastes generated	Total amount of general and designated wastes released outside the organizational boundaries	All Korean manufacturing business sites * Subsidiaries with manufacturing business sites: CJ CheilJedang, CJ Logistics, CJ Freshway, CJ Foodville, CJ Feed&Care, CJ Seafood
	Wastes recycled	Total amount of waste reused and recycled by the organization through various recovery/conversion methods without incineration or landfill treatments	
	Wastes incinerated (energy not recovered)	Total amount of general waste and designated waste incinerated via a waste processing contractor that does not recover energy from incineration	
	Wastes incinerated (energy recovered)	Total amount of general waste and designated waste incinerated via a waste processing contractor that recovers energy from incineration	
	Wastes landfilled	Total amount of general wastes and designated wastes reclaimed by the organization or reclaimed through a disposal company	
	Wastes disposed via other methods	Total amount of waste treated by methods other than incineration or landfill, or waste for which the disposition method (incineration or landfill) cannot be determined	
Packaging	Waste generation intensity	Annual waste emissions per annual sales of the organization	All Korean manufacturing business sites * Subsidiaries with Korean manufacturing business sites: CJ CheilJedang, CJ Freshway, CJ Foodville, CJ Feed&Care, CJ Seafood
	Total packaging material usage (primary and secondary packaging)	Weight of materials used by the organization for product packaging (1 st and 2 nd packaging)	
	Weight and ratio of packaging made from recycled materials	Weight and ratio of recycled and recovered materials included in products or packaging, recycled content comprising pre-consumer materials and post-consumer materials only	



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ENVIRONMENT (E)

Category	Data	Definition	Scope of data
Water pollutants	Water withdrawal	Total water taken by an organization from outside - Domestic water: Water supplied from outside and used for domestic purposes - Industrial water: Treated wastewater supplied by waterworks for industrial purposes - Recycled water: Recycled wastewater supplied by a local government as distinct from industrial water	All manufacturing business sites, data centers, and resorts in Korea * Subsidiaries with manufacturing business sites, data centers, and resorts: CJ CheilJedang, CJ Logistics, CJ Freshway, CJ Foodville, CJ OliveNetworks, CJ Feed&Care, CJ Seafood
	Water usage	Total of withdrawn water and recycled water	
	Water discharged	Total used water discharged by an organization to outside into the environment or a public sewage system	
	Water consumed	Total water taken by an organization from outside its operating boundary minus the water used and discharged outside its operating boundary	
	Water recycled	Water used by an organization within its operating boundary but not discharged outside its operating boundary, instead being reused for the same purpose or another purpose through recycling	
	Percentage of water withdrawal in water-stressed areas	Ratio of water withdrawn from regions with high or extremely high baseline water stress as designated by the International Resources Institute	
Pollutants	Water pollutant emissions	Total emissions of water pollutant (BOD, COD, TOC, SS) emitted by the organization outside the business boundary	Korean business sites required to make declarations by law * Subsidiaries with business sites required to make declaration by law: CJ CheilJedang, CJ ENM, CJ Foodville, CJ Feed&Care, CJ Seafood
	Air pollutant emissions	Total emissions of air pollutant (NOx, SOx, dust) emitted by the organization outside the business boundary	
Environmental management	Amount of eco-friendly certified purchases	Amount spent on the purchase of certified eco-friendly supplies and consumables	CJ Corporation and its 12 subsidiaries' domestic business sites
	Number of environmental law and regulation violations	Number of violations of laws and regulations based on the same standard as the business report, or number of fines, penalty surcharges, and negligence fines of more than USD 10,000 (about KRW 12 million)	
	Cost of investing in eco-friendly business	Proportion of eco-friendly investment (including environmental facility management and investment, and energy saving and GHG reduction facility management and investment) in the total investment amount of an organization	

※ BUSINESS SITES AND ENVIRONMENTAL DATA¹⁾

●: A business site collecting and managing environmental data

Classification	Production business sites		Logistics business sites		Service business sites				Construction business sites		Support business sites				
	Manufacturing business sites	Farms	Distribution centers	Small business sites	Restaurants	Cinemas	Retail stores	Resorts	Construction sites	Small construction sites	Head offices	Research facilities	Studios	Data centers	Small business sites
GHG	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Energy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Waste	●	1 st expansion	1 st expansion	2 nd expansion	1 st expansion	1 st expansion	2 nd expansion	●	1 st expansion	2 nd expansion	1 st expansion	1 st expansion	2 nd expansion	1 st expansion	2 nd expansion
Packaging	●		1 st expansion	2 nd expansion											
Water	●	1 st expansion	1 st expansion	2 nd expansion	1 st expansion	1 st expansion	2 nd expansion	●	1 st expansion	2 nd expansion	1 st expansion	1 st expansion	2 nd expansion	●	2 nd expansion

* Environmental pollutants: Data on environmental pollutants are currently managed by the business sites required by law to do so. The scope of environmental pollutant management will be expanded to include buildings, manufacturing business sites, distribution centers, and other owned facilities.

1) The scope of data collection observed until 2023 is currently being expanded until 2025, with a second expansion due to take place until 2030. The scope of data collection and its expansion can change when required due to changes in regulation in Korea and abroad.



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SOCIAL (S)

Category	Data	Definition	Remarks
Human Resources	Total number of employees	All employees engaged in employment with the organization (non-fixed term employees, such as permanent employees and indefinite-term contract employees, and fixed-term employees, such as short-term contract employees, registered executives, and unregistered executives)	
	Composition of employees (by gender/age group)	All employees and executives engaged in employment with the organization, categorized by gender and age	
Talent acquisition and development	Total number of new hires	Number of all individuals who have a new employment relationship with an organization in accordance with national law or practice	
	Composition of new hires (by gender/age group)	All individuals who have established new employment relationships with the organization, categorized by gender and age	
	Turnover rate (Voluntary turnover/ Involuntary turnover rate)	The ratio of employees who voluntarily left the organization among those who left the organization, and the ratio of employees who left the organization due to nonvoluntary reasons such as contract expiration, retirement, etc., among those who left the organization	
	Employee engagement	Percentage of employees who reported that they feel "actively engaged" or simply "engaged" in CJ Group culture survey(CJ Voice On)	As of CJ Voice On survey respondents
	Employee training (training hours/cost per person)	The per-employee training hours conducted for the organization's employees and the per-employee training cost allocated for education	Education time and cost for all employees * CJ Freshway: Food service training excluded
DE&I (Diversity, Equity and Inclusion)	Percentage of female executives	Percentage of female executives among CJ Group executives	
	Percentage of female managers	Percentage of employees at an organization in the position of manager or higher who are female	* Manager: Personnel evaluators and those who do not have the evaluator authority but perform the actual managerial role
	Percentage of female staff in STEM departments	Percentage of female staff within departments defined as STEM (Science, Technology, Engineering, Mathematics)	* STEM departments in each subsidiaries - CJ Corporation: CDO and AI-related - CJ CheilJedang: IT, tech - CJ Logistics: Logistics research, IT (DT, information security, etc.) - CJ ENM: IT (Big data, information security, DT, etc.) - CJ CGV: IT, Cinema technology - CJ Freshway: R&D, IT, food analysis - CJ Seafood: Technology, public service, production, workplace safety team - CJ Bioscience: R&D - CJ OliveYoung: IT development center, SCM planning team, O2O platform team, AI suggestion engine team - CJ OliveNetworks: IT research - CJ Feed&Care: R&D/Tech



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Category	Data	Definition	Remarks
DE&I (Diversity, Equity, and Inclusion)	Number of employees with disabilities	The number of employees who are classified as disabled, calculated based on headcount regardless of the severity of disability	
	Pay gap by gender	The gender pay gap within the organization, calculated using the annual average wages of male and female employees, as disclosed in the business report	* CJ CGV: Based on full-time staff. OliveYoung: Based on permanent employees
	Number of employees on parental leave	The number of employees who have utilized the parental leave system	
	Percentage of employees who have returned from parental leave	The percentage of employees who returned to work after the conclusion of parental leave among those who utilized parental leave	
	Retention rate after returning from parental leave (12 months or more)	The percentage of employees who maintained their employment for 12 months after returning from parental leave	
	Percentage of employees subject to MBO, multidimensional performance appraisal, relative evaluation	The ratio of employees within the organization who have undergone regular performance evaluations such as MBO (Management by Objectives), 360-degree evaluation, and relative assessment	
Human rights	Total number of reported cases	Number of human rights-related reports submitted through CJ Group's business ethics website	
	Number of valid and resolved cases	Number of human rights violations reported in an organization, including reports of cases involving the National Human Rights Commission of Korea's mediation and reports of valid cases (abuse of power by an outside party, sexual harassment, workplace bullying, safety accidents) submitted through CJ Group's business ethics website	
Safety Management	Employee injury rate	Ratio of employees who have suffered physical or mental harm due to work-related incidents in the course of their employment, expressed as a percentage of the total employees	
	LTIFR (Lost Time Injury Frequency Rate)	Ratio of lost time injuries compared to 1 million working hours: lost time injuries referring to cases in which a worker is unable to return to work for 1 day or longer due to an accident, excluding the day of the accident	
	Number of serious accidents	Number of accidents resulting in any of the following, as defined by the Occupational Safety and Health Act 1) Accidents leaving at least 1 person dead 2) Accidents leaving at least 2 persons requiring a recovery period of 3 months or longer 3) Accidents leaving at least 10 persons injured or affected by occupational disease	
	Number of employee fatalities	Number of fatalities due to work-related accidents, incidents, and illnesses	
Supply Chain Management	Amount of growth fund raised	Total amount of growth fund raised for financial support to partners	As of subsidiaries holding growth fund: CJ CheilJedang, CJ Logistics, CJ ENM, CJ OliveYoung * Applies to CJ OliveYoung from 2023
	Percentage of contracts subject to the Supplier Code of Conduct	The percentage of cases for which the Supplier Code of Conduct was applied when signing or renewing contracts with CJ group subsidiaries	As of subsidiaries with the Supplier Code of Conduct (CJ CheilJedang, CJ Logistics, CJ ENM Commerce Division, CJ Freshway, CJ Seafood, CJ OliveNetworks) * Other subsidiaries to follow suit by making the necessary supplementations
CSR	Donations	Total of legally recognized donations made to local communities and charity groups	
	Volunteer activities hours & number of participants	Time spent in volunteer activities and number of employees who participated in volunteer activities	



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GOVERNANCE (G)

Category	Data	Definition	Scope of data
Board of Directors and Audit Committee - Composition	Board of Directors composition	Number of board members	CJ Corporation
	Percentage of independent director composition	The composition percentage of independent directors within the Board of Directors	
Board of Directors and Audit Committee - Operation	Board of Directors & Audit Committee - Number of meetings	The number of the Board of Directors and Audit Committee meetings held	
	Number of agendas objected/amended by independent directors among submitted to Board of Directors meetings	The number of agenda items presented at the Board of Directors meetings on which independent directors expressed dissenting or revised opinions	
	Board of Directors & Committee - Attendance rate	The ratio of attendance to the number of meetings held for both the Board of Directors and its sub committees	
Board of Directors and Audit Committee - Compensation	Internal/independent directors compensation	The annual compensation for internal directors and independent directors	
	Percentage of non-audit service fees to audit service fees	The percentage of compensation paid for non-audit services compared to compensation paid for audit services to the auditing firm	
Shareholders	Ownership share of largest shareholder and related parties	The ratio of shares held by the largest shareholder and related parties to the total number of issued common shares	
	Ownership share of registered executives excluding largest shareholder and his/her family members	The ratio of shares held by registered executives excluding the largest shareholder and related parties to the total number of issued common shares	
	Dividend payout ratio	The ratio of dividends paid to annual company profits (non-consolidated basis)	
Ethical & Compliance Management	Hours of ethical and compliance management training completed and total number of participants who completed ethics and compliance management training	Number of employees who have completed ethical and compliance training on topics such as conflicts of interest, fair competition and trade, anti-bribery, and money laundering (not including legally mandated training components such as requisite training, sexual harassment prevention training, and occupational safety training), and the number of hours spent on the completion of said ethical and compliance training	
	Legal & regulatory violations (fair trade, anti-corruption, marketing & labeling, information security)	Number of legal violations related to ethical and compliance management disclosed in the business report: - Fair competition: Number of violations of relevant regulations due to unfair joint actions, such as abuse of dominant market position, and unfair trade practices - Anti-corruption: Number of violations of relevant regulations due to corrupt practices, such as abusing authority or seeking personal gain by violating laws, in connection with duties - Marketing and labeling: Number of violations of relevant regulations due to deceptive labeling/advertising practices that may mislead or deceive consumers - Information security: Number of violations of relevant regulations related to information security, such as providing personal information to third parties without obtaining consent from the data subject, or collecting personal information without obtaining consent from the user	
	Number of reported cases of ethics and compliance management	Number of ethical and compliance related reports received through CJ Group's in-house whistle-blowing platform or K-Whistle (outside platform)	
	Number of valid and resolved cases of ethics and compliance management	Number of valid and resolved reports among the number of ethical and compliance related reports received through CJ Group's in-house whistle-blowing platform	



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ENVIRONMENT (E) The scope of environmental data calculation varies by indicator. (Refer to pages 122 and 123 for details)

GREENHOUSE GAS¹⁾

Category	Unit	2021	2022	2023
Direct & indirect GHG emissions (Scope 1+2) ²⁾	tCO ₂ eq	844,990	868,036	856,590
Direct GHG emissions (Scope 1)	tCO ₂ eq	357,073	349,547	331,646
Indirect GHG emissions (Scope 2)	tCO ₂ eq	487,917	518,488	524,944
Other indirect GHG emissions (Scope 3)	tCO ₂ eq	10,634,842	10,621,828	9,988,543
GHG emissions intensity (Scope 1+2)	tCO ₂ eq/KRW 100M	3.52	3.13	3.00

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

2) Figure excludes CJ CheilJedang's domestic and foreign production corporations (subsidiaries): 2023 figure is 5,370,000 tCO₂eq if inclusive (see p. 37)

ENERGY¹⁾

Category	Unit	2021	2022	2023
Energy consumption	TJ	17,700	18,237	18,002
Non-renewable energy consumption	TJ	17,694	18,227	17,960
Energy consumption Non-renewable energy consumption	TJ	6,360	6,242	5,910
Purchased non-renewable energy usage (electricity, steam, heat, cooling)	TJ	11,333	11,985	12,051
Renewable energy consumption	TJ	6	10	41
Renewable fuel-based energy consumption	TJ	0	0	0
Purchased renewable energy usage (electricity, steam, heat, cooling)	TJ	0	0	0
Self-produced renewable energy usage	TJ	6	10	41
Energy consumption intensity	TJ/KRW 100M	0.07	0.07	0.06
Power consumption	TJ	9,971	10,567	10,721
Purchased non-renewable energy consumption	TJ	9,965	10,557	10,680
Purchased renewable energy consumption	TJ	0	0	0
Self-generated renewable power consumption	TJ	6	10	41

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

WASTES¹⁾

Category	Unit	2021	2022	2023
Total amount of wastes generated	Ton	67,091	74,193	71,624
General waste	Ton	66,918	74,006	71,460
Recycled	Ton	58,720	66,704	64,604
Incinerated (energy recovered)	Ton	7,623	6,303	4,694
Incinerated (energy not recovered)	Ton	382	750	613
Landfilled	Ton	184	58	151
Others	Ton	2	0	0
Designated wastes	Ton	173	187	165
Recycled	Ton	115	123	95
Incinerated (energy recovered)	Ton	41	57	56
Incinerated (energy not recovered)	Ton	14	2	8
Landfilled	Ton	1	3	6
Others	Ton	1	0	0
Waste generation intensity	Ton/KRW 100M	0.28	0.27	0.25

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

PACKAGING

Category	Unit	2021	2022	2023
Total usage of packaging materials (primary and secondary packaging)	Ton	64,995	64,919	56,277
The weight of paper used	Ton	1,029	1,729	2,145
The weight of plastics used	Ton	37,453	37,911	33,317
The weight of metals used	Ton	15,449	16,171	12,637
The weight of glass used	Ton	11,064	9,108	8,178
The weight of other materials used	Ton	0	0	0
Total weight of packaging used ¹⁾	Ton	61	545	701
Total percentage of recycled materials ¹⁾	%	0.09	0.84	1.25

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators



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ENVIRONMENT (E)

WATER RESOURCES¹⁾

Category	Unit	2021	2022	2023
Water withdrawal	Ton(m ³)	7,624,045	7,679,946	7,284,434
Tap water usage	Ton(m ³)	6,818,432	6,895,422	6,536,644
- Domestic water usage	Ton(m ³)	5,908,485	6,013,321	5,595,110
- Industrial water usage	Ton(m ³)	909,947	882,101	941,534
- Recycled water usage	Ton(m ³)	0	0	0
Surface water usage	Ton(m ³)	435,380	388,032	446,790
Groundwater usage	Ton(m ³)	370,233	396,492	301,000
Seawater usage	Ton(m ³)	0	0	0
Rainwater usage	Ton(m ³)	0	0	0
Water usage	Ton(m ³)	7,889,099	8,140,156	7,999,889
Water discharged	Ton(m ³)	4,764,896	4,947,507	4,675,252
Water consumed	Ton(m ³)	2,859,150	2,732,439	2,609,182
Water recycled	Ton(m ³)	265,054	460,210	715,455
Water recycling rate	%	3.48	5.99	9.82
Percentage of water withdrawal in water-stressed areas	%	6.35	6.17	33.93
Percentage of water consumption in water-stressed areas	%	21.23	21.42	27.14

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

POLLUTANTS

Category	Unit	2021	2022	2023
Water pollutant emissions				
Biochemical oxygen demand (BOD)	Ton(m ³)	565	531	692
Chemical oxygen demand (COD)	Ton(m ³)	189	4	3
Total organic carbon (TOC)	Ton(m ³)	-	288	350
Suspended solids (SS)	Ton(m ³)	124	158	173
Air pollutant emissions¹⁾				
NOx	Ton	79	78	77
SOx	Ton	23	5	7
Dust	Ton	34	27	25

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

ENVIRONMENTAL MANAGEMENT

Category	Unit	2021	2022	2023
Amount of eco-friendly certified purchases ¹⁾	KRW 1M	110,712	133,064	143,822
Number of environmental law and regulation violations ²⁾	Case	0	0	0
Cost of investing in eco-friendly business	KRW 1M	8,687	12,354	5,449

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

2) Fines, penalty surcharges, and negligence fines of under USD 10,000 excluded as per CJ Group's ESG indicators



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SOCIAL (S)

HUMAN RESOURCES¹⁾

Category	Unit	2021	2022	2023
Total number of employees	Person	41,593	47,202	50,712
Employees without fixed term contracts	Person	36,156	38,984	39,982
Employees with fixed term contracts ²⁾	Person	5,193	7,912	10,414
Executives (registered + unregistered)	Person	244	306	316
Composition of employees by gender				
Male	Person	20,345	22,192	22,393
Female	Person	21,248	25,010	28,319
Composition of employees by age group				
Under 30	Person	16,998	19,949	21,530
30-50	Person	19,915	21,870	23,479
Over 50	Person	4,680	5,383	5,703

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

2) Fixed-term employees: Contract employees, short-term contract employees included, who are not permanent employees, non-fixed term contract employees, or officers

TALENT ACQUISITION AND DEVELOPMENT¹⁾

Category	Unit	2021	2022	2023
Total number of new hires	Person	14,701	20,042	18,192
Composition of new hires by gender				
Male	Person	6,255	8,650	7,405
Female	Person	8,417	11,330	10,787
Composition of new hires by age group				
Under 30	Person	9,987	13,454	12,065
30-50	Person	2,787	4,104	4,856
Over 50	Person	1,858	2,422	1,271
Turnover rate ²⁾				
Voluntary turnover rate	%	80.10	85.23	86.03
Involuntary turnover rate	%	19.90	14.77	13.97
Employee engagement ²⁾				
	%	-	80	80
Employee training ³⁾				
Hour per person ³⁾	1 hour per person	17	24	19
Cost per person	KRW 10K per person	46	55	49

1) Data on age groups, genders, and locations of turnovers not collected

2) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

3) Data on genders and employee types in the context of average number of employee training hours not collected



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SOCIAL (S)

DE&I (DIVERSITY, EQUITY AND INCLUSION)¹⁾

Category	Unit	2021	2022	2023
Gender equality				
Percentage of female executives	%	16.47	16.13	16.09
Percentage of female managers	%	25.68	26.56	29.50
Percentage of female staff in STEM departments	%	19.49	19.09	22.04
Inclusion of social minorities				
Number of employees with disabilities	Person	477	537	568
Female to male wage ratio²⁾				
Pay gap by gender	%	73.99	72.95	72.44
Work-life balance³⁾				
Number of employees on parental leave	Person	634	700	739
Percentage of employees who have returned from parental leave	%	82.82	90.51	86.82
Retention rate after returning from parental leave (12 months or more)	%	75.10	78.51	79.86
Fair evaluation				
Percentage of employees subject to regular performance evaluation ⁴⁾	%	89.12	90.70	98.20

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators

2) Average values calculated from employee counts of CJ Corporation and CJ Group subsidiaries with gender distribution across the wide range of roles performed at subsidiaries taken into account

3) Gender data on employees taking parental leave and returning after parental leave not collected

4) MBO, multidimensional performance appraisal, relative evaluation

HUMAN RIGHTS

Category	Unit	2021	2022	2023
Number of reported cases	Case	90	101	84
Number of valid and resolved cases	Case	83	69	69

SAFETY MANAGEMENT

Category	Unit	2021	2022	2023
Employee injury rate ¹⁾	%	0.42	0.40	0.41
LTIFR (Lost time injury frequency rate)	Case/million hour	2.95	3.18	3.64
Number of employee fatalities ¹⁾	Case	0	1	0
Number of serious accidents ²⁾	Case	0	1	0

1) Industrial accidents include injuries and diseases

2) Number of serious accidents, as defined in Paragraph 2, Article 2 of the Korean Occupational Safety and Health Act, resulting in one or more fatalities, at least two persons requiring recovery for 3 months or longer, or at least ten persons injured or affected by occupational diseases.

SUPPLY CHAIN MANAGEMENT

Category	Unit	2021	2022	2023
Amount of growth fund raised	KRW 100M	1,410	850	1,850
Percentage of contracts subject to the Supplier Code of Conduct ¹⁾	%	71.12	69.52	85.50

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators (CJ CheilJedang data collected from 2022 onward)

CSR

Category	Unit	2021	2022	2023
Donations	KRW 100M	214	231	309
Volunteer activities				
Hours	Hour	46,426	46,236	56,545
Participants	Person	10,638	9,284	8,773



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GOVERNANCE (G)

BOARD OF DIRECTORS AND AUDIT COMMITTEE

PROCESS

Category	Unit	2021	2022	2023
Board of Directors composition				
Board of Directors	Person	6	7	7
Independent directors	Person	3	4	4
Female directors	Person	0	1	1
Percentage of independent director composition				
Board of Directors	%	50.00	57.14	57.14
Audit Committee	%	100	100	100

OPERATION

Category	Unit	2021	2022	2023
Number of meetings				
Board of Directors	Meeting	8	8	9
Audit committee	Meeting	6	6	5
Number of agendas items				
Submitted to Board of Directors meetings	Item	20	15	16
Objected/amended by independent directors	Item	0	0	0
Attendance rate				
Board of Directors_Internal directors	%	100	100	96 ¹⁾
Board of Directors_Independent directors	%	100	100	94 ¹⁾
Independent Director Candidate Recommendation Committee_independent directors	%	100	100	100
Compensation Committee_independent directors	%	100	100	100
Audit Committee_Independent directors	%	100	100	95 ¹⁾

1) In 2023 every board member missed 1 board meeting

COMPENSATION

Category	Unit	2021	2022	2023
Board of Directors				
Internal directors	KRW 1M	4,848	6,861	5,324
Independent directors	KRW 1M	258	284	302
External auditors				
Percentage of non-audit service fees to audit service fees	%	1.36	0	0



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GOVERNANCE (G)

SHAREHOLDERS

Category	Unit	2021	2022	2023
Ownership stake				
Largest shareholder and related parties	%	47.07	47.79	47.78
Registered executives excluding largest shareholder and his/her family members	%	0	0	0
Dividend payout ratio (on a standalone basis)	%	81.0	78.4	91.0

ETHICAL AND COMPLIANCE MANAGEMENT

Category	Unit	2021	2022	2023
Ethical and compliance training¹⁾				
Completed hours	Hour	51,473	91,976	76,783
Completed by (number of participants)	Person	26,797	31,845	31,579
Legal & regulatory violations				
Fair trade laws and regulations	Case	4	2	1
Anti-corruption laws and regulations	Case	0	0	0
Marketing & labeling laws and regulations	Case	0	1	3
Information security laws and regulations	Case	0	1	0
Ethical and compliance management-related report¹⁾				
Total number of reported cases	Case	560	475	496
Number of valid and resolved cases	Case	461	301	309

1) Re-calculated from 2021 and 2022 data following a reform of CJ Group's ESG indicators



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CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Category	End of 71st	End of 70th	End of 69th
Assets			
Current assets	13,668,165,559	15,143,819,806	12,020,596,817
Cash and cash equivalents	3,646,474,585	4,021,275,506	3,193,864,799
Current derivative assets	52,257,239	77,174,668	27,010,534
Short-term trade Receivable	4,114,768,676	4,406,167,598	3,640,572,265
Current contract assets	297,817,857	308,705,722	315,931,846
Current available-for-sale financial assets	5,482,343	59,318,954	17,326,342
Other current financial assets	1,278,040,563	1,413,125,221	1,128,090,146
Inventories	3,169,893,143	3,707,465,503	2,735,868,912
Current biological assets, gross	166,975,065	228,173,141	196,650,931
Other current assets	936,456,088	922,413,493	765,281,042
Assets held-for-sale	915,932,766	29,832,908	31,793,473
Assets held-for-sale	915,932,766	29,832,908	31,793,473

71th as of Dec.31.2023 Current | 70th as of Dec.31.2023 Current | 69th as of Dec.31.2023 Current (Unit : thousand, KRW)

Category	End of 71st	End of 70th	End of 69th
Non-current assets	32,619,664,568	33,066,755,593	29,903,605,514
Non-current derivative assets	72,482,538	83,302,744	19,533,348
Long-term trade receivables, gross	150,938,134	212,655,487	127,735,680
Non-current contract assets	27,490,768	27,400,996	24,743,576
Non-current financial assets measured at fair value	1,174,038,430	1,097,870,713	1,304,737,361
Investments accounted for using equity method	1,934,283,353	2,092,996,729	2,047,711,645
Property, plant and equipment	14,306,194,154	14,277,413,784	13,453,497,278
Right-of-use assets	4,081,591,835	4,225,629,918	4,030,293,772
Intangible assets	8,143,748,728	8,334,333,354	6,741,941,222
Investment property	301,672,862	253,310,404	326,895,111
Other non-current financial assets	821,379,860	808,769,443	620,401,096
Invested asset for postemployment benefit	109,251,590	150,884,737	30,836,900
Deferred tax assets	681,540,930	669,622,707	546,505,157
Other non-current assets	815,051,386	832,564,577	628,773,368
Total assets	47,203,762,893	48,240,408,307	41,955,995,804



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CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Category	End of 71st	End of 70th	End of 69th
Liabilities			
Current liabilities	15,182,706,675	16,950,325,414	12,546,083,570
Current derivative liabilities	181,861,370	124,347,173	38,313,563
Short-term trade Payables	2,931,229,527	3,356,993,821	2,760,881,123
Current contract liabilities	869,098,323	578,438,805	259,570,128
Short-term borrowings	3,937,378,915	5,714,650,512	3,205,342,324
Current portion of long-term borrowings	2,427,210,307	2,517,474,381	2,239,560,119
Other current financial liabilities	2,496,198,237	2,727,669,180	2,370,882,406
Payments of income taxes payable	190,621,942	209,131,416	141,249,329
Current lease liabilities	799,045,506	723,752,985	628,700,669
Current provisions	94,166,801	78,154,915	78,324,722
Other current liabilities	1,255,895,747	919,712,226	823,259,187
Liabilities held for sale	454,490,840	-	-
Non-current liabilities	13,673,746,804	13,556,449,405	12,946,382,118
Non-current derivative liabilities	79,683,909	151,226,212	182,384,092
Non-current contract liabilities	119,793,124	114,144,576	93,973,510
Long-term borrowings, gross	2,502,878,954	2,382,867,707	2,467,662,370
Bonds issued	4,783,631,898	4,633,388,278	4,431,537,007

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Category	End of 71st	End of 70th	End of 69th
Long-term guarantee deposit withholdings	188,086,459	228,377,410	252,903,805
Other non-current financial liabilities	711,914,302	108,157,607	23,733,639
Non-current lease liabilities	3,672,335,423	3,894,505,846	3,726,986,851
Post-employment benefit obligations	133,749,918	92,439,877	131,360,066
Deferred tax liabilities	1,214,421,577	1,159,666,134	1,299,342,181
Non-current provisions	154,536,596	136,629,310	104,726,350
Other non-current liabilities	112,714,644	655,046,448	231,772,247
Total liabilities	29,310,944,319	30,506,774,819	25,492,465,688
Equity			
Equity attributable to owners of parent	5,513,928,899	5,182,697,470	5,066,018,526
Issued capital	179,047,370	179,047,370	179,047,370
Share premium	992,817,516	992,817,516	992,817,516
Elements of other stockholder's equity	279,396,339	48,015,632	84,418,980
Retained earnings	4,062,667,674	3,962,816,952	3,809,734,660
Non-controlling interest	12,378,889,675	12,550,936,018	11,397,511,590
Total equity	17,892,818,574	17,733,633,488	16,463,530,116
Total equity and liabilities	47,203,762,893	48,240,408,307	41,955,995,804
Total assets	47,203,762,893	48,240,408,307	41,955,995,804



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Category	End of 71st	End of 70th	End of 69th
Revenue (Sales)	41,352,688,159	40,924,879,773	34,484,026,554
Cost of sales	(29,955,292,833)	(29,696,090,453)	(24,787,913,920)
Gross profit	11,397,395,326	11,228,789,320	9,696,112,634
Selling general administrative expenses	(9,358,337,437)	(9,074,587,530)	(7,814,312,535)
Operating profit (loss)	2,039,057,889	2,154,201,790	1,881,800,099
Financial income	668,420,229	929,447,813	499,867,272
Financial costs	(1,492,718,323)	(1,488,595,046)	(976,810,779)
Share of profit of joint ventures and associates	(51,995,266)	(162,923,355)	86,575,271
Other gains	614,334,740	366,473,482	599,700,864
Other losses	(791,164,572)	(742,365,672)	(790,283,236)
Profit (loss) before tax	985,934,697	1,056,239,012	1,300,849,491
Income tax expense	(461,266,707)	(369,393,322)	(493,887,833)
Profit (loss)	524,667,990	686,845,690	806,961,658
Profit (loss), attributable to			
Profit (loss), attributable to owners of parent	194,790,703	202,069,855	274,974,387
Profit (loss), attributable to non-controlling interests	329,877,287	484,775,835	531,987,271
Earnings per share			
Basic earnings (loss) per share (Unit : KRW)	5,806	6,023	8,197
Diluted earnings (loss) per share (Unit : KRW)	5,806	6,023	8,197

71th as of Dec.31.2023 Current | 70th as of Dec.31.2023 Current | 69th as of Dec.31.2023 Current (Unit : thousand, KRW)

Category	End of 71st	End of 70th	End of 69th
Profit (loss)	524,667,990	686,845,690	806,961,658
Other comprehensive income after tax for current period	83,958,256	46,106,572	753,684,763
Items not reclassified to profit or loss			
Other comprehensive income, net of tax, gains (losses) on revaluation	49,405,629	(377,089,584)	165,590,034
Share of other comprehensive income of associates and joint ventures accounted for using equity method that will not be reclassified to profit or loss, net of tax	(71,934,033)	(103,518,622)	32,927,259
Other comprehensive income, net of tax, gains (losses) on remeasurements of defined benefit plans	(69,745,893)	72,994,345	(24,683,777)
Other comprehensive income that will be reclassified to profit or loss, net of tax			
Share of other comprehensive income of associates and joint ventures accounted for using equity method that will be reclassified to profit or loss, net of tax	37,162,387	136,862,399	49,835,456
Gains (losses) on exchange differences on translation, net of tax	164,598,911	284,616,917	549,070,860
Gains (losses) on cash flow hedges, net of tax	(25,528,745)	32,241,117	(19,055,069)
Total comprehensive income	608,626,246	732,952,262	1,560,646,421
Comprehensive income attributable to			
Comprehensive income, attributable to owners of parent	252,989,382	245,147,065	425,821,849
Comprehensive income, attributable to non-controlling interests	355,636,864	487,805,197	1,134,824,572



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Statement: CJ Corporation reports on activities and performance during the reporting period (January 1, 2023 to December 31, 2023) in accordance with GRI Standards. Details of some important activities and performance in 1H 2024 are included in this report.



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Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	32
	b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	31, 34
	c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2 ° C or lower scenario.	23~30, 32~33
Risk Management	a) Describe the organization’s processes for identifying and assessing climate-related risks.	35~36
	b) Describe the organization’s processes for managing climate-related risks.	20
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	35
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	37~38
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	37
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	38



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GHG EMISSION VERIFICATION OPINION

CJ CO., LTD. 12, Sowol-ro 2-gil, Jung-gu, Seoul, Republic of Korea

1. VERIFICATION GOAL

The goals of greenhouse gas (GHG) emission verification (hereinafter referred to as 'verification') conducted by the Korean Standards Association are as follows.

- Confirming the conformity with standards and procedures of GHG emission and GHG emissions calculated within the scope of verification
- Checking the validity of declarations related to the organization's GHG emissions or removals
- Confirming the effective implementation of the organization's management of GHG emissions or removals
- Confirming the conformity of processes for implementing, managing and improving the organization's GHG emissions or removals estimates

2. VERIFICATION SCOPE

Korean Standards Association conducted limited guarantee level verification for Scope1 and Scope2 for CJ Co., Ltd.'s Greenhouse Gas declaration.

- Reporting Target : CJ Co., Ltd. headquarters
- Boundary : Scope1(Direct emissions), Scope2(Indirect emissions)
 - Scope1 : Stationary combustion, Mobile combustion
 - Scope2 : Externally purchased power
- Year : January 1, 2023 to December 31, 2023

3. VERIFICATION CRITERIA AND GUIDELINES

Korean Standards Association conducted verification according to international standards and the standards and guidelines of the National Institute of Environmental Research.

- KS I ISO 14064-1:2018, KS I ISO 14064-3:2019
- Verification Guidelines for the Operation of the Greenhouse Gas Emissions Trading System (Recent Issue, Ministry of Environment)
- Guidelines for Reporting and Certification of Emissions from Greenhouse Gas Emissions Trading System (Recent Issue, Ministry of Environment)
- 2006 IPCC Guidelines for National Greenhouse Gas Inventories
- WRI(World Resources Institute) Greenhouse Gas Protocol

4. LEVEL OF ASSURANCE VERIFICATION AND RESPONSIBILITY

Korean Standards Association provides verification at limited level of assurance to strengthen GHG management for your company's GHG emissions. · Field verification: Visits to CJ Corporation's head office

- On-site inspection : Visit to CJ Co., Ltd. headquarters
 - Interview with greenhouse gas emissions manager and field staff
 - Review of the management system and data used to calculate greenhouse gas emissions during the reporting period
 - Tracking review of internal documents and basic data

CJ Co., Ltd. should provide fair data on information and evidence related to GHG emissions, and the KSA is limited to guaranteeing GHG emissions.

5. VERIFICATION LIMIT

GHG emissions can be affected by factors such as data limits and uncertainties in the scope of verification, and inherent limitations may exist accordingly.

6. VERIFICATION CONCLUSION

No errors or false facts were found in CJ Co., Ltd.'s GHG emissions verified through the ISO 14064-3 verification procedure within the scope of verification.

I APPENDIX: GHG EMISSIONS AND ENERGY CONSUMPTION

(Unit: tCO₂eq)

Classification	GHG emissions (tCO ₂ eq)			Energy consumption (TJ)
	Scope 1	Scope 2	Total	
2023	616.669	1,091.659	1,708	33

※ Note: The final greenhouse gas emission was cut below the decimal point and expressed in integer units.



* Third-party verification of GHG emissions completed by all 12 CJ Group subsidiaries

May 10, 2024



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INDEPENDENT ASSURANCE STATEMENT [PRJN-787403-2024-AST-KOR]

DNV Business Assurance Korea, Ltd. ('DNV') has been commissioned by CJ Corporation (hereafter referred to as 'CJ Corporation' or 'the Company') to undertake an independent limited assurance on the Company's ESG Report 2023 (hereafter referred as 'the Report') for the calendar year ending 31 December 2023. The intended users of this assurance statement are the management and stakeholders of CJ Corporation.

STANDARD OF ASSURANCE

This assurance engagement has been carried out in Type 1 limited assurance in accordance with AccountAbility's AA1000 Assurance Standard v3 and DNV's VeriSustain protocol V6.0, which is based on our professional experience and international assurance best practice including the International Standard on Assurance Engagements (ISAE) 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' (revised), issued by the International Auditing and Assurance Standards Board. DNV has reviewed the Report's adherence to the four principles of AA1000 AccountAbility Principles Standard (2018) and the accuracy, completeness, and neutrality principles of VeriSustain.

DNV's Verisustain protocol requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited or/and reasonable assurance.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less detailed than, those undertaken during a reasonable assurance engagement, so the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our conclusion, so that the risk of this conclusion being in error is reduced, but not reduced completely.

We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on CJ Corporation website for the current reporting period.

SCOPE OF ASSURANCE

We have carried out an independent limited assurance on the Report for the year ending 31 December 2023, which include the following:

- We have reviewed the GRI Topic Disclosures relevant to the Material Topics which have been identified as material through the materiality assessment undertaken by CJ Corporation.

OPINION, OBSERVATIONS AND RECOMMENDATIONS

On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not adhere to the four principles of AA1000 APS and the accuracy, completeness, and neutrality principles of VeriSustain described below. In terms of reliability of specified sustainability performance information, nothing came to our attention to suggest that these data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate. Nothing came to our attention to cause us to believe that CJ Corporation's Report is not prepared, in all material respects, in accordance with the GRI Standards.

Without affecting our assurance opinion, we provide the following observations against the principles of AA1000 APS and VeriSustain applicable to the relevant information described in the 'Scope of Assurance':

INCLUSIVITY: STAKEHOLDER PARTICIPATION AND OPINION

CJ Corporation identifies customers, employees, investors, partners and local communities as its primary stakeholder groups and reports on key topics of interest and communication channels for each stakeholder type. By engaging through the various channels, the Company identifies stakeholders' interests and needs and continuously fosters relevant discussions. Stakeholder opinions gathered through these communication channels has been integrated into the materiality assessment process.

MATERIALITY: IDENTIFYING AND REPORTING ON MATERIAL SUSTAINABILITY TOPICS

In 2023, CJ Group established a "Group Standard Materiality Assessment Methodology" for its subsidiaries and a "CJ Corporation Materiality Assessment Methodology" for CJ Corporation to consider both "material issues from the group-wide perspective"

and "material issues from the holding company's perspective." The Group Standard Methodology emphasizes a dual materiality assessment, integrating financial perspectives with social and environmental impacts. Meanwhile, the CJ Corporate Methodology centers on analyzing both internal and external factors specific to the holding company. Through this refined materiality assessment process, CJ Corporation has identified a total of nine material issues: five from the group's perspective and four from the holding company's perspective. The company has subsequently reported on the performance related to these material issues.

RESPONSIVENESS: TRANSPARENT RESPONSE TO CRITICAL SUSTAINABILITY TOPICS AND RELATED IMPACTS

Key listed subsidiaries, including the Company, have established an ESG Committee under the Board of Directors to deliberate on ESG policies and agenda items. In addition, the CJ ESG Advisory Committee deliberates on the Group's ESG policies and proposes agendas to the ESG Committee, while the CJ ESG CEO Council explores ways to foster ESG cooperation among affiliates. Furthermore, the CJ ESG Working Council disseminates information across relevant departments. The Company reports on key sustainability actions and achievements using the GRI Topic Standards as performance indicators.

INFLUENCE: MONITORING, MEASURING AND ACCOUNTING FOR THE IMPACT OF ORGANIZATIONAL ACTIVITIES ON THE ORGANIZATION AND ITS STAKEHOLDERS

CJ Corporation categorizes its impact management direction into several key areas: governance structure, strategy, risk management, and performance indicators and targets. These areas address nine critical material issues, which include 'Response to climate change', 'Human capital management', 'Health and safety management', 'Human rights management', 'Supply chain management', 'Responsible products and services', 'Transparency and sound governance', 'Ethical and compliance management', and 'Enhancing business competitiveness'. The company reports on its performance in these areas comprehensively. Meanwhile, by reporting the CJ Group-level goals alongside comprehensive performance metrics for each key issue, the internal monitoring of key ESG impact management can be expected to be strengthened.

RESPONSIVENESS: TRANSPARENT RESPONSE TO CRITICAL SUSTAINABILITY TOPICS AND RELATED IMPACTS

Key listed subsidiaries, including the Company, have established an ESG Committee under the Board of Directors to deliberate on ESG policies and agenda items. In addition, the CJ ESG Advisory Committee deliberates on the Group's ESG policies and proposes agendas to the ESG Committee, while the CJ ESG CEO Council explores ways to foster ESG cooperation among affiliates. Furthermore, the CJ ESG Working Council disseminates information across relevant departments. The Company reports on key sustainability actions and achievements using the GRI Topic Standards as performance indicators.

COMPLETENESS: REPORTED PORTION OF ALL DATA CONFIRMED AS IMPORTANT TO THE IMPACT: MONITORING, MEASURING AND ACCOUNTING FOR THE IMPACT OF ORGANIZATIONAL ACTIVITIES ON THE ORGANIZATION AND ITS STAKEHOLDERS

CJ Corporation categorizes its impact management direction into several key areas: governance structure, strategy, risk management, and performance indicators and targets. These areas address nine critical material issues, which include 'Response to climate change', 'Human capital management', 'Health and safety management', 'Human rights management', 'Supply chain management', 'Responsible products and services', 'Transparency and sound governance', 'Ethical and compliance management', and 'Enhancing business competitiveness'. The company reports on its performance in these areas comprehensively. Meanwhile, by reporting the CJ Group-level goals alongside comprehensive performance metrics for each key issue, the internal monitoring of key ESG impact management can be expected to be strengthened.

RELIABILITY: ACCURACY AND COMPARABILITY OF INFORMATION PRESENTED IN THE REPORT AND THE QUALITY OF UNDERLYING DATA MANAGEMENT SYSTEMS

The data collection and processing process, supporting documents and records were verified through sampling techniques, and based on the result, no intentional errors or misstatements were found in the sustainability



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performance information described in the report. CJ Corporation can explain the source and meaning of sustainability performance using reliable methods and data, and any errors or unclear expressions found during the verification process were corrected before the publication of the Report.

COMPLETENESS: HOW MUCH OF ALL THE INFORMATION THAT HAS BEEN IDENTIFIED AS MATERIAL TO THE ORGANIZATION AND ITS STAKEHOLDERS IS REPORTED

CJ Corporation reports on the Company's key non-financial disclosures based on its performance related to material topics during the reporting period of 2023 using appropriate GRI Topic Standard disclosures, for the identified boundaries of operations.

NEUTRALITY: EXTENT TO WHICH A REPORT PROVIDES A BALANCED ACCOUNT OF AN ORGANIZATION'S PERFORMANCE, DELIVERED IN A NEUTRAL TONE

CJ Corporation discloses the Company's performance, challenges, and stakeholder concerns during the reporting period in a neutral, consistent, and balanced manner.

OUR COMPETENCE, INDEPENDENCE AND QUALITY CONTROL

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17029:2019 – Conformity assessment, whose general principles are requirements for validation and verification bodies. Accordingly, DNV maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. We have no other contract with CJ Corporation.

Our multi-disciplinary team consisted of professionals with a combination of sustainability assurance experiences.

LIMITATIONS

DNV's assurance engagements are based on the assumption that the data and information provided by the Company to us as part of our review have been provided in good faith, are true, and are free from material misstatements. Because of the selected nature (sampling) and other inherent limitation of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected.

The engagement excludes the sustainability management, performance, and reporting practices of the Company's suppliers, contractors, and any third parties mentioned in the Report. We did not interview external stakeholders as part of this assurance engagement.

We understand that the reported financial data, governance and related information are based on statutory disclosures and Audited Financial Statements, which are subject to a separate independent statutory audit process. We did not review financial disclosures and data as they are not within the scope of our assurance engagement. The assessment is limited to data and information in scope within the defined reporting period. Any data outside this period is not considered within the scope of assurance.

DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

RESPONSIBILITIES OF THE DIRECTORS OF CJ CORPORATION AND OF THE ASSURANCE PROVIDERS

The Company's management has sole responsibility for the integrity of the Report and this responsibility includes designing, implementing, and maintaining internal controls over collection, analysis, aggregation and preparation of data, fair presentation of the information and ensuring that data is free from material misstatement.

DNV's responsibility is to plan and perform the work to obtain assurance about whether the relevant information described in the 'Scope of Assurance' has been prepared in accordance with the reporting requirements and to report to CJ Corporation in the form of an independent assurance conclusion, based on the work performed and the evidence obtained.

Our statement represents our independent opinion and is intended to inform the management and stakeholders of CJ Corporation.

DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Assurance Statement. We understand that the reported financial data, governance and related information are based on statutory disclosures and Audited Financial Statements, which are subject to a separate independent statutory audit process. We did not review financial disclosures and data as they are not within the scope of our assurance engagement. The assessment is limited to data and information in scope within the defined reporting period. Any data outside this period is not considered within the scope of assurance.

DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

BASIS OF OUR OPINION

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of CJ Corporation. We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company's business and its key stakeholders. Our limited assurance procedures included, but were not limited to, the following activities:

- Peer and media review to identify relevant sustainability issues for CJ Corporation in the reporting period;
- Review of the disclosures according to reporting requirements with a focus on the process and the result of materiality assessment, Topic Standards Disclosures and relevant management processes;
- Understanding of the key systems, processes and controls for consolidating, collecting, managing and reporting disclosures and KPIs in the Report;
- Review documentary evidence and management representations supporting adherence to the reporting principles and requirements, with a focus on understanding and testing, on a sample basis, key data sets
- On-site visit at the CJ Corporation Headquarter in Seoul, Republic of Korea to review the processes and systems for preparing site level sustainability data and implementation of sustainability strategy and carried out sample based assessment of site-specific data disclosures.
- Conduct interviews with representatives in the ESG Team and relevant departments with overall responsibility of monitoring, data consolidation and reporting of the selected information.

For and on behalf of DNV Business Assurance Korea Ltd.
Seoul, Republic of Korea
29 October 2024

<p>Jae Hee Kim Lead Verifier</p> <p>Kim, Jae Hee</p> <p><small>Digitally signed by Kim, Jae Hee Date: 2024.10.29 16:58:39 +09'00'</small></p>	<p>Sang Yeon Park Verifier</p> <p>Park, Sang Yeon</p> <p><small>Digitally signed by Park, Sang Yeon Date: 2024.10.29 17:11:37 +09'00'</small></p>	<p>Sang Rye Chang Reviewer</p> <p>Chang, Sang Rye</p> <p><small>Digitally signed by Chang, Sang Rye Date: 2024.10.29 18:33:53 +09'00'</small></p>
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