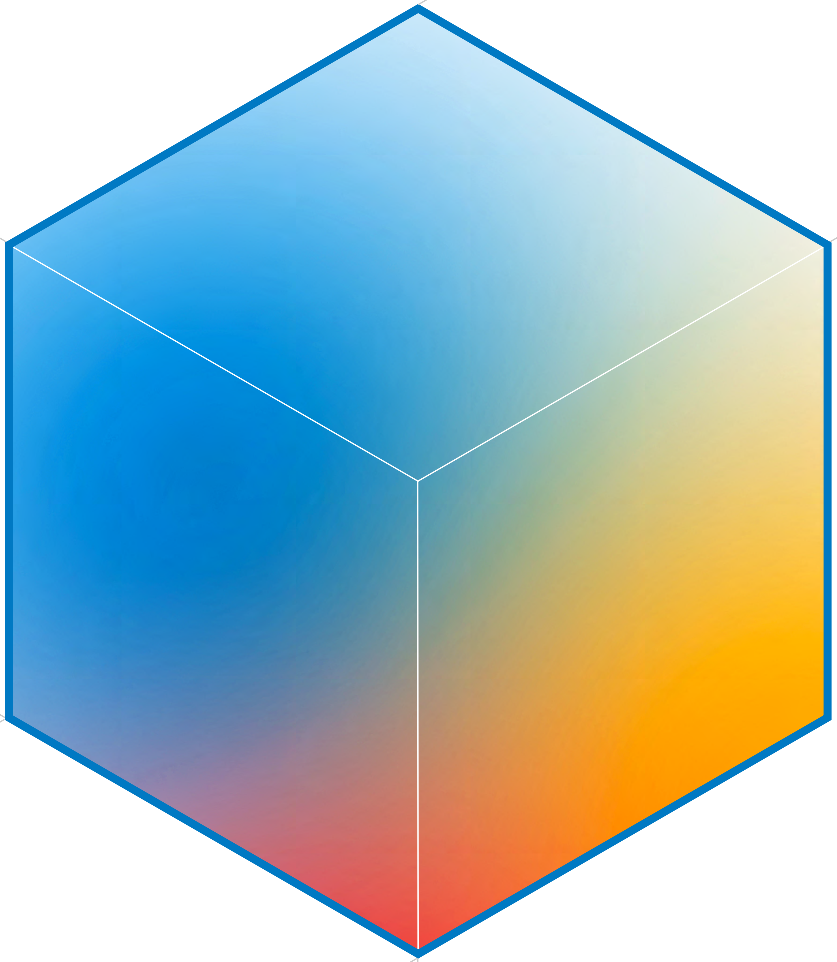

CJ LOGISTICS
SUSTAINABILITY REPORT 2024

WE DELIVER THE SUSTAINABLE FUTURE

CONTENTS

2024 SUSTAINABILITY REPORT COVER STORY

The graphic embodies CJ Logistics' brand identity, "connection" and "transparency," capturing the essence of who we are, a logistics company that connect the world, powered by cutting-edge breakthroughs. It is also a manifestation of our commitment to a sustainable future, anchored in communication with stakeholders and transparent management.

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ABOUT THIS REPORT

OVERVIEW

CJ Logistics, a leading player in smart logistics, publishes its annual Sustainability Report to transparently share its journey toward full-fledged sustainability management across environmental, social, and economic domains with stakeholders. The 2024 Sustainability Report presents a general picture of seven material issues, identified and selected through a materiality assessment. In preparing the report, we incorporated the structure of governance, strategy, risk management, and metrics and targets as defined by the International Sustainability Standards Board (ISSB), ensuring consistency and reliability in our disclosures. The "Our Impact Stories" section highlights our commitment to sustainable logistics, showcasing exemplary cases of green logistics initiatives.

REPORTING FRAMEWORKS AND PRINCIPLES

This report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021. It also discloses data required to meet the draft requirements of the Korea Sustainability Standards Board (KSSB) and the indicator-specific disclosure requirements of the SASB (Sustainability Accounting Standards Board). The report covers our activities and strategies aligned with all 17 UN Sustainable Development Goals (SDGs). It also incorporates elements of the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD).

REPORTING SCOPE

The scope of this report aligns with the standards used in our consolidated financial statements, prepared in accordance with K-IFRS (Korean International Financial Reporting Standards). Business performance data includes all domestic sites (headquarters, nationwide logistics centers, construction operations, and resort facilities). Non-financial data covers logistics operations and achievements across CJ Logistics' domestic sites and its overseas subsidiaries[1], including CJ Logistics Holdings America Corporation (U.S.), CJ Gemadept Logistics Holdings Company Limited (Vietnam), CJ Darcl Logistics Limited (India), and CJ Century Logistics Holdings Berhad (Malaysia). Key information is presented using CJ Group's consolidated indicators. Data with differing reporting scopes or boundaries is marked with separate notes for clarity.

1) Subsidiaries representing each country are presented, with details available on pages 170–192.

REPORTING PERIOD

This report covers CJ Logistics' environmental, social, and economic achievements and activities related to sustainability from January 1, 2024 to December 31, 2024. Some qualitative performance data includes information from the first half of 2025. For quantitative performance, data from the past three years (2022 to 2024) is provided to help readers better understand annual trends.

DATA ASSURANCE

To ensure transparency and reliability, the financial data in this report were audited independently by Samil PwC, while non-financial data were verified through third-party assurance by DNV. This third-party verification was conducted in accordance with the international assurance standard AA1000AS v3. Sustainability achievements related to material issues and water management data were verified under Type 2 assurance.

REPORTING FREQUENCY

Since publishing its inaugural Sustainability Report in 2017, CJ Logistics has released eight Sustainability Management Reports and one Climate Action Report. In 2021, improvements were made to the reporting practices by aligning the reporting period with the fiscal year of our business report. Starting with the 2024 publication, we plan to release the report annually on a regular basis.

DATE OF ISSUANCE

This report was published on June 30, 2025.

CONTACT DETAILS

If you have any questions about the report or its contents, please reach out to the following contact:

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https://www.cjlogistics.com

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- Keyword search
- Go to contents
- Go to the cover page
- Go back to the previous page
- Move to the next page

CEO MESSAGE

**DEAR VALUED STAKEHOLDERS,
I AM SHIN YOUNG-SOO,
CEO OF CJ LOGISTICS.**

Your unwavering interest and support for CJ Logistics over the past year is truly appreciated. CJ Logistics has led the logistics industry by integrating cutting-edge technologies into our business, improving the convenience of people's daily lives and bringing vitality to industrial development.

Today, we face a wave of change driven by various global challenges, such as climate change, resource depletion, and social inequality. This circumstance underscores ESG management as an essential strategy for a sustainable future, not merely an option. Responsible management has become an integral part of sustainable growth, and with this firm belief, CJ Logistics is actively committed to this mission.

At CJ Logistics, the ESG Committee spearheads efforts to define annual key initiatives and implement them in a structured manner through dedicated teams and working groups. Based on this framework, we have continuously refined our ESG approach and stepped up execution. The following are our key ESG milestones in 2024.

FIRST, WE MADE STRIDES IN ECO-FRIENDLY LOGISTICS BY IMPROVING ENERGY EFFICIENCY AND STRENGTHENING DIGITAL MANAGEMENT INFRASTRUCTURE.

CJ Logistics proudly became the first company in Korea to declare its commitment to achieving net-zero by 2050, with concrete reduction plans already in motion. Our step-by-step efforts span multiple areas, including energy efficiency improvements, a transition to eco-friendly transportation modes, such as electric vehicles (EVs) and hydrogen-powered vehicles, and the establishment of supporting infrastructure. Additionally, we introduced a waste digital management system to minimize waste generation while winning the "2024 WorldStar Packaging Award" for our tapeless delivery packaging solution, a clear demonstration of our commitment to innovation in the green packaging sector.

SECOND, WE HAVE BUILT AN ECOSYSTEM FOR CO-PROSPERITY, ESTABLISHING CJ LOGISTICS AS A SAFE, FAIR, AND DESIRABLE WORKPLACE.

CJ Logistics is committed to advancing its management system to ensure human rights protection, workplace safety, and zero risks across the supply chain. To this end, we have identified human rights-related risks through multiple channels and devised remediation measures, while also implementing a top-notch integrated EHS (Environmental, Health, Safety) IT system and situation room. This effort earned us recognition as a "certified private safety experience facility" from the Korea Occupational Safety & Health Agency, marking the first-of-its-kind milestone in the logistics sector. On the supply chain front, we conduct regular due diligence on suppliers, provide training, and monitor performance based on assessment findings. Additionally, in support of shared growth, we have carried out a diverse range of initiatives, including investment in and cultivation of startups, providing green packaging materials for small business owners, and operating a mutual growth fund.

THIRD, WE HAVE EXPANDED ESG-BASED NEW BUSINESSES TO SECURE FUTURE GROWTH DRIVERS BY LEVERAGING OUR DISTINGUISHED TECHNOLOGICAL CAPABILITIES.

The green energy sector is in the global spotlight as a core future industry. Capitalizing on our extensive logistics infrastructure across the United States, we are accelerating our entry into emerging industries, such as battery recycling. In the hydrogen energy sector, we have broadened our reach beyond compressed hydrogen transportation to include liquid hydrogen logistics, while continuously building specialized infrastructure to support this transition. Additionally, in partnership with the Ministry of Environment, we have established a private-public resource circulation system, further advancing the circular logistics system.

Distinguished stakeholders,

Amid a rapidly changing business environment and the growing climate crisis, CJ logistics is committed to placing ESG at the heart of our corporate strategy as we endeavor to fulfill our role as a responsible logistics company. Under the banner of our slogan, "We deliver the sustainable future," we will further enhance our smart SCM (Supply Chain Management) capabilities to deliver greater value to both our customers and society.

Notably, our Sustainability Report released last year was honored with the Platinum Award at the 2024 LACP Spotlight Awards, hosted by the League of American Communications Professionals (LACP), a testament to our solid competitive edge in global communications. As we move forward, we will continue to facilitate engagement with our stakeholders.

Leveraging our world-class technological capabilities, we will not only lead the global logistics market, but also evolve into a company that shapes a better world to future generations through innovations deeply rooted in sustainability.

We sincerely appreciate your continued trust and support.

Thank you very much.

JUNE 2025,
SHIN YOUNG-SOO
CEO OF CJ LOGSTICS

2024 ESG HIGHLIGHTS

ESG MILESTONES IN 2024

Jan.
1 Honored at the 2024 WorldStar Packaging Awards

Feb.
2 Selected as a member of the 2024 Dow Jones Sustainability Indices (DJSI) Sustainability Yearbook

Mar.
3 Obtained "CEIV Lithium Batteries" certification, an international standard defined by the International Air Transport Association (IATA) for lithium battery air transport

Apr.
4 Installed a CPR simulation kiosk at the headquarters

May
5 Earned Grade 1 Certification in the Smart Logistics Center category from the Ministry of Land, Infrastructure and Transport for our Yongin Logistics Center

Jun.
6 "Gyeonggi Creative Safety Grand Prize" bestowed upon Gonjiam Mega Hub Terminal

Jul.
7 Upgraded and reopened the Safety Experience Center at Gonjiam Mega Hub Terminal

Aug.
8 Awarded the Grand Prize at the Fire Safety Management Awards for our Gumi branch
8 Retained Grade 1 Certification in the Smart Logistics Center category at Gonjiam Mega Hub Terminal

Sept.
9 Obtained ISO 37301 (Compliance Management System) certification for four consecutive years, marking the industry's first-of-its-kind achievement

Oct.
10 Recognized as a Certified Private Safety Experience Facility

Nov.
11 "Gwangyang Steel Center of the P&D Business unit" honored with the Commissioner General's Award of National Fire Agency at the 23rd Korea Safety Awards

Dec.
12 Platinum Award bestowed upon our 2023 Sustainability Report at the 2024 LACP Spotlight Awards
12 Grand Prize awarded at the 2024 Korea Compliance Awards

ESG KEY EVALUATIONS

A Korea Institute of Corporate Governance and Sustainability	**66** EcoVadis
59 DJSI	**LOW RISK** Sustainalytics
C CDP	**B** SUSTINVEST

ESG INITIATIVE MEMBERSHIP

United Nations Global Compact

UNGC
United Nations Global Compact
Joined the in 2016

BNBP

BNBP
Business and Biodiversity Platform Initiative
Joined in October 2023

ABOUT CJ LOGISTICS

CJ LOGISTICS AT A GLANCE

Founded on November 15, 1930, CJ Logistics provides a full suite of logistics services across four core business units, contract logistics (CL), parcel services, global forwarding and construction.

Our CL business comprises two segments; Warehousing & Distribution (W&D) and Port & Delivery (P&D). W&D segment provides third-party logistics services through logistics centers equipped with smart infrastructure, serving clients across diverse industries while P&D segment leverages Korea's largest port infrastructure and transport equipment to offer stevedoring and ocean transportation services. Backed by Korea's largest logistics infrastructure, our parcel business is positioned as the nation's top volume handler, offering a broad spectrum of delivery solutions. To keep pace with the expanding e-commerce market, we provide converged e-fulfillment logistics services by integrating advanced e-fulfillment centers equipped with cutting-edge technologies and our best-in-class last mile delivery capabilities.

Our global business encompasses international forwarding services, which handle air and sea transportation for a diverse range of cargo, such as food and electronics, as well as import-export logistics solutions including customs clearance. It also includes overseas operations that deliver end-to-end logistics services, including contract logistics and forwarding, through a global network of 113 affiliates across 37 countries. Our construction business encompasses two areas of focus; specialized construction and resort operations. The construction business specializes in logistics centers, remodeling projects, research facilities, and industrial environment infrastructure. Our resort business operates golf courses renowned for their premium quality and top-tier reputation in Korea. On top of that, we take the lead in digital transformation of the logistics industry and sharpen our smart logistics capabilities led by TES (Technology, Engineering, Systems & Solutions) Lab. Harnessing AI and Big Data to innovate logistics operating system and advancing robotics-driven automation and unmanned systems in our logistics centers, we are charting the course for the future of the logistics industry.

REVENUE BREAKDOWN BY BUSINESS SEGMENT

(Unit: KRW million)

CL BUSINESS
2,985,726

PARCEL SERVICES
3,728,937

CJ LOGISTICS
TOTAL 12,116,761

GLOBAL FORWARDING
4,432,855

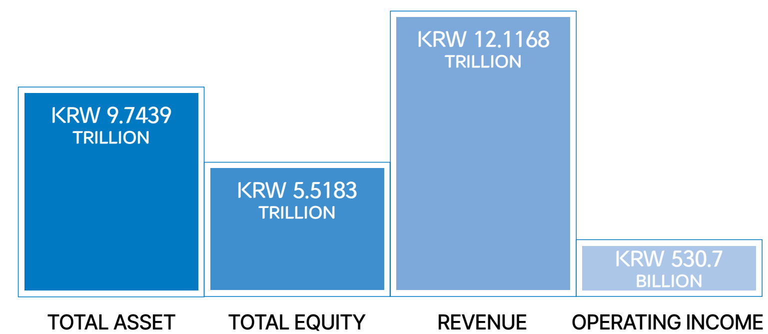
CONSTRUCTION
969,243

COMPANY OVERVIEW

(As of December 2024)

Category	Content
Company Name	CJ Logistics Corporation
CEO	Shin Young-soo, Min Young-hak
Date of Establishment	November 15, 1930
HQ Location	Tower 8, Jongno 5-gil, Jongno-gu, Seoul, Republic of Korea
Key Business Lines	ontract logistics (CL), parcel services, global forwarding and construction
Workforce Headcount	7,006[1]

1) The total workforce listed in the business report is 7,002, excluding two CEOs and two executive members.



A1	AA-
Commercial Paper	Corporate Bonds
December 2024	June 2024

ABOUT CJ LOGISTICS

CJ LOGISTICS VISION HOUSE

Upholding CJ Group's philosophy of becoming a global lifestyle company that brings joy and beauty to everyday life, and committed to sustainability for the planet, CJ Logistics is making significant strides toward becoming a fully-fledged sustainable enterprise by shaping the future of logistics through automation, unmanned systems, and intelligent solutions, powered by innovative AI and Big Data-based robotics technologies. Placing our customers, along with our ONLYONE products and services, at the heart of everything we do as our top value, we are poised to become a leading SCM solution provider in the global logistics market.

CJ GROUP VISION HOUSE

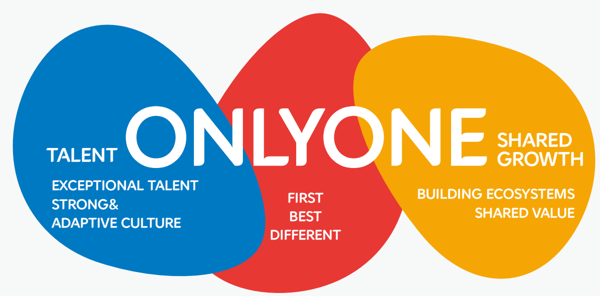
Mission

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

Vision

GLOBAL LIFESTYLE COMPANY INSPIRING A NEW LIFE OF HEALTH, HAPPINESS, AND CONVENIENCE

Core Values



Principles

INTEGRITY · PASSION · CREATIVITY · RESPECT

CJ LOGISTICS VISION HOUSE

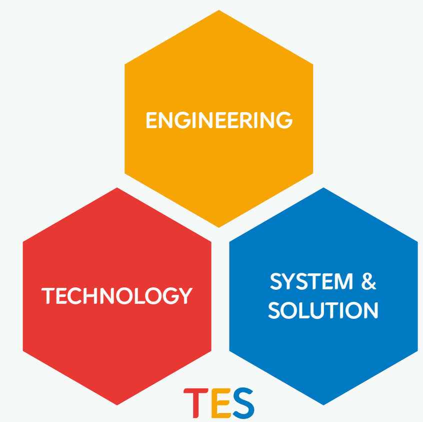
Mission

TO BE THE STRATEGIC PARTNER DESIGNING AND IMPLEMENTING THE BEST SCM SOLUTION FOR CUSTOMERS TO SUCCEED TOGETHER

Vision

A SCM SOLUTION COMPANY LEADING THE NATIONAL LOGISTICS NETWORK AND GLOBAL LOGISTICS MARKET WITH WORLD-CLASS TECHNOLOGY

Core Values



(TECHNOLOGY, ENGINEERING, SYSTEM & SOLUTION)
LOGISTICS TECHNOLOGY RESEARCH AND DEVELOPMENT BASED ON UNMANNED AUTOMATION INTELLIGENCE

ABOUT CJ LOGISTICS

KEY MILESTONES IN THE CJ LOGISTICS JOURNEY

Our journey of growth and innovation has progressed in tandem with the trajectory of the domestic logistics industry's evolution over the past 94 years. In adapting to the shifting logistics landscape, we have continuously broadened our business scope and capabilities.

NOVEMBER 1930
Embarked on our logistics journey in Korea: Joseon Grain Warehousing Inc. established

MAY 1962
Acquired a license to operate small-scale railway transport services

DECEMBER 1973
Inauguration of Incheon Port Pier 4
(One 40,000-ton berth and one 50,000-ton berth)

MARCH 1988
Designated a service provider with exclusive rights to handle logistics for Seoul 1988 Olympics

APRIL 1993
Launched its parcel services

1998~2012
Leading logistics solution provider, CJ GLS

MARCH 1998
launched a logistics agency and consulting services

MAY, JULY, 1998
launched a logistics agency and consulting services

NOVEMBER 1999
Commenced international logistics business

MAY 2001
Established integrated parcel and warehouse management systems

JANUARY 2005
Opened a CJ Logistics Research Center Received an order for developing an RFID[1] logistics system (Ministry of Trade, Industry and Energy)

2007
Founded a logistics strategy research institute

JUNE 2008
Expanded its presence into the international parcel market

JULY 2009
Opened an Okcheon Mega Hub Terminal (the largest capacity in Korea)

JUNE 2010
Became the first logistics company in Korea to launch an iPhone app and develop an RFID-based multipurpose logistics information system

APRIL 2013
(Merger between CJ Logistics and CJ GLS) CJ Logistics launched a representative logistics company in Korea

JULY 2015
Became the first Korean company to commercially operate the Arctic route

FEBRUARY 2016
- Awarded by KMAC as Korea's "most trusted company" in the general logistics category
- Opened a TES Innovation Center

SEPTEMBER 2017
Acquired Darcl Logistics in India
Became the first Korean company to be named among "the 50 Companies to Change the World" by Fortune.

DECEMBER 2017
Awarded by Minister of Employment and Labor for creating jobs for the elderly and veterans

MARCH 2018
CJ Logistics merged CJ E&C

AUGUST 2018
Completed the construction of Gonjiam Mega Hub Terminal

FEBRUARY 2019
Established a Global Distribution Center (GDC)

OCTOBER 2019
Opened a TES Innovation Center (TIC)

DECEMBER 2019
Named as a company making contributions to local communities
Installed "Wheel sorter", an automated cargo sorter for sub-terminal

2020
Launched a TES LAB

NOVEMBER 2020
Introduced four electric 1-ton trucks for the first time in the parcel business

MAY 2021
Established an ESG Committee

DECEMBER 2022
Declared our commitment to 2050 net-zero, marking the first milestone among domestic logistics companies

MARCH 2023
Launched the industry's first integrated delivery brand, "O-NE"

APRIL 2023
Launched a Packaging Innovation Cetner

JULY 2023
Open our digital logistics platform, "the unban"

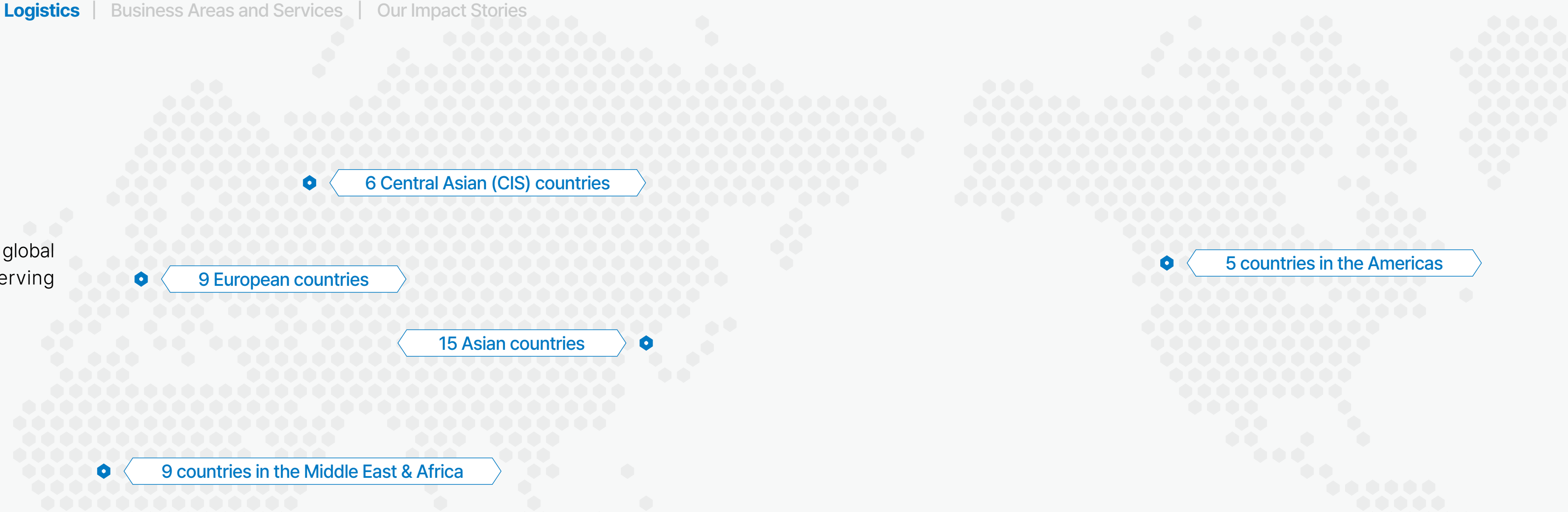
AUGUST 2024
Commenced "liquid hydrogen transportation business" for the first time in Korea

1) RFID (Radio Frequency Identification): An automated logistics and tracking system based on Radio Frequency Identification (RFID).

ABOUT CJ LOGISTICS

GLOBAL NETWORK

Leveraging its technology-driven logistics capabilities and extensive global network, CJ Logistics offers a full suite of logistics solutions, serving customers across 47 countries worldwide, including Korea.



OUR GLOBAL REACH AND CORE CAPABILITIES

PRESENCE
47 in COUNTRIES and 289 CITIES

AFFILIATES AND SUBSIDIARIES
125

BASES
462
* Including corporations, branches, and offices

RANKED
51 st
Evaluation of the Contractor's Construction Capacity by the Ministry of Land, Infrastructure, and Transport in 2023 (Among all civil construction)

PARCEL DELIVERY PERSONNEL
+20,000

ANNUAL PROCESSING CAPACITY
16.5 billion

TEMPERATURE E-FULFILLMENT CENTERS
18

REFRIGERATED FULFILLMENT CENTERS
2

DOMESTIC LOGISTICS CENTER
662

OVERSEAS LOGISTICS CENTER
279
* Including owned, leased, and consigned facilities

ERTHS
115

CUSTOMER SATISFACTION
1 st
In the parcel delivery category from Korea Customer Satisfaction Index (KCSI)

DOMESTIC AREA
76 km^2

OVERSEAS AREA
4,527 km^2
* Including owned, leased, and consigned facilities

TOTAL AREA
4,138 km^2
* Including owned and leased facilities

HUB TERMINALS
11

BUSINESS AREAS AND SERVICES

INTRODUCTION

FULFILLMENT

CJ Logistics' fulfillment business offers a one-stop service tailored to the specific needs of customers, spanning raw material sourcing, storage, stevedoring, packaging, transportation, and delivery. Our solutions specialize in a diverse spectrum of industries, including fashion and beauty, retail, and healthcare. With a far-reaching network of approximately 1,000 logistics bases, we provide highly customized services. By integrating advanced automation technologies and IT systems, we have maximized operational efficiency and convenience, setting a new benchmark for smart fulfillment solutions. Leveraging these competitive strengths, CJ Logistics is poised to lead the industry forward.

KEY ACHIEVEMENTS

- Logistics Bases (Domestic)
  760
- No. of Customers We Serve
  More than 2,000
- Logistics Bases (Overseas)
  279
- Global Presence
  47 Countries

TRANSPORTATION

CJ Logistics provides transport solutions tailored to the unique characteristics of a wide range of cargo, supported by robust domestic transportation infrastructure and extensive industry experience. Leveraging a nationwide network and a diverse fleet of transport equipment, including cargo trucks, tractors, and trailers, we ensure efficiency and stability across our transportation services. We have expanded our presence into distribution logistics, bulk logistics, dangerous goods logistics, and pharmaceutical logistics. The integration of IT-powered digital services and investments in eco-friendly hydrogen energy shipment solutions clearly demonstrates our commitment to sustainability in logistics.

KEY ACHIEVEMENTS

- Gradual expansion of the hydrogen logistics business, aligned with SK E&S's (its subsidiary IGE) annual Incheon Hydrogen Refueling Station
- New logistics operation sector launched for KT&G

Introduction of TWO hydrogen-powered freight vehicles

BUSINESS AREAS AND SERVICES

INTRODUCTION

STEVEDORING

CJ Logistics is equipped with extensive infrastructure spanning 13 ports and 115 berths, along with 127 pieces of proprietary equipment, including cranes, hooks, and loaders, enabling us to provide customized stevedoring and maritime transport services. Backed by 90 years of operational experience and logistics capabilities, we deliver tailored solutions that meet the unique requirements of diverse cargo types. Our stevedoring capacity reaches approximately 1.05 million tons of freight annually, including feed, grain, and finished vehicles. In the eco-friendly equipment transport sector, we have secured specialized expertise and hold the largest automotive stevedoring scale in Korea. Leveraging our nationwide port network, CJ Logistics is accelerating its stride toward becoming a logistics hub in East Asia.

KEY ACHIEVEMENTS

- Nationwide Dust Prevention Across Major Port Facilities

1 Dust-proof Wall Installation	3 Eco-hopper Upgrade
2 Sheet House Expansion Shift from open-air to indoor storage	4 Investments in Cleaning Vehicles (Over KRW 7 billion)

- Driving mid- to long-term profitability through the West Coast Offshore Wind Farm business.

O-NE, OUR DELIVERY SOLUTION

Our brand "O-NE," derived from a pure Korean expression, embodies the concept of "one delivery" accompanied by "excitement and joy." The service spans multiple time zones in Korea, offering next-day, early morning, same-day, and Sunday delivery options. CJ Logistics operates Korea's largest-scale hub and sub-terminal network, equipped with advanced automation systems capable of handling up to 9.2 million parcels per day, marking the highest volume in the industry. The Gonjiam Mega Hub Terminal, the largest hub in Asia, earned Grade 1 certification in the smart logistics center category from the Ministry of Land, Infrastructure and Transport, marking a first-of-its-kind milestone in Korea's logistics sector. In addition, we operate six hub terminals, each paired with sub-terminals that feature Multi-Point systems designed to automatically sort small-sized parcels by delivery region for unitization. Dedicated Multi-Point hubs in Icheon and Anseong, Gyeonggi Province, further enhance delivery efficiency.

In response to the burgeoning parcel delivery industry, we introduced our next-generation system, 'LoIS Parcel,' powered by cloud technology and capable of processing up to 20 million data per day in 2024. This advancement has strengthened service quality and ensured stable system operations, enabling us to swiftly adapt to a rapidly changing business climate. These innovations laid the foundation for the launch of "Everyday O-NE" in 2025, expanding our service coverage to include holiday delivery, guaranteed arrival service, same-day delivery, and early morning delivery.

KEY ACHIEVEMENTS

- 11 Hubs

262 Sub terminals

- Annual Capacity

16.5 billion deliveries

BUSINESS AREAS AND SERVICES

INTRODUCTION

GLOBAL FREIGHT

Capitalizing on its web-based digital system capable of seamlessly managing the entire export-import logistics process, CJ Logistics provides one-stop services and global SCM consulting, delivering optimized end-to-end logistics solutions to customers. Our strength lies especially in multimodal services that combine sea and air transportation, ensuring an agile and efficient integrated logistics system. In addition, we operate special cargo transport services spanning sea and air shipment, local customs clearance, unloading, and delivery of various types of special cargo, including airshow equipment, defense materials, and large-scale installations. Our digital technology-embedded logistics system ensures full visibility and enables a flexible, agile global transportation network. In the cross-border logistics domain, we have developed EG-Flex, a digital system for CBE (Cross-Border E-commerce), along with a CBE logistics belt, backed by cutting-edge infrastructure, to meet the demands of e-commerce logistics, including both direct purchases from overseas and reverse direct purchases. This is a clear demonstration of our proactive response to a rapidly evolving logistics environment.

KEY ACHIEVEMENTS

CJ Logistics, a global comprehensive logistics service provider, is making strides toward becoming a global SCM solution company. In 2023, we introduced an automated logistics system, "Auto Store," at our Global Distribution Center (GDC) in Incheon. This system enables high-density storage, automated picking, and streamlined outbound processing, elevating both efficiency and accuracy in logistics operations. Strategically located to support multimodal transportation via sea and air, the Incheon GDC functions as a key logistics hub, bridging domestic and international supply chains. It offers a wide range of services, including overseas fulfillment and reverse direct purchase solutions for Korean sellers targeting markets in China, Japan, and Southeast Asia. This business model has expanded into the Middle East with the establishment of a global distribution center in Saudi Arabia, paving the way for a stronger foothold in transportation and supply chain operations across the region and neighboring countries.

In Europe, with the addition of a logistics base in Poland in 2024, we have solidified our regional logistics network, providing defense logistics services across Eastern Europe. A key achievement includes the successful shipment of 12 fighter jets, a task requiring precise operational capabilities. In 2025, we transported fighter jet simulators for pilot training to Poland, a testament to our outstanding capabilities as a global logistics partner in the K-defense sector.

Leveraging a far-reaching network of approximately 270 logistics bases across 40 countries, CJ Logistics serves customers across a wide spectrum of industries, including manufacturing, distribution, and e-commerce, with fully integrated logistics solutions.

DIGITAL LOGISTICS PLATFORM

With a firm belief that data- and system-based logistics services are an integral part of improving operational efficiency, we provide platform-based logistics solutions. Our platform, "the unban," enables full digitalization across all stages of transportation and optimizes workflows to eliminate inefficiencies in logistics operations. In addition, real-time route tracking technology enables optimized transportation paths and freight rates, while an algorithm-based pricing model has been applied to establish a rational fare system. In the years to come, cutting-edge technologies, including AI, Big Data, and blockchain, will be integrated across all stages of our logistics operations, from First Mile to Middle Mile to Last Mile, driving the advancement of our digital logistics platform.

KEY ACHIEVEMENTS

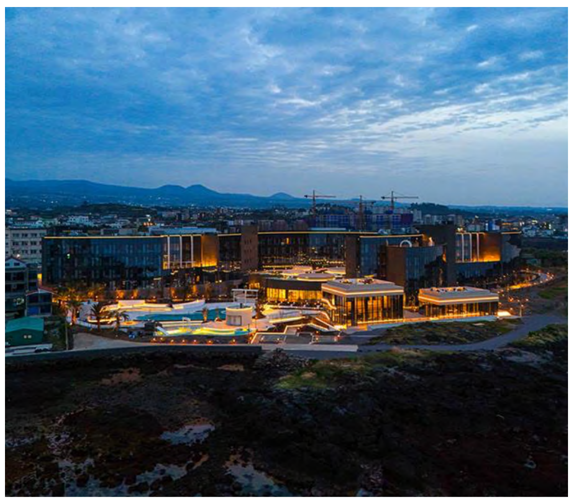
- **Vehicle Fleet**: Around **50,000** vehicles
- **Shippers We Serve**: Over **3,000**

BUSINESS AREAS AND SERVICES

INTRODUCTION

CONSTRUCTION

Equipped with differentiated technologies and optimal services across construction, environmental, and real estate sectors, CJ Logistics has created exceptional spatial value and built a high-quality business infrastructure, positioning itself as a trusted partner in helping customers achieve business success. The construction expertise and technologies accumulated over many years have given us a competitive edge in diverse areas, including commercial facilities, logistics centers, industrial complexes, research institutes, golf resorts, and remodeling projects. On the environmental business front, we offer comprehensive services ranging from facility design, such as sewage, wastewater, and greywater treatment systems, as well as reuse facilities, led by individuals, companies, local governments, and public institutions, to procurement, construction, and maintenance, all delivered on the strength of our advanced proprietary water treatment technologies. Our real estate development business goes beyond construction, providing one-stop turnkey services, embracing project planning, feasibility analysis, obtaining approval, construction, and handover led by our expert teams.


▲ Jeju Shilla Stay Plus Ihotewoo


▲ Kakao AI Campus

RESORT

In its golf club and resort operations, CJ Logistics has developed and managed premium leisure spaces, featuring breathtaking natural surroundings, top-tier facilities, and exceptional service quality. Jeju's "Club Nine Bridges," opened in 2001, was listed among the "World's Top 100 Courses" in 2005, just four years after its inception. In 2009, CJ expanded its membership-based golf club portfolio with the opening of "Haesley Nine Bridges" in Yeoju. Diversification efforts in the resort business have accelerated with the launch of "Haesley Hamlet," featuring private condominiums and educational facilities in 2021, and "Starville," a glamping village located near "Club Nine Bridges," introduced in 2023.


▲ Haesley Nine Bridges PGA Hole 5


▲ Haesley Hamlet Panorama Center


▲ Club Nine Bridges Highland Hole 9


▲ Starville Swimming Pool

BUSINESS AREAS AND SERVICES

INTRODUCTION

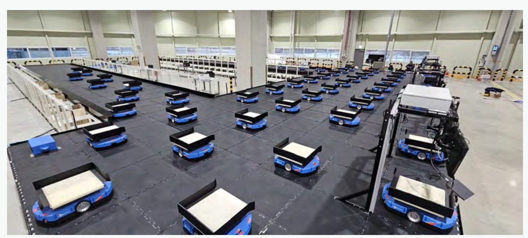
TES LAB, PLATFORM FOR NURTURING FUTURE CAPABILITIES

In response to the digital transformation of the logistics industry and the rapid expansion of the e-commerce market, CJ Logistics established the TES LAB (Technology, Engineering, Systems & Solutions), a dedicated R&D hub for developing innovative technologies and solutions. Its research focuses on enhancing operational efficiency and competitiveness in logistics through diverse areas such as automation technology, prior art, AI and Big Data, digital and IT solutions, and global TES initiatives. To cater to the increasingly diverse and complex needs of customer orders, CJ Logistics has deployed various cutting-edge technologies in field operations, including an order-picking system that utilizes robots and picking carts; a depalletizer system with control technology capable of grouping products for double picking, and the Warehouse Control System (WCS), designed for the integrated management of automated logistics equipment. CJ Logistics has also implemented an AMR (Autonomous Mobile Robot)-based system for automated handling of irregularly shaped cargo, enhancing operational efficiency through collaboration between workers and robots. With the aim to meet the growing demand for diversified deliveries, including early morning and same-day services, and to strengthen competitiveness, we have launched a squad for cold chain advancement. This initiative focuses on optimizing low-temperature center operations by improving energy efficiency and reducing power consumption.

KEY ACHIEVEMENTS

- Application of Integrated Logistics Systems in Korea, and Their Global Expansion

- Acceleration of Automation Equipment (Robot)-driven Logistics Operations in Korea, and Reinforced Support for Sharpening Global CL Business Competitiveness



OUR IMPACT STORIES

CRADLE OF INNOVATION, DRIVING GREEN PACKAGING TRENDS IN LOGISTICS

ECO-FRIENDLY PACKAGING TECHNOLOGIES

In response to the rapidly growing e-commerce market and the challenge of packaging waste, we have been actively engaged in R&D to develop innovative logistics packaging solutions, including eco-friendly alternatives, steering our efforts toward becoming a comprehensive "Packaging Solution Provider." Under the TES LAB, the Packaging Technology Development Team serves as a dedicated R&D organization focused on packaging innovation. The team has systematically developed packaging automation processes and sustainable materials aligned with the 3R principles[1].

Key accomplishments include the use of paper cushioning to reduce excessive packaging, and the development of one-touch boxes that eliminate the need for plastic box tape, contributing to reduced plastic usage. Additionally, the adoption of inkjet barcodes has removed the need for separate label attachment in the packaging process. These achievements culminated in an award bestowed upon us in the e-commerce category at the 2024 WorldStar Packaging Awards, hosted by the World Packaging Organization (WPO), recognizing our "tapeless parcel packaging solution."

1) Reuse, Reduce, Recycling

▲ Adhesive-based Invoice

As the eco-friendly packaging sector is heavily influenced by government regulations and support policies, any changes in policy can have a significant impact. In proactive response to regulations aimed at reducing excessive packaging, CJ Logistics has completed its preparations by introducing customized automated packing technologies, such as Heifit[1] and LoIS O'Pack[2].

As part of our green logistics transition efforts, CJ Logistics was granted government subsidies totaling KRW 150 million in 2024. We are scheduled to receive additional support in 2025 through the expansion of eco-friendly packaging materials. By increasing subsidies, the government continues to encourage companies to invest in sustainable initiatives, which has accelerated the adoption of green packaging, serving as a key driver of both environmental and economic performance.

1) Automated packaging system with adjustable box height functionality
2) LoIS O'Pack: AI-based box size recommendation system

OUR IMPACT STORIES

LEADING CIRCULAR LOGISTICS: A JOURNEY OF RESOURCE CIRCULATION THROUGH WASTE COLLECTION AND TRANSPORT

CIRCULAR LOGISTICS PROCESS

We take the lead in building a resource circulation ecosystem to realize a circular economy. Leveraging our parcel delivery vehicles, which operate daily in customers' lives, we collect key waste materials such as plastics, aluminum cans, paper cartons, and used mobile phones.

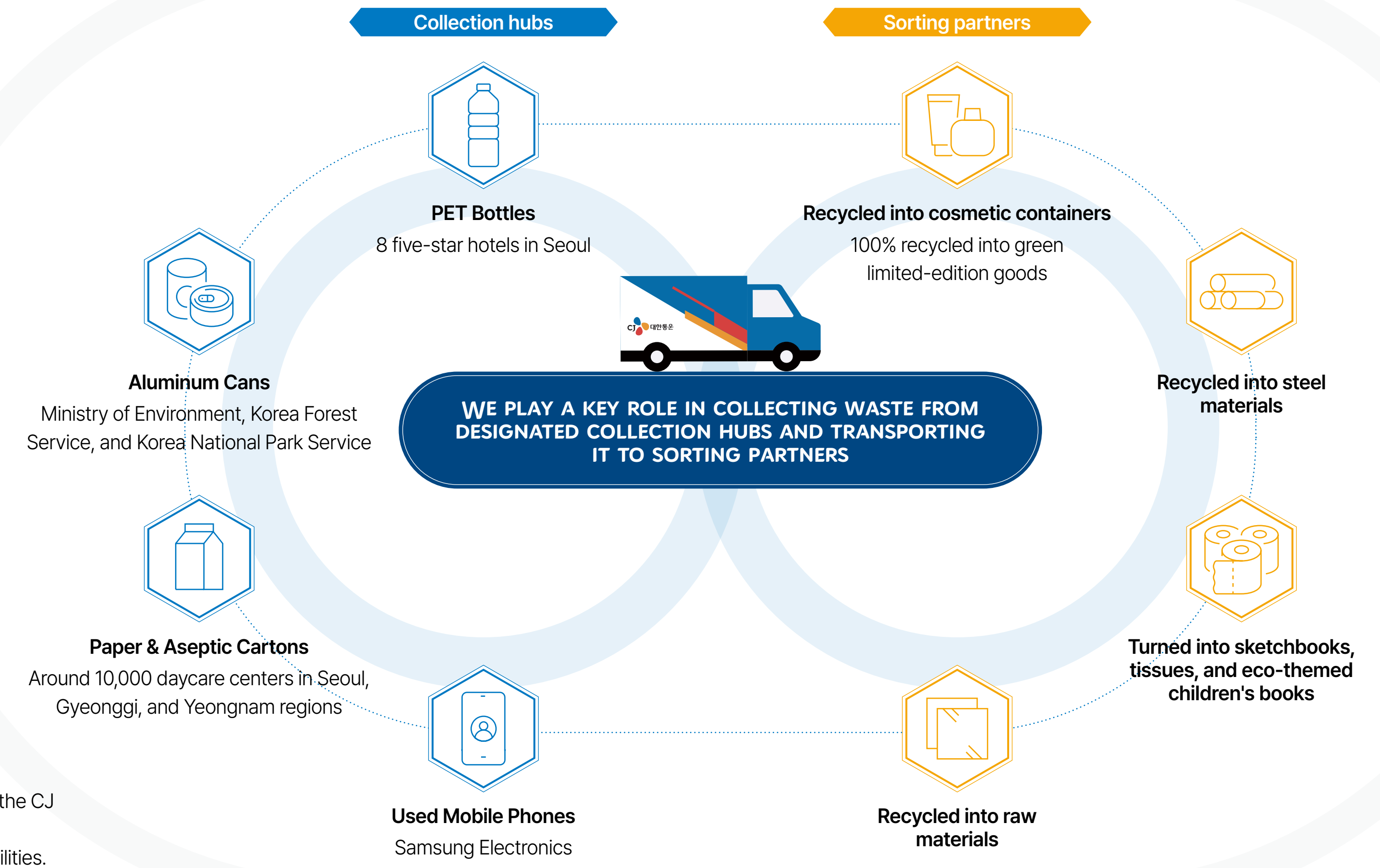
Starting with 8.3 tons in 2023, we expanded our public-private partnership initiatives in 2024 and successfully collected a total of 119 tons of recyclable resources, exceeding our annual target of 100 tons by 19 tons. This represents an approximately elevenfold increase from the previous year. We are on track to achieve our mid- to long-term collection targets of 120 tons by 2025 and 250 tons by 2030 ahead of schedule. With our nationwide logistics network as a foundation, we will drive the growth of our circular logistics system and contribute to building a sustainable circular economy.

Mid- to Long-term Targets and Performance of the Circular Logistics Project (Unit: Ton)

Category	Target	Performance	Mid- to long-term target	
	2024		2025	2030
Volume of recyclables collected	100	119	120	250

Outcomes of Social Value Creation

- In regard of PET bottles, proceeds from the sale of recycled products are donated to the CJ Sharing Foundation, contributing to social reinvestment.
- Aluminum can sorting work provides employment opportunities for people with disabilities.
- Cleaning and managing safety pouches used for mobile phone collection is carried out by self-support workers, supporting the economic independence of vulnerable groups.



OUR IMPACT STORIES

Aluminum Cans

In August 2023, we signed a business agreement for the Resource Circulation Ecosystem Project for Aluminum Cans with the Ministry of Environment, Korea National Park Service, and POSCO M-TECH. Under this initiative, aluminum cans discharged and sorted from 22 national parks across Korea are collected and transported by CJ Logistics, and then recycled into steel materials by POSCO M-TECH. This project also contributes to job creation by employing persons with disabilities for the sorting process. An additional agreement was signed with the Korea Forest Service in July 2024 to expand the program to forest recreation facilities nationwide, with plans to scale it up gradually to encompass about 160 sites across the country.

Paper Cartons

Utilizing our nationwide logistics network, we have established a closed-loop virtual cycle system that collects paper cartons, including milk and aseptic cartons, from daycare centers and recycles them into new paper products. Since 2023, we have been collecting cartons from over 4,000 daycare centers in the Yeongnam region through our O-NE Service and transporting them to the Dae Heung recycling plant, where they are turned into recycled sketchbooks and other paper items. In 2024, the program expanded to include daycare centers in Seoul (January) and Gyeonggi Province (July). The recovered materials are now reproduced as sketchbooks and children's storybooks, which are returned to children, creating a resource circulation ecosystem.

Recycling Performance in 2024

Category	Box	Weight (Ton)	Quantity (Item)
Aluminum cans[1]	1,602	6.4	400,500
Paper cartons[2, 3, 4]	26,109	106.6	5,357,500
Mobile phones[5, 6]	4,101	1.9	7,755
Clothing & goods[7, 8]	1,122	4.8	6,370

1) National Parks, Korea Forest Service: estimated 4 kg per box (approx. 250 items per box)
2) Daycare center paper cartons: estimated 8 kg per box (approx. 400 items per box, over 500 mL)
3) HRM paper cartons: estimated 3 kg per box (approx. 150 items per box, over 500 mL)
4) Tetra Pak paper cartons: estimated 1 kg per box (approx. 100 items per box, mostly 200 mL)
5) Waste mobile phones: estimated 0.63 kg per box (approx. 2.5 phones per box, using safety pouch)
6) Reusable phones: estimated 0.25 kg per box (approx. 1 phone per box)
7) Clothing via Beautiful Store: estimated 3 kg per box (approx. 5 items per box)
8) Reusable containers from National Parks: estimated 13 kg per box (approx. 10 items per box)

Revenue from Circular Logistics in 2024

KRW 119,984,700

Waste Mobile Phones

In November 2023, we signed a "business agreement on Resource Circulation logistics for mobile phone participated by customer" with Samsung Electronics, Gyeonggi-do Province, and eCycle Governance to establish a recycling model for waste mobile phones. When customers request recycling services via Samsung Electronics' sustainability website, we deliver a safety pouch, collects the used devices, and transports them to eCycle Governance's processing center in the Seoul metropolitan area. There, the phones are shredded, separated, and recycled by material type. This collection program was officially launched in January 2024. In parallel, an internal resource circulation campaign has been carried out to encourage employee participation.

Clothing & Goods

With the objective of reducing clothing waste nationwide, we launched the "ESG Open Innovation" project in collaboration with Beautiful Store and the Jeju Center for Creative Economy & Innovation. The project was operated for eight weeks starting in October 2024. In order to secure high-quality donations, we introduced the "Beautiful Eco Christmas is O-NE" campaign, which encouraged individuals to act as Santas by donating Christmas gifts. As a result, around 4,000 items, including clothing, bags, and shoes suitable for various age groups and seasons, were collected. In December 2024, the Sharing Special Exhibition was held at the first Beautiful Store location in Anguk. Proceeds from the event were donated to the Korea Green Foundation and used to support the development of Young Green Leaders. CJ Logistics and Beautiful Store have partnered to cultivate a culture of giving through their logistics network, and will continue to expand their joint efforts to create greater social value.

Social and Environmental Impact of Waste Collection

	Category	Unit	2022	2023	2024
1	Collected volume[1]	Ton	0.3	8.3	119.9
2	Waste management fee savings[2]	KRW	49,500	1,101,681	35,261,860
3	Landfill / incineration cost savings[3]	KRW	20,460	238,221	15,671,838
4	Revenue from raw materials[4]	KRW	112,200	11,306,910	38,141,070
5	Value of recycled products[5]	KRW	20,000,000	12,032,741	390,533,424
6	Total (item 2-5)[6]	KRW	20,182,160	24,679,553	479,608,194
7	GHG reduction effect[7]	$kgCO_2eq$	1,165	125,858	113,199

1) Types of recyclables: PET bottles, aluminum cans, and paper cartons
2) Waste management fee calculation: PET (plastic resin): KRW 150/kg, paper cartons: KRW 322 / kg (source: Korea Packaging Recycling Cooperative), aluminum cans: KRW 142 / kg (source: POSCO M-TECH)
3) Landfill / incineration cost savings calculation: plastic containers: KRW 62,000 / ton, paper cartons: KRW 146,000 / ton (source: criteria from "Unit cost for treatment of each type of waste from Performance Guarantee Insurance for Abandoned Wastes"), aluminum cans: KRW 15,000 / ton (source: POSCO M-TECH)
4) Revenue from raw materials calculation: PET: KRW 340/kg, aluminum cans: KRW 1,790 / kg, paper cartons: KRW 250 / kg
5) Sales value calculation: PET bottles: KRW 20 million from Green Limited Sets, aluminum cans: KRW 2,777 / kg from deoxidizer sales, paper cartons: KRW 3,649.9 / kg from recycled tissue rolls
6) Total = (Waste management fee savings + Landfill / incineration cost savings + Raw material revenue + Value of recycled products)
7) GHG reduction effect: PET bottles: 3.53 $kgCO_2eq$ per kg of production (source: Center for Social value Enhancement Studies), aluminum cans: 16.5 $kgCO_2eq$ per kg of production (source: International Aluminium Institute report), paper cartons: 70 $kgCO_2eq$ per ton of production (source: standard carbon absorption values of major forest tree species)

OUR IMPACT STORIES

BLUEPRINT FOR THE FUTURE: ADVANCING SUSTAINABILITY THROUGH INNOVATIVE VENTURES

HYDROGEN ENERGY TRANSPORTATION

CJ Logistics received approval from the Ministry of Trade, Industry and Energy for the demonstration of a hydrogen transportation system using tank trailers dedicated to liquefied hydrogen in December 2022. In partnership with SK E&S, we launched a liquefied hydrogen transport project. Through this initiative, we transport approximately 30,000 tons of liquefied hydrogen annually from SK E&S's production plant in Incheon to hydrogen charging stations across Korea. We have completed all preparations for commercialization, including approval of our own safety management plan and registration as a high-pressure gas carrier. As of 2024, we have introduced a total of five dedicated liquefied hydrogen tank trailers and aim to add 16 to 17 more by 2025. Moving forward, we plan to gradually expand operations by deploying additional trailers and extending our delivery network to over 40 hydrogen charging stations nationwide.

"WE ARE PROMOTING THE COMMERCIALIZATION OF HYDROGEN ENERGY TRANSPORTATION BUSINESS, MARKING THE FIRST MILESTONE IN THE LOGISTICS INDUSTRY."

GASEOUS HYDROGEN TRANSPORTATION

In June 2023, we signed a business agreement for collaboration in the mobility hydrogen sector with Approtium, the leading gaseous hydrogen producer in Korea, and Hynet, a major operator of hydrogen charging stations. Through this partnership, we expanded our hydrogen energy transportation business to include gaseous hydrogen. Under the agreement, Approtium is responsible for producing hydrogen and, in the long term, converting gray hydrogen[1] into blue hydrogen[2]. Hynet focuses on expanding the charging station network, while we are in charge of transporting the produced hydrogen. We currently transport gaseous hydrogen from Ulsan and Daesan, Chungnam region to hydrogen charging stations in the Yeongnam and central regions, with plans to expand coverage over time. In 2024, we secured new gaseous hydrogen clients and will continue to grow this business, contributing to the development of hydrogen as a next-generation energy source and taking the lead in ESG management.

1) Gray hydrogen refers to hydrogen produced as a byproduct in petrochemical and steel industries, or extracted from natural gas. It currently accounts for the largest share of hydrogen production.
2) Blue hydrogen refers to hydrogen where CO_2 emissions from gray hydrogen production are captured, utilized, or stored using carbon capture, utilization, and storage (CCUS) technologies, reducing emissions by approximately 60% while maintaining economic feasibility.

BATTERY LOGISTICS BUSINESS

With a track record of securing over KRW 300 billion in battery logistics projects with battery manufacturers in 2023, we further expanded our business in 2024 by securing additional contracts for the storage and transportation of ESS and SBB[1] products in North America, as well as raw and auxiliary materials required for battery production. With these new contracts, we have broadened our scope beyond logistics for plant construction materials and equipment to include sales and procurement logistics. Leveraging our nationwide network and infrastructure in the United States, we are actively targeting the battery logistics market and plan to expand our presence across the entire battery supply chain, from equipment and components to finished products and collection logistics.

1) ESS (Energy Storage System): A system that stores energy for later use. For example, Samsung revealed its large-scale energy storage solution, SBB.

"WE HAVE LAID THE FOUNDATION FOR FULL-SCALE EXPANSION INTO BATTERY LOGISTICS, A BURGEONING SECTOR ALONGSIDE THE EV INDUSTRY."

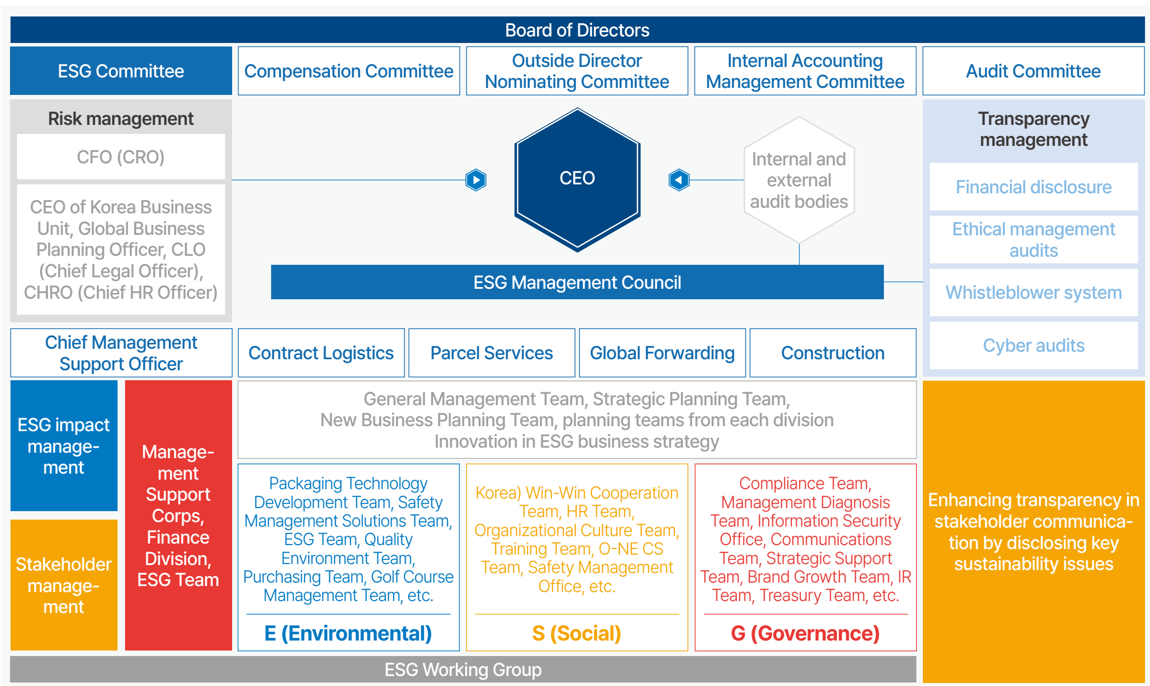
ESG STRATEGY

ESG MANAGEMENT STRATEGY

ESG GOVERNANCE

CJ Logistics has established an ESG Committee under our Board of Directors, systematically identifying and managing risks and opportunities that may impact the mid to long-term operation of its sustainable logistics services. This is based on a comprehensive double materiality assessment across environmental, social, and governance areas. We align our efforts with the United Nations Sustainable Development Goals (UN SDGs) to generate ESG value in both environmental and social dimensions and contribute to achieving shared global goals. Our ESG Committee closely monitors the impact of rapidly evolving ESG issues on corporate management and external stakeholders, with the core objective of integrating these issues into company-wide management processes and business model strategies. We view ESG not merely as a matter of short-term risk, but as a framework for managing long-term risks and opportunities that are critical to securing future business competitiveness. The ESG Committee conducts strategic reviews and evaluations of ESG performance and improvement areas, working in close coordination with the ESG Management Council, the Management Support Corps (including Finance Division and ESG Team), and the ESG Working Group. This integrated governance system enables us to proactively respond to the expectations of stakeholders, including investors. In 2024, the ESG Committee convened four times and reviewed five key agenda items. We also incorporated ESG performance into the key performance indicators (KPIs) of our C-level ESG executive, including expanding resource circulation volume and enhancing competitiveness (10% weight) and strengthening carbon neutrality execution and management systems (5% weight).

ESG Governance Structure



ESG Committee Activities in 2024

Date	Agenda item	Resolution	Attendance rate
Feb. 7, 2024	Approval of the 2024 sustainability report publication plan	Approved	100%
Mar. 7, 2024	Approval of 2023 ESG evaluation results and improvement measures	Approved	100%
	Approval of 2023 performance review and 2024 action plan	Approved	100%
Mar. 25, 2024	Appointment of the Chairman of the ESG Committee	Approved	100%
Aug. 8, 2024	Approval of material ESG issues and 2024 sustainability report publication	Approved	100%
Dec. 19, 2024	Report on 2024 GHG emissions and circular resource performance	Reported	100%

ESG Information Management System

ESG MANAGEMENT STRATEGY

FRAMEWORK FOR ESG STRATEGY

For the past 94 years, CJ Logistics has been at the forefront of Korea's logistics industry, responding ahead of the curve to an ever-changing landscape. In doing so, our DNA of innovation, shaped by a commitment to designing the future of logistics and growing as a sustainable enterprise, has become the cornerstone of our competitive edge. We recognize ESG management as a core driver in our advancement toward becoming a global SCM solution company. Accordingly, we have established three key directions and seven strategic themes to implement a systematic ESG strategy centered on sustainable logistics services. Our ESG strategy is grounded in a double materiality approach that considers not only how ESG issues affect our business, but also how our business impacts society and the environment. We proactively identify and manage ESG issues that could influence our operations and competitiveness, while also recognizing our corporate responsibility for the social and environmental impacts of our business activities. In this context, our seven strategic themes are aligned with the United Nations Sustainable Development Goals (UN SDGs), contributing to global sustainability efforts. By embedding ESG principles across our entire business strategy, we are enhancing sustainability in the global logistics industry, leading in green logistics, fostering a co-prosperous ecosystem with internal and external stakeholders, and generating new opportunities for growth.

Slogan: WE DELIVER THE SUSTAINABLE FUTURE

Tagline: ACHIEVE A SUSTAINABLE FUTURE BY PROVIDING LOGISTICS SERVICES THAT BENEFIT ALL STAKEHOLDERS ACROSS THE ENTIRE VALUE CHAIN

Three Key Directions	Seven Strategic Themes	Our achievement in 2024	UN SDGs
LEADING GREEN LOGISTICS Provide convenient, fast and eco-friendly logistics services	Establish a roadmap for climate change	• Supported the establishment of global KPIs for clients, including carbon emissions tracking and reduction planning	13
	Build a leading position in circular logistics	• Promoted public-private circular logistics initiatives in partnership with the Ministry of Environment, Korea Forest Service, and Gyeonggi-do Province • Collected more than 100 tons of recyclable materials (paper cartons, aluminum cans, and waste mobile phones) through O-NE-based reverse logistics • Received the e-commerce category award at the WorldStar Packaging Awards hosted by WPO for eco-friendly packaging	12
BUILDING a SYSTEM for WIN-WIN GROWTH Lead the industry development as a logistics company committed to safety and fairness	Manage suppliers ESG risks & support mutual growth	• Conducted ESG risk assessments and provided improvement recommendations to 53 key suppliers (a twofold increase from 2023) • Continued the Green Delivery Plus program supporting eco-friendly packaging for small businesses in collaboration with the U.S.	9
	Remove human rights & safety risks	• Reduced HR-related accident risk by 30% compared to target; established a global autonomous safety management system • Established and revised human rights policies including the Human Rights Declaration, internal guidelines, and DE&I policy	5, 10
ESTABLISHING a ROADMAP for CLIMATE CHANGE Build future growth engines by combining ESG-related business opportunities with our capabilities	Accelerate the conversion to green infrastructures	• Finalized investment plans to implement solar-powered renewable energy at Incheon GDC • Introduced two 11-ton hydrogen vehicles in partnership with KT&G to mitigate logistics-related carbon emissions	8, 13
	Discover new businesses reflecting ESG values	• Secured logistics contracts worth KRW 252 billion in the North American rechargeable battery sector and expanded our recycling capabilities • Acquired five liquefied hydrogen tank trailers and identified four new target clients for gaseous hydrogen logistics	8, 12
	Data platform-based performance management & strengthening communication with stakeholders	• Expanded sustainability report disclosure to include key global affiliates (U.S., India, Vietnam, and Malaysia) • Received the Grand Prize at the LACP Spotlight Awards	9

ESG MANAGEMENT STRATEGY

ESG KEY MILESTONES IN 2024

2024 marked a year of consolidated execution and dynamic transformation for CJ Logistics in advancing its sustainable logistics strategy. With an aim to accelerate the transition toward eco-friendly logistics infrastructure, we partnered with KT&G to introduce hydrogen-powered freight trucks. Additionally, we expanded the application of our proprietary packaging optimization system, "LoIS O'Pack," to 15 logistics centers, laying the groundwork for commercializing packaging innovation and leading circular logistics. "LoIS O'Pack" is a key technology that maximizes loading efficiency and reduces carbon emissions during transportation by automatically recommending the optimal box size for each order through a 3D simulation-based loading algorithm.

JAN.

Signed a joint agreement with the Seoul Metropolitan Government, Seoul Childcare Center Association, Hansol Paper, SIG Korea, and Dae Heung to establish a circular paper carton recycling system for childcare centers in Seoul

JAN.

Expanded adoption of "LoIS O'Pack," our proprietary box recommendation system

JAN.

Presented a letter of appreciation to parcel delivery personnel for extinguishing a fire during service

MAR.

Entered into a strategic partnership with Tailim Packaging to promote shared growth and improve the domestic logistics environment

APR.

Commercialized innovative packaging solutions, including post-consumer recycled (PCR[1]) plastic materials, one-touch boxes, and shipping labels

APR.

Installed CPR training kiosks at CJ Logistics

MAY

Launched Korea's first liquefied hydrogen transportation service

JUL.

Signed an MOU with the Korea Forest Service and POSCO M-TECH to promote resource circulation and ESG management at forest recreation and welfare facilities

AUG.

Entered into an MOU for the Gyeongnam Paper Carton Recycling Partnership Project

OCT.

Introduced two new eco-friendly hydrogen-powered cargo trucks in collaboration with KT&G

NOV.

Supported the Salvation Army's Red Kettle campaign by providing delivery services free of charge

DEC.

Successfully hosted the "Beautiful Eco Christmas is O-NE" Sharing Special Exhibition

DEC.

Filed a patent for a product-securing packaging design that eliminates the need for cushioning materials

1) PCR (Post-Consumer Recycled): Materials made from plastic waste collected and recycled after consumer use

STAKEHOLDER ENGAGEMENT

FRAMEWORK FOR STAKEHOLDER ENGAGEMENT

STAKEHOLDER IDENTIFICATION

CJ Logistics defines all individuals and groups who have a direct or indirect impact on its business operations as stakeholders. Among them, customers, suppliers, shareholders and investors, local communities, and employees have been identified as our key stakeholders. Through a variety of communication channels, we collect and reflect stakeholder feedback to anticipate changes in the business environment and identify potential risks to respond proactively.

STAKEHOLDER ENGAGEMENT HIGHLIGHTS IN 2024

Improved Customer Satisfaction Based on CETS Survey[1]

- Overall customer satisfaction index
  76.3 points (up 0.9 points from the previous year)
- Chatbot satisfaction rate
  81.8 % (up 0.7 percentage points from the previous year)

1) Customer Experience Technology Solutions

Enhanced Accessibility of CJ Logistics' Homepage

- Provided alternative text for visually impaired users
- Obtained "CT Accessibility" certification for the parcel delivery app

Facilitated Communication with Shareholders and Investors

- IR Meetings with Domestic and Overseas Institutional Investors
  283 meetings
- One-on-one and group conference meetings
  20 sessions

Strengthened Communication Channels with Local Communities and Residents

- Published draft environmental impact assessment reports for construction sites in national and local newspapers and held briefing sessions for residents

STAKEHOLDER ENGAGEMENT

We operate multiple communication channels to actively engage with diverse stakeholders. Through these interactions, we identify potential adverse impacts in advance and gather constructive input for improvement. These insights are reflected across our management practices, building robust trust with our stakeholders.

STAKEHOLDER ENGAGEMENT FRAMEWORK

01	02	03	04	05
Identifying and prioritizing stakeholders	Establishing stakeholder engagement plans	Securing diverse and accessible communication channels	Addressing key issues and resolving concerns	Disclosing improvements and outcomes from stakeholder engagement
Customers, suppliers, shareholders and investors, local communities, media, government, and employees	Identification of key stakeholder issues and interests, and establishment of appropriate response procedures	Website, offline meetings, etc.	Reporting major issues to the Board and linking them to business operations	Stakeholder communication channels and sustainability reports

STAKEHOLDER ENGAGEMENT

STAKEHOLDER ENGAGEMENT INITIATIVES

INCORPORATION OF STAKEHOLDER FEEDBACK

Through a wide array of communication channels, CJ Logistics gathers stakeholders input and channels key insights to the Board to align them with management activities. We continuously monitor and review our sustainability initiatives, fostering greater stakeholder involvement in business operations. Moving forward, we will continue to incorporate stakeholder input into our decision-making process and strengthen our commitment to corporate social responsibility.

Stakeholder group	Customers	Partners	Shareholders and investors	Local communities	Media	Government	Employees
Communication channels	• Online and call center-based customer service centers • Customer satisfaction surveys • Integrated parcel service mobile application • AI chatbot and visual ARS (Automated Response System) • Social media channels including YouTube, Instagram, KakaoTalk, Facebook, and LinkedIn • CJ Logistics' official homepage	• Partner meetings • Cyber Audit Office • VOP (Voice of Partner)	• Regular general shareholders' meetings • Public disclosures of business reports and major management decisions • Earnings releases and financial results disclosures • NDR (Non-Deal Roadshows) for domestic and global investors • Participation in conferences hosted by domestic and global securities firms • Ongoing one-on-one / group investor meetings (in-person, conference calls, email / phone communication) • Seminars and site tours for analysts and domestic/global investors • Analyst communications	• Local social contribution activities • Partnerships with NGOs • Sponsorship for sports	• Press releases • Media responses	• Participation in official meetings, councils, and forums with government agencies and associations • Participation in seminars, including the ones in the National Assembly • Submission of proposals and suggestions to government bodies and associations • Response to assessments conducted by government agencies, research institutes, and associations • Participation in joint projects and pilot programs	• Internal suggestion board, knowledge database, and organizational culture innovation forum • Internal campaigns, employee meetings, and culture change / innovation programs • Organizational culture survey (CJ Voice ON) • Channel CJ, internal broadcasting (CKN), and Nim newsletter • Labor union
Communication topics	• Diversifying communication channels • Enhancing customer satisfaction • Improving customer experience • Addressing customer complaints and concerns • Raising brand awareness • Strengthening brand communication	• Building win-win partnerships and co-prosperity • Ensuring compliance with fair trade practices	• Business performance and outlook by business • Market competitiveness, mid-to-long term growth strategies, and investment plans • Profitability, financial condition, and key investment indicators	• Expanding employee participation in social contribution • Diversifying community engagement programs • Promoting sports-linked CSR activities	• Key business achievements • Promoting core business competitiveness • ESG accomplishments	• Regulatory and policy improvements, etc. • Acquiring government and international certifications, etc.	• Sharpening employee capabilities • Strengthening internal communication • Supporting work-life balance • Improving employee welfare
Improvement actions and outcomes	• Expanded brand touchpoints across all channels through a tailored content strategy for each customer group • Launched "the unban," a digital freight matching platform offering AI-based real-time optimal rates to connect cargo owners and carriers amid surging online order volumes • Enhanced estimated delivery time notifications via the website, call centers, and other platforms • Reflected customer feedback received through various channels to improve packaging customization, enhancing product safety and delivery speed • Collaborated with the Korea Consumer Agency to analyze VOC (Voice of Customer) data and establish improvement plans	• Held business–specific partner meetings to discuss workplace enhancements for parcel delivery personnel, leading to the introduction of virtual account notifications prior to delivery • Adopted standardized waybills to address difficulties in identifying labels on rising volumes of cross-border e-commerce parcels • Improved privacy during onsite health checkups by installing privacy partitions and conducted satisfaction surveys to enhance service quality	• Held four quarterly earnings briefings • Provided detailed business strategies and performance indicators in IR materials (disclosed on the website) • Conducted 283 IR meetings with domestic and international institutional investors • Held 20 one-on-one and group conference meetings • Organized four site tours for institutional investors and analysts • Hosted one Analyst IR Day and published an in-depth analyst report • Held a basic seminar for new covering analysts	• Provided logistics support tools such as one-touch boxes and paper tape based on our TES technology to 30 small business owners, along with one marketing trend training session to enhance their customer engagement capabilities • Supported logistics for an NGO, the Salvation Army's fundraising campaign to encourage a culture of giving • Conducted ongoing local environmental improvement activities near business sites	• Shared the latest information on ESG management activities to enhance transparency in corporate social responsibility • Communicated the company's sustainability goals and key initiatives with media outlets to improve brand credibility • Conveyed the company's vision and ESG positions through executive interviews with the press	• Responded to regulatory changes including amendments to the Clean Air Conservation Act, such as restrictions on the distribution and sale of non-compliant emission control components • Obtained international certifications (IATA Pharma, secondary batteries)	• Conducted internal engagement programs and encouraged the formation and activities of employee clubs to strengthen communication and team cohesion • Held CEO-led roundtables, issued CEO letters, and carried out on-site management activities • Hosted town hall meetings and the 94th anniversary celebration events to build alignment and reinforce commitment to shared goals and vision

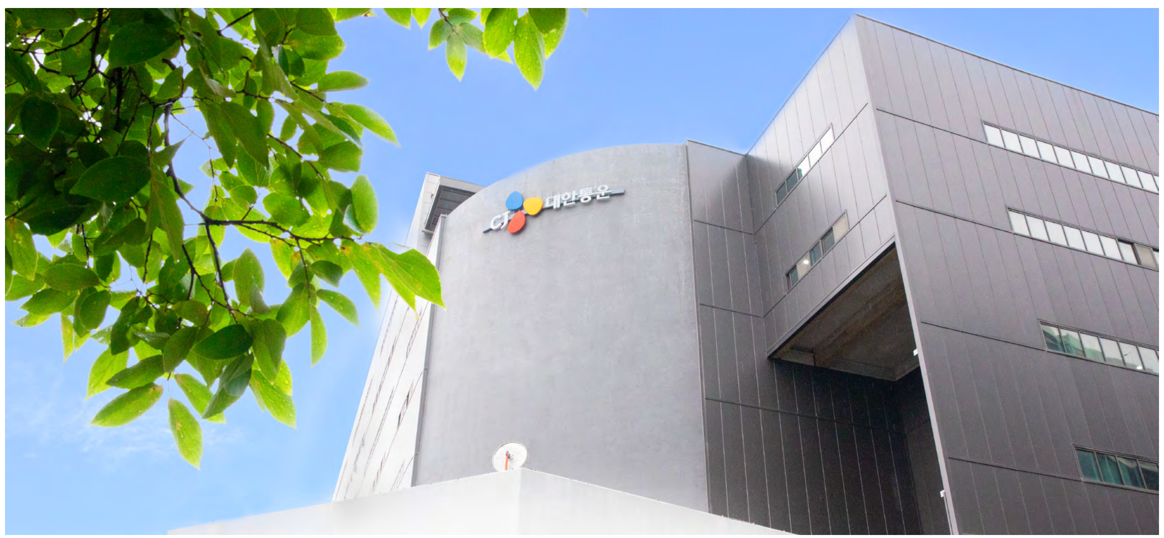
MATERIALITY ASSESSMENT

MATERIALITY ASSESSMENT PROCESS

Each year, CJ Logistics conducts a materiality assessment to identify and disclose key ESG issues that significantly affect both its business and stakeholders. This process complies with the double materiality approach defined by the European Sustainability Reporting Standards (ESRS) and considers both the impact of the company's activities on the environment and society (impact materiality) as well as the financial effects of external environmental and social changes on the company's performance (financial materiality). The results of the assessment guide our sustainability initiatives and are disclosed transparently through this report and our official website. Going forward, we will continue to incorporate the results of the materiality assessment into its ESG strategy development, company-wide risk management, and other key business strategies.

DOUBLE MATERIALITY ASSESSMENT

Through an in-depth analysis of internal and external factors, including global standards, benchmarking studies, and media research, we compiled a pool of 37 potential ESG issues. Each issue was assessed in terms of its environmental, social, and financial impact, and seven key material topics were finalized following a review by the Board of Directors.



1. Preparation & Analysis

Setting a methodology for double materiality assessment

2. Identification of Impacts

Creating a long list of sustainability topics based on the ESRS

Narrowing down to a short list of highly relevant topics

Finalizing the pool of material topics

3. Materiality Assessment

Impact Materiality

ESG Indicator Analysis
- Mapping required elements to each issue and identifying frequency of occurrence
- Referencing ESRS, GRI, UNGC, UN SDGs, ISO 26000, WEF, and K-ESG

Media Research
- Reviewing ESG-related press regarding CJ Logistics
- News and articles of CJ Logistics, covering the period from January 1 to December 31, 2024

Stakeholder Survey
- Surveying 222 external stakeholders including ESG professionals, partners, customers, local residents, shareholders, and investors
- Conducting an online survey from March 6 to March 12, 2025

Financial Materiality

ESG Indicator Analysis
- Calculating weighted scores for each ESG indicator
- Referencing SASB, MSCI, DJSI, and ESRS

ESG Management Analysis
- Reviewing agenda items discussed by the Board and the committees within the Board

ESG Reputation Risk Analysis
- Reviewing legal and regulatory violations related to ESG and assessing potential impacts on corporate reputation and financial performance

In-depth Employee Interviews
- Interviewing 52 employees to identify and evaluate the impact of key issues

4. Analysis & Conclusion

Drawing final conclusions from the materiality assessment

Sharing key findings and response strategies with stakeholders

MATERIALITY ASSESSMENT

MATERIALITY ASSESSMENT RESULTS

MATERIAL ISSUE SELECTION

CJ Logistics identified the top five issues based on impact materiality and financial materiality through a comprehensive materiality assessment. From these, seven key material issues were finalized by reflecting overlapping items across the two dimensions. The final issues are; climate action, GHG emissions, customer satisfaction, labor practices, sustainable supply chain, safety and health management, and ethical management. Among these, GHG emissions, customer satisfaction, sustainable supply chain, and ethical management were newly identified in 2024. Some issue names were further refined to improve clarity and stakeholder understanding.

Impact Materiality Assessment Results

NO.	Area	Issue	Severity	Likelihood
1	Social	Customer satisfaction	⬢⬢⬡	⬢⬢⬢
2	Governance	Ethical management	⬢⬢⬢	⬢⬢⬢
3	Social	Labor practices	⬢⬢⬡	⬢⬢⬢
4	Social	Sustainable supply chain	⬢⬢⬡	⬢⬢⬢
5	Environmental	Climate action	⬢⬢⬡	⬢⬢⬢

Financial Materiality Assessment Results

NO.	Area	Issue	Severity	Likelihood
1	Governance	Ethical management	⬢⬢⬡	⬢⬢⬢
2	Environmental	GHG emissions	⬢⬢⬡	⬢⬢⬡
3	Social	Safety and health management	⬢⬢⬡	⬢⬡⬡
4	Social	Customer satisfaction	⬢⬡⬡	⬢⬢⬡
5	Social	Labor practices	⬢⬢⬡	⬢⬢⬡

Area	Material issue	Page
Environmental	Climate action	37~54
Environmental	GHG emissions	55~57
Social	Customer satisfaction	104~108
Social	Labor practices	80~84
Social	Sustainable supply chain	98~103
Social	Safety and health management	85~92
Governance	Ethical management	124~130

Changes in Material Issues Compared to the Previous Year

01 Newly identified issues: GHG emissions, customer satisfaction, sustainable supply chain, safety and health management, and ethical management

02 Integration and separation of issues to clarify reporting boundaries

03 Renaming of issues to enhance understanding

MATERIALITY ASSESSMENT

Material Issue Management

Material Issue Management Approach and Actions

CJ Logistics identifies key potential impacts with a high likelihood of occurrence to manage material issues, monitors the current progress of responses and associated targets, and reports relevant matters to the Board through the ESG Committee. The ESG Committee continuously monitors the KPIs for each material issue and approved the 2023 performance results and the 2024 implementation plan on March 7, 2024.

Area	Material issue	Risks and opportunities	Time horizons	Key impacts by issue	Our responses in 2024	Response progress		
						Mid- to long-term goal	Target year	Achievement level[1]
Environmental	Climate action	Opportunity	Mid-term	• Expanding eco-friendly logistics businesses to step up supply chain influence and lay the foundation for market entry • Setting up a proactive response system for climate-related risks • Minimizing damages and recovery costs from climate-related disasters	• Managed indicators to assess climate-related risks and opportunities • Conducted scenario analysis on climate risks	Reducing carbon emissions by 37% by 2030 (baseline year: 2021)	2030	●○○
						Achieving carbon neutrality by 2050	2050	●○○
Environmental	GHG emissions	Opportunity	Mid-term	• Improving operational efficiency and reducing costs by adopting GHG reduction and fuel efficiency technologies • Generating additional revenue through carbon credit trading	• Carbon neutrality strategy for 2050 • Reduced carbon emissions from transportation • Cutting down on energy consumption in buildings and facilities	Transitioning 100% of fleets with eco-friendly vehicles	2040	●○○
						Introducing renewable energy equivalent to 9,810 tCO_2eq	2050	●○○
Social	Customer satisfaction	Risk	Long-term	• Elevating service quality and increasing R&D investment to meet the needs of customers • Risk of decreased customer satisfaction and potential decline in sales if expectations are not met	• Conducted internal and external evaluations of customer service quality • Provided services to enhance customer convenience • Carried out initiatives to improve customer satisfaction • Operated VOC (Voice of Customer) channels	Attaining A+ rating in courier / parcel service assessment led by the Ministry of Land, Infrastructure and Transport	2030	●●○
Social	Labor practices	Risk	Mid-term	• Potential financial losses due to labor disputes or strikes disrupting contract fulfillment • Deteriorated corporate image from increased negative media exposure	• Operated the Labor-Management Council • Implemented the social agreement to prevent overwork among parcel delivery personnel • Respected workers' right to suspend work and gathered employee feedback	Maintaining 69 consecutive years of wage collective agreements and 30 consecutive years without labor disputes	2030	●●●
						Achieving 100% coverage of welfare benefits for parcel delivery personnel of partner companies		●●●
						Fully implementing the agreements set by the social consensus organization on overwork prevention		●●●
						Holding 12 regular meetings annually with the Agency Association to facilitate communication with partners		●●○
Social	Sustainable supply chain	Opportunity	Mid-term	• Securing global competitive edge by building a sustainable supply chain • Sharpening corporate competitiveness through supplier ESG capacity building and shared growth programs	• Renewed CESS (Certified Excellent Shipping Company and Shipper) certificate • Provided supports to nurture startups • Fostered a win-win ecosystem for shared growth	Conducting sustainability due diligence on 100% of suppliers	2030	●○○
Social	Safety and health management	Opportunity	Short-term	• Improving employee satisfaction and job performance by setting up the safety and health management system • Realizing shared growth by strengthening safety and health management for partners, including parcel agencies and delivery personnel	• Performed safety inspections and emergency response drills • Respected workers' right to suspend work and listened to employee feedback • Operated a proposal system to identify potential hazards • Provided safety training for employees and conducted emergency response drills	Achieving an LTIFR (Lost Time Injury Frequency Rate) of 0.45	2030	●●○
						Improving 100% of identified hazardous risk factors	2030	●●●
						Maintaining an incident risk score of 167.4	2030	●●○
Governance	Ethical management	Opportunity	Mid-term	• Creating a fair business environment and securing new partnerships through internal monitoring systems and anti-corruption policies • Saving operational and legal costs by preventing ethical risks	• Offered compliance training • Operated the Compliance Coordinator system • Operated the Integrated CJ Group Reporting System • Followed procedures for handling ethical violations	- Establishing a strong compliance culture across the Group - Providing annual training on CJ Code of Business Conduct and the law related to subcontracting - Enhancing the Ethical Management Pledge system for all employees in the Group - Continuously monitoring compliance with regulations on collusion, subcontracting, and serious industrial accidents	2030	●●○

1) Achievement levels are calculated based on 2024 performance against the set targets.

MATERIALITY ASSESSMENT

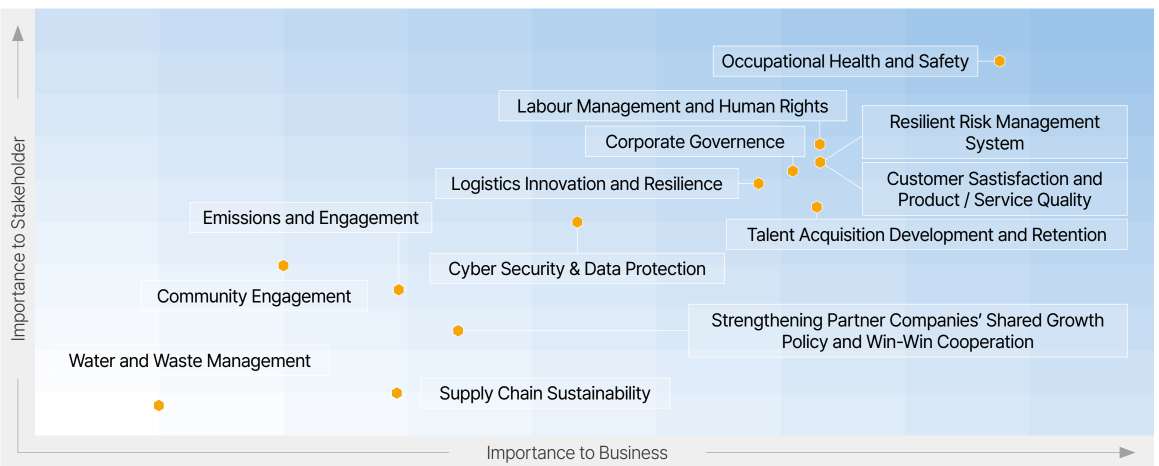
MATERIAL ISSUE MANAGEMENT

MATERIALITY ASSESSMENT RESULTS OF OUR SUBSIDIARIES IN INDIA

Entities covered in the materiality assessment (India)	• CJ Darcl Logistics Limited • TRANSRAIL LOGISTICS LIMITED	• DARCL LOGISTICS NEPAL PRIVATE LIMITED • CJ korea express India Private Limited

Our overseas subsidiary, CJ Darcl, has established an ESG risk management framework aligned with local regulatory systems, including the Securities and Exchange Board of India (SEBI) guidelines and the Companies Act of 2013. In order to evaluate both internal and external ESG impacts, CJ Darcl employs a materiality-based approach using a Prioritisation Matrix. This enables the identification of ESG issues that affect both business performance and key stakeholders, thereby enhancing the strategic efficiency of resource allocation. The key ESG issues identified through the 2024 materiality assessment have been reported to the Board of Directors.

- **High Priority:** Occupational Health and Safety, Labour Management and Human Rights, Corporate Governance, Resilient Risk Management System, and Customer Satisfaction and Product / Service Quality
- **Medium Priority:** Talent Acquisition Development and Retention, Logistics Innovation and Resilience, and Cyber Security & Data Protection
- **Low Priority:** Emissions and Engagement, Community Engagement, Water and Waste Management, Supply Chain Sustainability, and Strengthening Partner Companies' Shared Growth Policy and Win-Win Cooperation

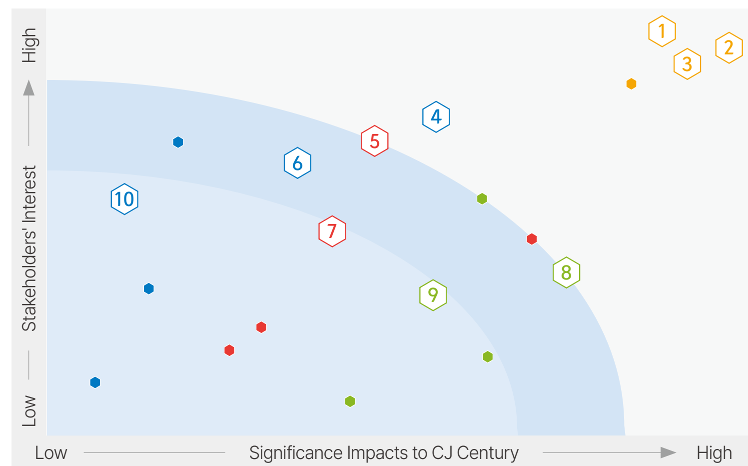


MATERIALITY ASSESSMENT RESULTS OF OUR SUBSIDIARIES IN MALAYSIA

Entities covered in the materiality assessment (Malaysia)	• CJ Century Logistics Holdings Berhad • Century Logistics Sdn. Bhd. • CJ Century Logistics Sdn. Bhd. • CJ Century Forwarding Sdn. Bhd. • CJ Century Technology Sdn. Bhd.	• CJ KOREA EXPRESS MALAYSIA SDN. BHD • Century-YES Logistics (Yichun) Co. Ltd. • Tad Raya Offshore Sdn. Bhd. • EC DISTRIBUTION SDN BHD • CJ KOREA EXPRESS FORWARDING MALAYSIA SDN. BHD

CJ Century conducts an annual materiality assessment to establish the strategic direction of its ESG management, incorporating industry sustainability trends, digital transformation, and stakeholder expectations. This process systematically identifies ESG-related risks and opportunities.

The assessment follows a three-step stakeholder-driven approach that begins with identifying relevant issues, proceeds to evaluating their significance, and concludes with review and approval by the Board. In the 2024 assessment, no major changes were observed in the legal, policy, or regulatory landscape of the industry. Considering that efficiency, sustainability, and digital transformation remain key trends, priorities identified in the previous year's evaluation were deemed still valid. Based on a gap analysis, CJ Century refined the prioritization of select topics, with the adjustments reviewed by the Sustainability Committee and formally endorsed by the Board.



Top 10 Prioritised Material Matters

1. Quality Service & Customer Experience
2. Financial Resiliency
3. Technology & Innovation
4. Talent Management
5. Laws & Regulations Compliance
6. Occupational Safety & Health Management
7. Cybersecurity & Data Protection
8. Resources Management
9. GHG Emissions & Energy Efficiency
10. Human Rights & Fair Labour Practices

Economic Environmental Governance Social

ENVIRONMENTAL

ENVIRONMENTAL MANAGEMENT

FRAMEWORK FOR ENVIRONMENTAL MANAGEMENT AND OPERATIONS

ENVIRONMENTAL MANAGEMENT POLICY AND PRINCIPLES

In alignment with its management principles that emphasize environmental stewardship, CJ Logistics has formulated an environmental management policy to guide all business sites, suppliers (including workers engaged in the value chain), joint ventures, and other business partners in taking strong responsibility for environmental protection. To ensure efficient execution, the policy is segmented into logistics-specific and construction-specific frameworks. Through our EHS (Environment, Health, and Safety) system, we continuously monitor environmental issues across our business sites, conduct annual reviews of key environmental performance at Board of Directors meetings, and disclose the results regularly through our sustainability report. In the coming years, we plan to establish inspection standards and assessment indicators to support suppliers in complying with our environmental management and supply chain policy. Consistent communication will be facilitated with employees, customers, suppliers, and local communities through diverse channels, including meetings, interviews, and surveys, to actively listen to their perspectives on environmental issues and incorporate them into our business operations.

CJ Logistics Environmental Management Policy

ENVIRONMENTAL MANAGEMENT POLICY

Greenhouse Gas · Energy · Environmental Pollutants
To combat climate change, CJ Logistics is committed to continuously reducing greenhouse gas (GHG) emissions and energy consumption. Efforts to minimize environmental pollutant emissions are actively underway throughout our business operations.

Eco Friendly Logistics Services
CJ Logistics strives to minimize its environmental footprint across its entire logistics process, while propelling the industry forward through the development of TES-based sustainable green logistics services.

Waste Management
CJ Logistics strictly complies with environmental laws and internal regulations pertaining to waste disposal, ensuring all waste is legitimately processed. A waste resource circulation model is being established through expanded recycling efforts.

Due Diligence, M&A
In the course of mergers and acquisitions, CJ Logistics identifies compliance with environmental laws and conducts due diligence as needed. Based on the findings, remedial and improvement tasks are derived to ensure full alignment with our environmental management policy.

EHS System
CJ Logistics has established its LoIS EHS system for integrated management of environmental and safety operations across all business sites, reinforcing 24/7 real-time monitoring.

Biodiversity Protection
CJ Logistics implements its biodiversity protection policy across all aspects of business operations, while actively promoting initiatives for ecosystem preservation.

Education and Dissemination
CJ Logistics provides environmental education not only to its employees but also to supplier workers, fostering mindset shifts and encouraging active engagement. Capacity-building efforts are further supported through partnerships with specialized external environmental agencies.

Shareholders and Investors
CJ Logistics puts its environmental management into action to meet the expectations of shareholders and investors, while enhancing corporate value through trust-building via transparent data disclosure.

ENVIRONMENTAL MANAGEMENT SYSTEM

Staying true to its vision, "Realize World-class Green Management," CJ Logistics has built a robust environmental management system and actively put it into practice. With priority tasks defined to reflect the nature of both logistics and construction businesses, efforts to minimize our environmental footprint are now in full swing. In the logistics realm, the "CJ Logistics Environmental Management Policy" was established in May 2023, with the aim to enhance environmental performance across a wide range of areas, including business operations, facility management, logistics services, and waste treatment. In the construction realm, our environmental policy is integrated into all facets of the business, including design, construction, project management, and services.

To ensure companywide environmental management, a dedicated organization was formed to proactively respond to environmental risks, in accordance with the policy procedures. CJ Logistics actively monitors legal compliance via the EHS system, ensuring that environmental regulations are observed across operations. New logistics centers undergo evaluation as part of preliminary efforts to manage potential environmental impacts. All these combined initiatives are a clear manifestation of our commitment to building a sustainable environmental management framework.

Environmental Management System

VISION	Realize World-class Green Management	
GOAL	Establishment of an Environmental Management System for a Sustainable Future	
STRATEGY	GREEN HARDWARE	GREEN SOFTWARE
	GREEN NETWORK	GREEN SYSTEM
	GREEN FACILITY	GREEN MANAGEMENT

ENVIRONMENTAL MANAGEMENT

FRAMEWORK FOR ENVIRONMENTAL MANAGEMENT AND OPERATIONS

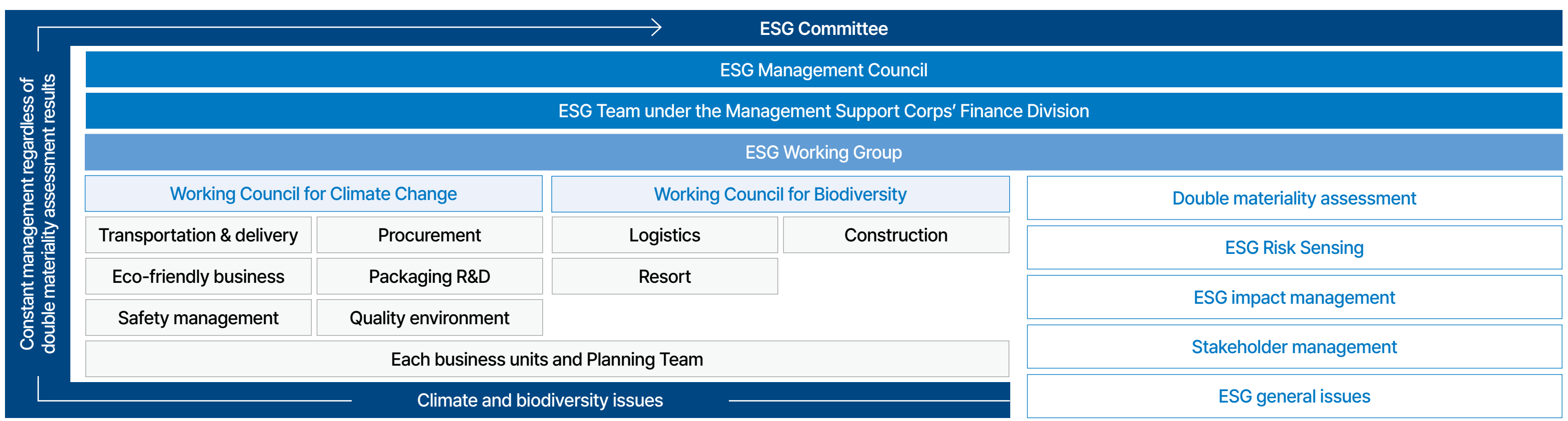
GOVERNANCE FOR ENVIRONMENTAL MANAGEMENT

To ensure structured and proactive management of environmental risks across the company, an ESG Team was established under the Management Support Corps. Environmental stewardship is led by the CFO (CRO), who serves as the Chief Officer of Environmental Management, overseeing companywide activities as well as those carried out by responsible departments. The ESG Working Group assumes practical responsibilities covering a wide spectrum of areas, including GHG emissions management and calculation, energy use management, soil and water conservation, biodiversity protection, and pollutant control.

To ramp up the execution of environmental management, CJ Logistics launched an ESG Committee under the Board of Directors in 2021. Comprising two internal and four external directors, the committee is tasked with formulating ESG strategies and overseeing climate action and energy transition goals. In 2024, reports were submitted detailing carbon emissions and the progress of resource circulation initiatives. In the years ahead, every effort will be faithfully made to achieve environmental goals and proactively manage emerging risks.

Date of convocation	Agenda item	Details	Approval status	Attendance rate
Mar. 7, 2024	Approval of the 2023 ESG assessment results and related improvement measures	Remedial measures recommended by domestic and international EAG rating agencies in the environmental sector, and their progress	Passed	100%
Mar. 7, 2024	2023 performance and approval of the 2024 business plans	Carbon mitigation activities and strategies to scale up resource circulation	Passed	100%
Dec. 19, 2024	Report on 2024 GHG emissions and outcomes of the resource circulation business	2024 GHG emissions, reduction measures, and performance of the resource circulation business	Reported	100%

Organizational Structure for Environmental Management



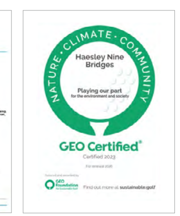
ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATION

To embed an environmentally conscious approach throughout all business operations and drive sustainable progress, all our sites have acquired the international standard environmental management system certification (ISO 14001). This certification includes energy-related environmental risk assessment. Our headquarters and 56 domestic business sites have successfully undergone an audit and received certification. The scope of certification has since expanded to encompass all sites, not only those initially subject to review, through the adoption of a standardized environmental management system. This demonstrates a company-wide integration of sustainable practices. Starting with our branch in Incheon in 1999, ISO 14001 certification was gradually expanded companywide, ensuring a consistently high level of environmental management to this day.

In the construction sector, projects across a wide range of fields, including civil engineering, architecture, housing, electrical work, industrial and environmental facilities, firefighting systems, information and communications, and additional services, have obtained ISO 14001 certification and have consistently maintained it.

"Haesley Nine Bridges" and "Club Nine Bridges" have been awarded certification by the Golf Environment Organization (GEO) in recognition of their sustainability practices across nature conservation, resource efficiency, and community engagement. This achievement represents our environmental management efforts in action, clearly demonstrating the environmental values embedded throughout our business operations, extending well beyond logistics.

ISO 14001 Certification for Logistics



GEO Certification for Haesley Nine Bridges

Environmental Management System Certification for Construction

ENVIRONMENTAL MANAGEMENT

FRAMEWORK FOR ENVIRONMENTAL MANAGEMENT AND OPERATIONS

GREEN PROCUREMENT

Policy and Guidelines for Green Procurement

With the aim of reducing GHG emissions and pollutants, while expanding green procurement across all stages of business operations, CJ Logistics introduced its Green Procurement Policy in December 2022, and revised it in June 2024. Efforts are currently underway to integrate the policy into operations. The policy is designed to provide a structured framework for the procurement department's green purchasing activities. It clearly outlines the definition and scope of green procurement, along with related procedures, roles and responsibilities, authority, and overall procurement guidelines.

Guided by our Green Procurement Policy, we have implemented company-wide purchases of environmentally friendly products, thereby minimizing our environmental footprint. In the years to come, with climate change and plastic waste recognized as major environmental risks, we will continue investing in green businesses and fulfill our social and ethical responsibilities toward environmental stewardship.

Green Procurement Policy

1. Consider green procurement throughout the entire corporate activities. Ensure compliance with environmental laws and strive for corporate social responsibility.
2. Continuously explore and procure green products to champion eco-friendly logistics. Prioritize the purchase of environmentally friendly goods.
3. Conduct ongoing monitoring and management of green procurement performance by dedicated planning and operational departments. Lead the establishment of environmentally sustainable logistics systems.
4. Forge organic partnerships with suppliers to foster green procurement activities.

Green Procurement Process

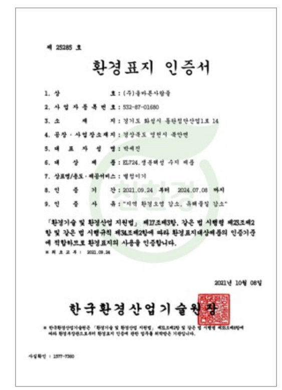
Identification of procurement needs	Review of environmental friendliness	Implementation of green procurement	Performance management and disclosure
Examine demand for procurement items and identify suitable partners	Review the environmental friendliness of the items and assess partners' environmental aspects	Provide prior notice of our Green Procurement Policy to partners and proceed to contract signing.	Manage green procurement records on a quarterly basis, conduct follow-up assessments, and disclose procurement performance

GREEN PROCUREMENT OVERVIEW

When purchasing raw materials, equipment, and supplies, CJ Logistics gives priority to products with recognized green certifications such as Eco-Label, Low Carbon, Good Recycled Product, FSC (Forest Stewardship Council), and Energy Star. In 2024, the company's green procurement totaled KRW 16.145 billion.

The Logistics Business Unit purchased green products worth approximately KRW 16.108 billion, including corrugated boxes and paper cushioning materials, sourced from 14 suppliers.

The Resort Business Unit procured eco-friendly certified raw materials and equipment in line with our Green Procurement Policy. Purchases included certified food ingredients, beverage cups, paper wet wipes, laundry bags, and biodegradable plastic bags, totaling approximately KRW 37 million. Moving forward, we will raise the proportion of environmentally friendly products and materials in procurement pursuant to the policy.



Certificate of Green Product Purchases for the Resort Business Unit

Green Purchasing Certification Standards

Certification	Certificate Issuer
Eco-Label	Ministry of Environment
Low Carbon	Ministry of Environment
Good Recycled Product	Korea Resources Circulation Industry Promotion Association
FSC	Forest Stewardship Council
Energy Star	United States Environmental Protection Agency (EPA) United States Department of Energy (DOE)
Green Certification	Korea Institute for Advancement of Technology Green Certification Office

ENVIRONMENTAL MANAGEMENT

EMBEDDING ENVIRONMENTAL MANAGEMENT INTO EVERY CORNER

RAISING ENVIRONMENTAL AWARENESS AMONG EMPLOYEES

Instilling Environmental Awareness in the Workplace

To raise environmental awareness among employees, CJ Logistics regularly trains personnel responsible for environmental management within each department, developing tailored educational content based on target audiences through its dedicated ESG Working Group. In 2024, the training programs covered the full spectrum of environmental management topics, including the resource circulation project, carbon credits, the Green Procurement Policy, and waste management. Among them, education on the Green Procurement Policy was provided to 12 internal procurement personnel and decision-makers with practical influence over supplier selection, contracting, and management. The program focused on an overview of the policy, product examples, procurement status, processes, and relevant guidelines.

In total, 59 employees completed the training in 2024, contributing to strengthened consensus on environmental management and fostering a shift in awareness.

Employee Group Training(In-person)

Category	Training target	Date of training	Content
13th ESG Working Group	31 members of the ESG Working Group	Jun. 27, 2024	① Resource circulation project status and progress ② Our responses to environmental regulations and cases ③ Carbon credit management ④ Carbon emissions reduction initiatives
Green Procurement Policy overview	All 12 procurement personnel	Dec. 26, 2024	① Backgrounds of the Green Procurement Policy establishment and its highlights ② Examples of green products, and our procurement history
Waste management	16 employees from operational departments, divided by business division	Dec. 13, 2024	① Guidelines on waste management and operations ② Standard contract method for entrusted waste disposal

Environmental Performance-Linked Compensation

As part of its practical efforts to promote environmental management, CJ Logistics has defined key environmental tasks as KPIs, including the implementation of a climate action roadmap, acceleration of the shift to eco-friendly logistics infrastructure, and the establishment of a waste management system. In 2024, "expanding resource circulation volume and enhancing competitiveness" and "advancing net-zero execution and strengthening the management system" were added to the ESG Division's KPIs[1]. These KPIs are linked to performance evaluations for some C-level executives, and managers or higher within the dedicated ESG organization. Performance is assessed annually, and the results are reflected in the compensation system, including incentive provision and salary increases, driving stronger execution.

1) During the organizational reshuffle in 2024, ESG responsibilities were integrated under the Finance Division. The KPIs was applied based on the former ESG Division prior to the integration.

ENVIRONMENTAL MANAGEMENT

EMBEDDING ENVIRONMENTAL MANAGEMENT INTO EVERY CORNER

RESPONSE TO ENVIRONMENTAL ACCIDENTS AND REGULATORY COMPLIANCE

CJ Logistics actively monitors domestic and international environmental laws and policies to manage the potential impact of GHGs, pollutants, and chemical substances across all business operations. To ensure strict compliance with regulations affecting key transportation modes such as vehicles and vessels, we have upgraded technologies and management systems, secured qualified professionals, and established a proactive response framework. Another area of focus is chemical leakage prevention. To this end, we have implemented guidelines for spill response, established safety standards for handling hazardous materials tailored to each item, and conduct regular emergency response drills to ensure agility and efficiency in the event of an incident.

Environmental Pollution and Hazardous Substance Management Process

Developing risk assessment methods and training programs	Establishing a risk assessment framework	Executing risk assessments	Taking remedial action and follow-up management
• Establish risk assessment methods tailored to each responsible department, and periodically renew them in alignment with ISO international standards • Designate responsible personnel from each responsible department and provide targeted training	• Formulate plans for annual assessments and ad hoc evaluations conducted at the beginning of the year • Draw up a risk assessment plan at least two weeks in advance by the lead department, and communicate it to the target department	• Factor in management-related issues identified by trained personnel • Assess environmental aspects (exhaust, drainage, waste, soil contamination, and workplace safety)	• Implement improvement actions and oversee them through the responsible department • Develop company-wide risk strategies and monitor improvement status via the lead department • Integrate risk assessment findings into management review materials
Chemical substance registration	**Chemical substance management**	**Handling status and safety management**	**Remedial measures**
• Receive MSDS from suppliers • Establish a chemical safety management plan • Review and register safety measures through the occupational safety and health management organization	• Identify and manage targets for hazard review and risk assessment in accordance with the Occupational Safety and Health Act • Analyze and implement possible substitutions for hazardous substances by the employer • Establish and carry out a phased handling plan for hazardous chemical substances	• Manage monthly data on warehouse storage, inbound and outbound movement, and transportation status • Draft and implement regulations for hazardous material prevention • Carry out safety control for hazardous substance storage, including partner companies (e.g., obtaining permits, conducting facility inspections, appointing safety managers, and providing safety training)	• Conduct regular and ad hoc safety inspections by the responsible department for chemical handling • Request corrective actions for deficiencies • Register and manage inspection findings and corrective measures via the EHS Portal

ENVIRONMENTAL MANAGEMENT

Environmental Impact Management

Water Resource Management

Water Stewardship Initiatives

CJ Logistics is committed to complying with environmental laws and regulations in every country where it operates, both domestically and internationally, as part of its water stewardship efforts. Each year, multifaceted initiatives are actively pursued to reduce water consumption compared to the previous year. For business sites located in areas with higher water risk, more stringent management systems have been implemented.

For Logistics Business Unit, Gunsan Coal Center has tightened its effluent treatment standards since 2024. This effort paid off when the facility was selected for the "environmental technology support business," through which it partnered with the Green Environment Center to provide pollutant-reduction consulting and inspections. These initiatives have contributed to improved water resource management in the vicinity of the business site.

Our Resort Business Unit manages water consumption based on meter readings and conducts quarterly water quality tests for its dedicated internal water supply. Water sourced from the Namhan River is tested twice a year. Utilizing our exclusive water purification system, the water is used and subsequently treated at our sewage treatment facility. To prevent contamination of surface and groundwater from discharged water, we actively manage non-point source pollution and perform groundwater air surging (「Groundwater Act」 post-management obligations). Furthermore, we ensure that BOD, SS, T-N, T-P, and T-C levels in discharged water remain within legally permissible limits, based on meter readings from the final effluent at the sewage treatment facility. To reduce unnecessary water use during golf course operations, low-flow equipment has been brought in, and hand watering is actively in use in place of an automatic irrigation system.

In the Construction Business Unit, water quality tests are conducted both before and after construction to assess the environmental impact on nearby streams. For example, since the site for a logistics center in Geumnam-ri, Hwado-eup, Namyangju-si belongs to the upper reaches of the Bukhan River, we plan to carry out water quality testing. Based on the data regarding the impact of our operations on the river, we will manage and evaluate the results accordingly.

Korea Integrated Freight Terminal

Korea Integrated Freight Terminal uses both municipal water and groundwater, and has installed meters at each facility to monitor water consumption in real time. The terminal strives to minimize groundwater use to reduce risks to surrounding infrastructure, such as road subsidence. As part of efforts to lower environmental accident risks and minimize effluent generation, investments have been made in installing water gates. Additional initiatives are underway to prevent environmental hazards, including the frequent removal and management of roadside oil pollution sources.

Pollutant Management

Managing and Reducing Environmental Pollutants

CJ Logistics puts effort into reducing scattering dust at business sites through company-wide facility upgrades and on-site management systems.

At the Gunsan Coal Center of the Logistics Business Unit, monthly dust prevention training is provided to transportation companies as part of efforts to minimize environmental impact on adjacent areas. Additional measures include installing cargo covers to contain scattering dust and coal spillage during bituminous coal deliveries by truck, suspending unloading operations during strong winds, and operating water-spraying vehicles. Since 2017, we have operated sprinkler systems and upgraded wheel-washing facilities, continuing to invest in these initiatives. When contracting with new transportation partners, we will provide environmental guidelines such as idling prevention and dust control through vehicle washing when passing the weighbridge.

In the Construction Business Unit, we focus on on-site management to mitigate scattering dust, deploying dedicated personnel at site entrances and surrounding roads to oversee seamless water spraying operations. We also lend initial support to new construction sites through regular inspections that verify dust prevention training and the implementation of appropriate control measures. Educational materials are distributed quarterly to enable each site to conduct its own training.

All these combined efforts come together to minimize our environmental footprint and pave the way for sustainable business operations.

Truck Cargo Dust Cover

ENVIRONMENTAL MANAGEMENT

Global Business Site Overview

Environmental Management Activities

CJ Logistics has systematically identified environmental risks across its global operations and established environmental management systems aligned with the laws and local specificities of each country where it operates. A diverse range of initiatives is underway, including waste recycling, resource use reduction, and the adoption of eco-friendly equipment at strategic bases such as the U.S., India, Malaysia, and Vietnam. We have also strengthened our environmental stewardship in partnership with local stakeholders, ensuring strict abidance by local regulations and obtaining ISO certifications. Headquarters assumes oversight responsibilities, regularly inspecting environmental activities at global business sites and enhancing ESG response capabilities through an integrated management framework on par with international standards.

	The United States	India	Malaysia	Vietnam
Subsidiaries subject to reporting	• CJ Logistics America, LLC • CJ Logistics Transportation LLC • CJ Logistics Canada Corporation • CJ Logistics Freight America LLC	• CJ Darcl Logistics Limited • TRANSRAIL LOGISTICS LIMITED • DARCL LOGISTICS NEPAL PRIVATE LIMITED • CJ korea express India Private Limited	• CJ Century Logistics Holdings Berhad • Century Logistics Sdn. Bhd. • CJ Century Logistics Sdn. Bhd. • CJ Century Forwarding Sdn. Bhd. • CJ Century Technology Sdn. Bhd. • CJ KOREA EXPRESS MALAYSIA SDN. BHD • Century-YES Logistics (Yichun) Co. Ltd. • Tad Raya Offshore Sdn. Bhd. • EC DISTRIBUTION SDN BHD • CJ KOREA EXPRESS FORWARDING MALAYSIA SDN. BHD	• CJ Gemadept Logistics Holdings Company Limited • CJ Gemadept Shipping Holdings Company Limited • Gemadept Logistics One Member Company Limited • Gemadept Shipping Limited Company • Mekong Logistics Company
Environmental management systems and regulatory compliance	• Comply with regional environmental regulations, including South Coast AQMD standards (California air quality regulations) • Separate and consign hazardous waste for disposal pursuant to applicable laws	• Establish its environmental management policy • Maintain certification under ISO 14001:2015 • Put in place its sustainable procurement policy (green technology and waste reduction included)	• Maintain certification under ISO 14001:2015 • Ensure environmental regulatory compliance and conduct regular audits • Operate real-time emissions, waste, and energy monitoring systems • Constantly take remedial measures based on the findings of environmental risk assessments	• Establish an operational framework in compliance with laws regarding GHGs and resource management • Phase in eco-friendly equipment, such as electric forklifts
Resource and waste management	• Monitor the separation and recycling of plastic, wood, and packaging materials, track consumption, and take ongoing reduction measures	• Safely dispose of 980.3 kg of E-waste through a certified disposal company • Select and recycle waste tires, metals, and automotive components • Strengthen monitoring of residual waste within the integrated logistics environment	• Manage waste following the 3R principles (reduction, reuse, recycling) • 2.28 tons of hazardous waste (as of 2024) → managed by personnel certified to CePSWam • Introduce a RFID-based pallet tracking system • Use a dedicated water supply for all water usage	• Treat emissions associated with the Songtan General Industrial Complex central treatment facility • Implement improvements to the management system, as the current official disclosure system is inadequate
Adoption of eco-friendly equipment	• Install electric trucks and charging stations at some warehouses • Transition to lithium battery-powered equipment	• Treat and reuse 2,754 kL of wastewater annually via the Gurgaon STP	• Install water-saving equipment (sensor faucets and dual-flush) and a rainwater harvesting system	• Establish an energy consumption target management system
Others	• Conduct environmental preservation activities in partnership with local communities - 505 employees participated in these activities, totaling 367 hours in 2024 - Programs include environmental clean-up, education, and support for the elderly and children	• Uphold global environmental principles as a member of the UN Global Compact (UNGC) • Align with international environmental initiatives and discussions, including COP28 (Conference of the Parties) and SFC standards		

CLIMATE ACTION (TCFD)

OVERVIEW

Climate change plays a crucial role in securing the planet's sustainability, requiring companies to take long-term responsibility and implement strategic responses. As a global logistics provider, CJ Logistics identifies pathways through which climate change impacts the organization and environment. Based on these findings, we develop and execute climate strategies to minimize the business implications. In addition, we continuously monitor climate change developments using transition and physical climate scenarios.

Topic (Planet)	Impact by Issue	Impact Pathway		Impact on Business	Impact Management
		Outside In Impact	Inside Out Impact		
Escalating Physical risks	• Natural disasters and environmental changes posed by climate change (floods, heat waves, etc.)	• Flooded logistics facilities caused by abnormal weather events • Disruption of transportation routes • Rising labor safety risks	• Widespread damage to communities due to inadequate disaster response capabilities, leading to diminished trust among local residents	• Operational delays at key bases and supply chain instability stemming from abnormal weather • Escalating costs for facility damage restoration and replacement • Deteriorating work environment leading to increased workplace safety risks • Potential social responsibility and conflicts when local infrastructure is damaged • Eroded trust among partners resulting from supply chain disruptions	• Climate adaptation strategies based on physical climate scenarios
Escalating transition risks	• Rapid transitions including rising average temperatures, changes in climate policy, evolving technologies, growing social awareness, and intensifying market competition	• More stringent global carbon regulations • Increasing customer demand for ESG practices • Growing pressure to strategically transition from existing operations to sustainable logistics	• Rising GHG emissions from fossil fuel–based transportation, resulting in a decline in industrial reputation	• Rising operational costs derived from tightened carbon regulations • Intensified pressure to shift toward greener modes of transportation • Growing risk of customer churn due to insufficient sustainable logistics capabilities • Increased emissions negatively impacting ESG assessments and adding fundraising burdens • Damaged reputation as a global logistics hub, limiting investment opportunities	• Net-zero strategies based on climate transition scenarios

CLIMATE ACTION (TCFD)

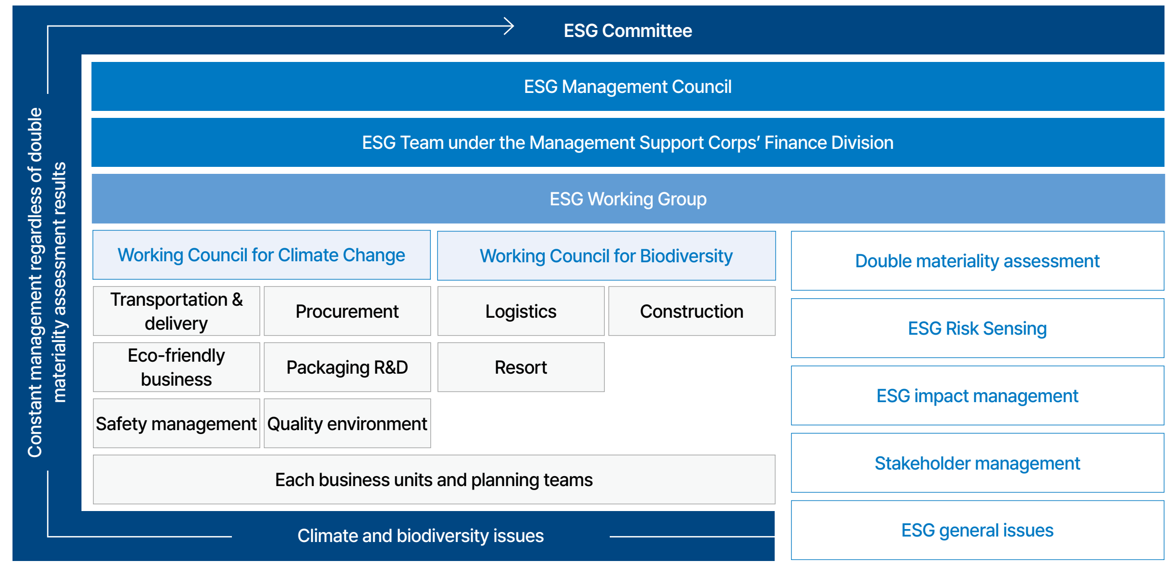
GOVERNANCE

To enable integrated management of diverse ESG issues, including climate change and biodiversity, an ESG Committee was established under the Board in May 2021, laying the foundation for a high-level ESG decision-making system. This was followed by the formulation of the Environmental Management Policy in 2023. The committee consists of two internal directors and four external directors, assuming broad responsibilities for key environmental matters such as climate action and biodiversity preservation, along with other ESG-related topics. The CEO plays an overarching role in regularly monitoring ESG strategies and reviewing their progress, particularly in climate and biodiversity initiatives. The ESG Management Council is responsible for monitoring the implementation of climate change and biodiversity-related initiatives across units, based on relevant KPIs. It also examines outcomes from key on-site activities, including carbon emission management and public-private resource circulation projects. The ESG Team under the Finance Division within the Management Support Corps, handles day-to-day responsibilities for company-wide climate action. Through the ESG Working Group, the team identifies climate-related issues and formulates appropriate countermeasures. It also leads biodiversity protection efforts, such as preserving ecosystems and creating habitats for native flora and fauna. In 2024, the ESG Committee discussed key agenda items, including the implementation of the climate action roadmap, carbon emissions performance, and the outcomes of a public-private resource circulation logistics project. Based on these findings, we laid the foundation for sustainable growth and strengthened our ESG management system to fulfill social responsibilities. Furthermore, "execution capabilities for net-zero and a reinforced management system" were added to the ESG Division's KPIs[1] for 2024. These KPIs are linked to performance evaluations and compensation for some C-level executives and employees in managerial positions.

In the coming years, we will define climate change and biodiversity within an integrated framework of "Climate & Biodiversity." Under the ESG Working Group, we will separately operate the Working Council for Climate Change and the Working Council for Biodiversity to ensure more specialized, issue-specific responses. This dual structure will not only enhance professional focus on each topic but also strengthen our capacity for integrated management. Building on this, we will establish an information disclosure system aligned with TCFD (Taskforce on Climate-related Financial Disclosures) and TNFD (Taskforce on Nature-related Financial Disclosures) guidelines, while solidifying our organizational foundation and ensure that critical ESG issues, regardless of double materiality. are strategically prioritized and continuously addressed.

1) ESG-related roles were integrated under the Finance Division following the 2024 organizational restructuring; however, the KPIs were applied based on the standards of the former ESG Division prior to the integration.

Organizational Structure for Climate Change and Biodiversity Oversight



Climate & Biodiversity-related Agenda Items Discussed at 2024 ESG Committee

Date of convocation	Agenda item	Details	pproval status	Attendance rate
Mar. 7, 2024	Approval of the 2023 ESG assessment results and related improvement measures	Remedial measures recommended by domestic and international EAG rating agencies in the environmental sector, and their progress	Passed	100%
Mar. 7, 2024	2023 performance and approval of the 2024 business plans	Carbon mitigation activities and strategies to scale up resource circulation	Passed	100%
Dec. 19, 2024	Report on 2024 GHG emissions and outcomes of the resource circulation business	2024 GHG emissions, reduction measures, and performance of the 2024 resource circulation business	Reported	100%

CLIMATE ACTION (TCFD)

Response Strategy

Climate-related Risks and Opportunities

CJ Logistics has identified and assessed climate-related risks that may affect its business operations, following the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). These risks are divided into physical risks, such as flooding, heat waves, and rising temperatures, and transition risks that could arise from the shift to a low-carbon economy, including policy and legal changes as well as challenges related to technology. The potential impact of these risks has been analyzed across our business sites in Korea, the United States, Vietnam, India, and Malaysia.

Impact on Assets and Value Chains (Physical Risks)

Physical risks stem from changes in the climate system, including rising average temperatures, shifting precipitation patterns, more frequent extreme weather events, and sea level rise. These risks directly affect the stability of logistics infrastructure operations and disrupt supply chain connectivity. In particular, the combined occurrence of long-term climate change and short-term natural disasters has a structural impact on the entire business, leading to reduced functionality of logistics hubs, transportation delays, and facility damage.

1) Identifying Physical Risks by Business Area

CL Business

Physical risks driven by climate change pose major threats to logistics bases and the stability of transportation network operations in the CL business. In particular, the rising frequency and intensity of extreme weather events, such as heat waves, heavy rainfall, and typhoons, have significantly increased the likelihood of warehouse and vehicle operation disruptions, instability in product storage environments, and heightened safety risks for workers. In response, the CL business must develop climate-resilient infrastructure, establish supply chain countermeasures to prepare for natural disasters, and strengthen its climate risk monitoring systems.

Parcel Services

The Parcel Service Unit is directly affected by short-term physical risks such as heavy rainfall, road flooding, and heat waves, given the nature of its operations, which rely on a high-density delivery system within urban areas. Particularly concerning are risks including flooding of urban logistics hubs, restrictions on transport vehicle operations, and last-mile delivery delays, all of which can degrade service quality and increase operational costs. In response, we have enhanced our risk preparedness by assessing areas prone to natural disasters in advance, upgrading climate-resilient infrastructure, and establishing a weather-data–based flexible transportation operation system.

Global Business

The Global Business Unit is required to diversify its response strategies for physical climate risks, as the impact of climate change varies by region. In the case of marine transport, the growing frequency of typhoons and abnormal sea route weather has increased the risk of transportation delays and port closures. Similarly, air transport faces a rising number of flight delays and route changes caused by deteriorating weather conditions. In response, we have conducted climate risk scenario analyses across our global bases and strengthened supply chain resilience by securing alternative transportation routes and maintaining close communication with our partners.

Construction

In the construction sector, direct physical risks from climate change are increasingly prevalent, as natural disasters, such as scorching heat and heavy precipitation, occur regularly. These hazards result in delays to construction schedules, heightened worker safety risks, and deterioration in material quality. Notably, climate change has also altered customer usage patterns, while rising sea levels have introduced environmental challenges particularly to resort operations, over the mid to long term. In response, CJ Logistics has integrated climate resilience measures from the initial design stage and advanced its weather risk forecasting and response systems across both construction and operation phases.

2) Implications of Physical Risks

To efficiently respond to physical climate risks, CJ Logistics has categorized its assets into transportation assets and fixed assets for type-specific analysis. Using this classification, we identified key impact factors and risk exposure elements across business units, including CL, parcel services, global forwarding, and construction, in a structured manner. Based on assessments of potential financial implications associated with asset damage under various climate scenarios, we have prioritized countermeasures focused on ensuring infrastructure operational stability and securing supply chain continuity. This has enabled us to sharpen and refine our resilience strategies.

Climate-related Physical Risks

	CL Business	Parcel Services	Global Business	Construction	
Transportation assets	Acute and chronic risks, such as floods, heat waves, and cold waves	Floods, heat waves, and fires	Cold waves, heat waves, and flooding of port infrastructure	Heat waves and cold waves	Key impact factor
	Mid-term				
	Flooding of delivery and transport vehicles, mechanical failures, transportation delays, and engine overheating	Flooding of last-mile delivery vehicles, physical damage, overheating, and flooding of regional logistics bases	Delays at international transit hubs, and inadequate responses to heat waves and cold waves at destination points	Construction equipment overheating and freezing damage, along with flooding of transportation vehicles	Key exposure elements
Fixed assets	Floods, fires, and heat waves	Fires and floods	Fires and cold waves	Heat waves, cold waves, and fires	Key exposure elements
	Mid-to long-term				
	Flooding and fires at large-scale automation centers, along with power supply disruptions	Flooding at small-scale hubs and bases, and decreased accessibility	Disruption of overseas ports and logistics facilities, and interruptions to power supply	Delays in new construction processes and deformation of materials	Prioritization

CLIMATE ACTION (TCFD)

RESPONSE STRATEGY

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Identification of Climate-related risks (Transition Risks)

Climate-related transition risks arise from rapid changes such as rising average temperatures, evolving policies and laws, technological advancements, increased social awareness, and intensified market competition. In particular, globally tightened carbon regulations, growing customer demand for ESG practices, and rising expectations for sustainable logistics are exerting pressure on strategic shifts from traditional operations. In response, we evaluate the scale, likelihood, characteristics, and time horizons of these risks to assess potential financial impacts. We also identify projected climate-related threats that could affect the company's outlook in a rational manner.

1) Identifying Transition Risks by Business Area

CL Business

As part of the transition to a low-carbon economy aimed at combating climate change, the CL business faces increasing pressure to adopt eco-friendly modes of transportation and comply with carbon emissions regulations. In particular, the W&D segment is required to shift toward low-emission transportation alternatives, prompting a strategic move from fossil fuel–based systems to greener logistics solutions. Meanwhile, the P&D segment is experiencing rising demand for technologies that improve energy efficiency in port and warehouse operations. These shifts are driving up operational costs and accelerating the transition toward models that align with customers' growing ESG expectations.

Parcel Services

Carbon reduction and the establishment of eco-friendly logistics systems have become a core aspect of climate action, driven by evolving policies and technological advancements in the parcel service sector. In operating large-scale logistics hubs and automation equipment, a transition from high energy consumption to efficient usage is now essential. Achieving this requires investment in relevant technology development and optimization of operational practices. Moreover, intensified market competition in e-commerce, combined with growing customer demand for environmentally friendly logistics, has accelerated the need for strategic transformation toward sustainable delivery services.

Global Business

The Global Business Unit is subject to a wide range of international regulations related to climate action. Both overseas operations and forwarding services require strategic shifts to support low-carbon transportation and improved energy efficiency. In particular, sea and air forwarding services must undergo technological and operational transformations to comply with global carbon emissions standards, which could drive up operational costs of logistics services. Additionally, to keep pace with market shifts fueled by global e-commerce expansion, transitioning to a sustainability-conscious logistics model is expected to be a key driver of future business competitiveness.

Construction

The Construction Business Unit is facing growing demand for sustainable building practices, including stricter environmental regulations and the promotion of eco-friendly construction materials. In response, a shift from conventional methods to energy-efficient and environmentally conscious design and construction is essential, serving as a core driver of enhanced competitiveness. In the resort business, distinctive strategies that prioritize carbon reduction and green policies have come to the fore.

2) Implications of Climate-related Transition Risks

The time horizons for climate impact are defined as follows: short-term refers to within one year, mid-term spans from one year to less than five years, and long-term extends beyond five years. The implications of identified climate-related risks are outlined below.

Climate-related Transition Risks

	CL Business	Parcel Services	Global Business	Construction	
Transportation assets	Increasingly stringent carbon emissions regulations and mounting pressure to adopt green transportation modes	Expansion of electric vehicles (EVs), particularly for parcel delivery operations	Tightened international carbon regulations and rising demand for low-emission transportation	Stricter eco-friendliness standards from contract clients, regarding carbon emissions in construction material delivery (especially in public projects)	Key impact factor
	Short- to mid-term				Prioritization
	Adoption of low-carbon transportation modes and establishment of transportation efficiency strategies	Expansion of EVs and eco-friendly delivery systems, along with optimization of last-mile operations	Development of low-emission transport routes and formulation of countermeasures in response to global regulations	Implementation of transportation systems for eco-friendly materials and mitigation of carbon emissions throughout the logistics process	
Fixed assets	Escalating energy consumption at logistics centers and increased power usage from automation equipment	Rising energy use at parcel hubs and higher electricity consumption by automation systems	Growing energy use at international logistics centers alongside increased electricity demand for automated operations	Increasing energy consumption at construction sites, and carbon emissions from construction materials	Key impact factor
	Short- to mid-term				
	Adoption of energy-efficient equipment and expanded use of green energy	Adoption of energy-efficient equipment and expanded use of green energy	Adoption of energy-efficient equipment and expanded use of green energy	Adoption of energy-efficient equipment and increased use of eco-friendly materials	Prioritization

CLIMATE ACTION (TCFD)

Response Strategy

Physical Risk Countermeasures for Climate Adaptation

In response to physical risks, CJ Logistics has conducted a quantitative analysis of potential damage to its tangible assets from various natural disasters (floods, heat waves, fires, and cold waves), using the IPCC's Fifth Assessment Report (AR5) Representative Concentration Pathways (RCP) scenarios of 2°C (RCP2.6) and 4°C (RCP8.5) temperature rise. Based on the findings, we have calculated the associated costs of preemptive measures, thereby indirectly estimating their financial implications.

The results of scenario analysis have been incorporated into our risk countermeasures and infrastructure investment strategies across business units. This integration has helped minimize the risks of operational disruptions and enabled structural refinement, thereby enhancing overall resilience. To prepare for growing climate system volatility, we are strengthening our integrated climate risk management system and proactively addressing physical risks, laying the foundation for a sustainable logistics network.

CL Business

Our contract logistics (CL) business involves a high proportion of fixed assets, including large-scale logistics bases and warehouses, which are structurally exposed to physical risks caused by extreme weather events. In response, we have set up the climate resilience of our infrastructure by integrating climate-adaptive design into new facilities and enhancing cooling, ventilation, and waterproofing systems. Additionally, we have developed climate risk response manuals and supply chain recovery scenarios to ensure business continuity in the event of disasters such as heatwaves and heavy rainfall.

Parcel Services

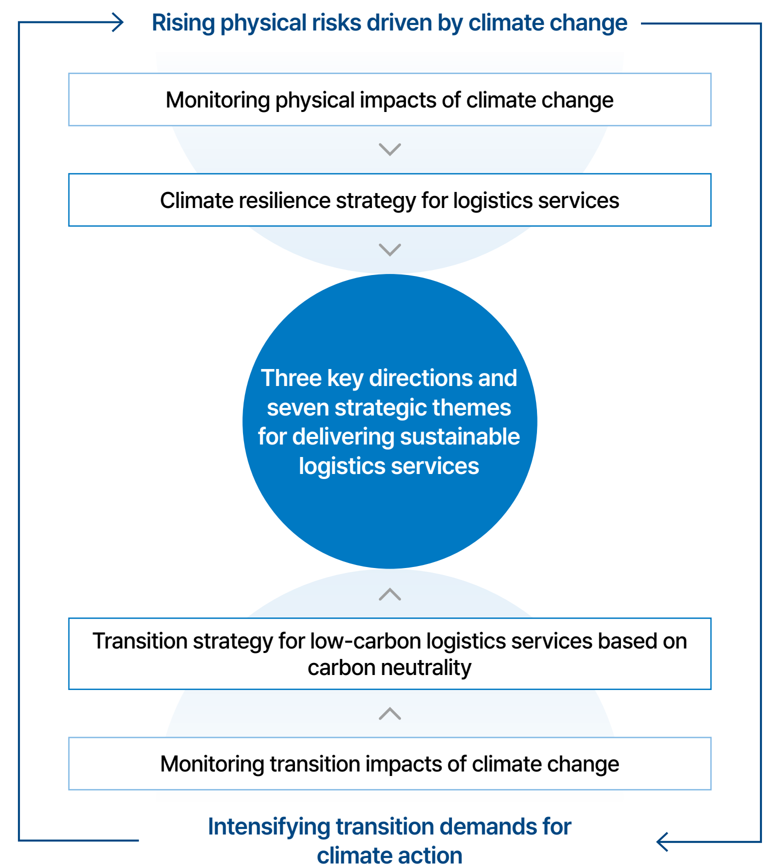
Given the nature of high-density urban delivery operations, our parcel services business is directly affected by short-term weather-related events. Flooded roads and vehicle breakdowns owing to extreme heat can lead to delivery delays and increased operating costs. With an aim to mitigate these risks, we conduct pre-assessments of flood-prone areas, operate a flexible delivery system based on weather forecasts, and restructure our last-mile network to enhance climate adaptation, securing service continuity and maintaining customer trust.

Global Business

Operating multimodal transportation networks, including sea, air, and rail, our global forwarding business is exposed to a wide range of climate risks across different countries. In particular, maritime transport faces ongoing risks of port shutdowns due to typhoons and abnormal weather patterns along shipping routes. In order to step up supply chain resilience, we analyze climate risk scenarios by country and base, secure alternative transport routes, and reinforce real-time communication systems with local partners. In addition, we are advancing our climate risk monitoring framework to meet global standards.

Construction

Our construction business, which oversees large-scale projects such as resort and logistics center development, is directly exposed to physical climate risks such as heatwaves and heavy rainfall. In response, we incorporate climate resilience into structural design and material selection from the planning stage. During the construction phase, we carry out climate-adaptive strategies by adjusting schedules based on weather forecasts, reinforcing worker safety protocols, and applying scenario-based responses to adverse weather conditions throughout the entire process.



CLIMATE ACTION (TCFD)

Response Strategy

Carbon Neutral Logistics Transition Strategy for Climate Action

Amid intensifying global discussions to achieve the 1.5°C climate target, CJ Logistics has been setting a strategic response system based on science-based transition scenarios to address growing uncertainty and volatility across carbon regulations, green technology development, market demand shifts, and rising societal expectations. In particular, we reference internationally recognized 1.5°C scenarios, such as the IEA Net Zero 2050 and IPCC SSP1-1.9 to identify both transition risks and emerging opportunities that may affect our logistics infrastructure and transport business models, followed by integrating these insights into our overarching business strategies. With the objective of achieving our long-term goal of carbon neutrality, we are implementing a three-phase strategy that spans our entire logistics value chain; the introduction of low-emission vehicles, the construction of energy-efficient logistics infrastructure, and the global expansion of low-carbon logistics services. Financial impacts of transition risks are currently considered indirectly, with plans to conduct quantitative analysis in the future. Taking into account the asset structure and risk exposure of each business, we are building a structured GHG mitigation strategy that manages both transport and fixed assets in an integrated manner. Through this, we are laying a foundation for enterprise-wide carbon neutrality.

1. Green Logistics	2. Creating a Low-carbon Logistics Ecosystem	3. Driving New Growth through Low-carbon Logistics Services
Transition to Eco-friendly Transportation	**Expanding Low-carbon Logistics Infrastructure**	**Expanding Global Low-carbon Logistics Services**
As Parcel Services constitutes a core part of CJ Logistics' overall delivery network, expanding the use of EVs and eco-friendly delivery systems is one of our top strategic priorities. Through our commitment to the K-EV100 initiative, we are gradually transitioning to electric and hydrogen-powered freight vehicles. We are also developing and adopting purpose-built vehicles (PBVs) and conducting pilot operations with hydrogen trucks, thereby significantly reducing carbon emissions in last-mile delivery. In parallel, we are utilizing digital logistics solutions and AI-based route optimization technologies to raise operational efficiency and address transition-related risks.	We address transition risks in our contract logistics (CL) operations by prioritizing fixed asset-based logistics infrastructure, including distribution centers and fulfillment bases. Our effort includes maximizing energy efficiency through the adoption of smart construction technologies, high-efficiency HVAC and lighting systems, and the implementation of energy management systems (EMS). We are also structurally mitigating carbon emissions by increasing the share of renewable energy sources, including solar power. For new logistics facilities, we apply a "net-zero logistics center" strategy from the design stage, incorporating carbon neutrality considerations into every aspect of development.	We provide multimodal logistics services in our global forwarding operations, leveraging diverse modes of transport including air, sea, rail, and road. Given our involvement in hard-to-abate sectors such as aviation and shipping, our business structure is highly sensitive to changes in international environmental regulations. With an aim to address transition risks systematically, we are proactively responding to evolving standards set by international organizations such as the International Maritime Organization (IMO) and the International Civil Aviation Organization (ICAO). Our efforts include developing low-carbon transport routes in response to decarbonization demands from multinational clients, and establishing a full-cycle carbon emission data management system based on Scope 3 emissions. By developing eco-friendly multimodal transport models tailored to customer needs, we are sharpening our competitive edge and reinforcing our role as a partner supporting the global transition to low-carbon supply chains.

CLIMATE ACTION (TCFD)

RESPONSE STRATEGY

CLIMATE RESILIENCE ASSESSMENT (PHYSICAL RISKS)

Identifying Physical Risks through Scenario Analysis

In 2024, CJ Logistics conducted a scenario analysis based on the Climate Impact Explorer database developed by Climate Analytics. This database incorporates the latest scientific data from the IPCC and international climate modeling programs such as the Coupled Climate Model Intercomparison Project (CMIP) and the Inter-Sectoral Impact Model Intercomparison Project (ISIMIP). It enables precise projections of key physical risks, including heatwaves, floods, and typhoons, at national and regional levels under various temperature rise scenarios (e.g., 2°C, 4°C). Focusing on the United States and Korea, we assessed physical risks across key regions such as Illinois, Pennsylvania, California, and Georgia in the U.S., as well as Gyeonggi, South Chungcheong, South Jeolla, and North Gyeongsang in Korea. In order to inform climate-resilient infrastructure investments and operational strategies, we leverage scenario data from Climate Analytics, which offers scientific credibility and global comparability.

We selected and analyzed 11 key physical risk indicators from among about 40 climate-related variables offered by Climate Analytics, including acute physical risks, chronic physical risks, freshwater, and labour productivity. These indicators were chosen based on their direct impact on the operational stability of logistics infrastructure and supply chain connectivity. In particular, indicators such as land fraction annually exposed to river floods, annual maximum river flood depth, land fraction annually exposed to heatwaves, and land fraction annually exposed to wildfires were selected to systematically assess acute risks such as flooding, heatwaves, and wildfires at logistics bases. In addition, we considered a range of chronic physical risks and long-term environmental variables, including extreme rainfall (5-day), daily maximum / minimum air temperature, mean air temperature, snowfall, wind speed, surface runoff, and labor productivity due to heat stress, to evaluate evolving climate conditions and their impact on the working environment. Using these indicators, we conducted a scientifically robust and globally comparable assessment of physical risks across key locations in Illinois, Pennsylvania, California, and Georgia in the United States, and Gyeonggi, South Chungcheong, South Jeolla, and North Gyeongsang provinces in Korea. The findings are actively reflected in our infrastructure investment and operational strategies to enhance climate resilience.

Category	Element	Rationale for selection
Acute physical risks	Land fraction annually exposed to river floods	Identifying the flood exposure level of specific logistics site locations
	Annual maximum river flood depth	Analyzing the severity of flood damage, including flood depth and risks to underground facilities
	Land fraction annually exposed to heatwaves	Assessing heatwave exposure risks for logistics centers and transport workers
	Land fraction annually exposed to wildfires	Assessing wildfire risks at logistics bases in the U.S., particularly in California
Chronic physical risks	Extreme rainfall (5-day)	Analyzing the risk of road flooding and logistics base damage due to heavy rainfall
	Daily maximum air temperature	Assessing peak temperature trends to evaluate increased cooling demand and heat stress impacts
	Daily minimum air temperature	Tracking long-term changes in average temperature to assess the intensity and frequency of cold spells
	Mean air temperature	Analyzing long-term warming trends to project changes in energy demand and infrastructure operating costs
	Snowfall	Evaluating the risk of heavy snowfall and road closures in winter, which may reduce accessibility to logistics bases
	Wind speed	Analyzing changes in average wind speed to indirectly assess strong wind risks and reference structural durability
	Surface runoff	Projecting additional surface water runoff from precipitation to additionally evaluate flooding risk at logistics bases
	Labour productivity due to heat stress	Assessing reductions in worker productivity due to heat stress, with implications for operating costs and workforce planning

CLIMATE ACTION (TCFD)

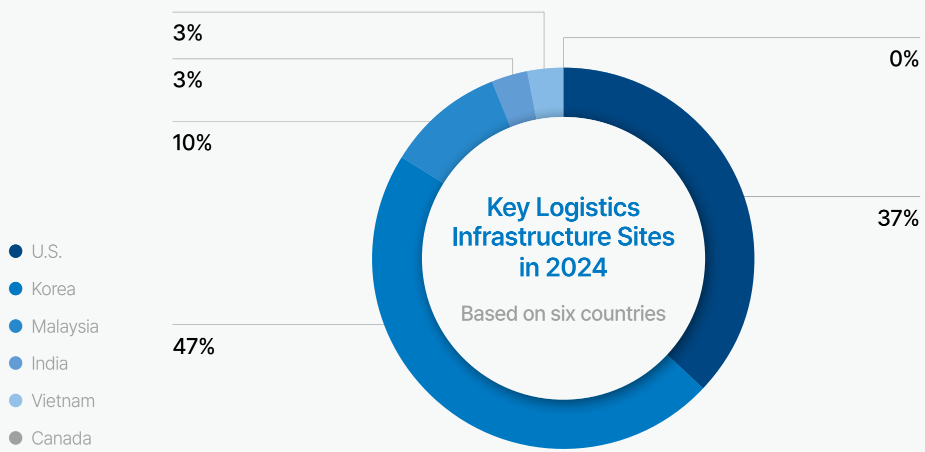
RESPONSE STRATEGY

CLIMATE RESILIENCE ASSESSMENT (PHYSICAL RISKS)

Assets Exposed to Physical Climate Risks

With the acceleration of climate change, the logistics service industry faces rising uncertainties related to both acute and chronic physical climate factors. As a result, climate resilience has emerged as a key strategic priority for ensuring stable logistics operations. In particular, the growing frequency and intensity of natural disasters such as wildfires have amplified existing physical risks posed by climate change. We operate about 668.42 hectares of total logistics infrastructure floor area based on the reporting boundary defined in our FY2024 sustainability report, and we systematically assess and manage physical climate risks by considering the function of each asset and the regional characteristics of its location. Our major logistics hubs span six countries, with a strategic focus on the United States and Korea. Notably, 27% of our global logistics infrastructure is concentrated in four U.S. states, including Illinois, Pennsylvania, California, and Georgia. In Korea, about 46.81% of our infrastructure is located domestically, with approximately 85% of it concentrated in seven key regions, including Gyeonggi, South Chungcheong, South Jeolla, North Gyeongsang, Incheon, Seoul, and Busan. Through precise assessments of regional infrastructure distribution and climate exposure, we are advancing our strategic framework to strengthen resilience to climate change. Through this approach, we sharpen our ability to proactively respond to physical climate risks and are embedding climate resilience as a core element of our long-term business competitive edge.

We own, lease, and operate logistics assets at major global hubs, including mega hubs, logistics terminals, warehouses, and port facilities. As of 2024, we manage logistics infrastructure sites equivalent to about ten times the size of Yeouido area. Our key logistics assets are concentrated in the United States and Korea, with operations spanning six countries in total.



• CJ Logistics - U.S. (by site area)

Around 72% of our logistics infrastructure in the United States is concentrated in four key states; Illinois, Pennsylvania, California, and Georgia. The combined site area of infrastructure located in these four states accounts for 27% of our global logistics infrastructure footprint.

Illinois	20%	Texas	7%	North Carolina	3%	Tennessee	0%
California	19%	Virginia	5%	Arizona	2%	Ontario	0%
Pennsylvania	18%	Ohio	4%	New Jersey	2%		
Georgia	16%	Florida	3%	Kansas	1%		

• CJ Logistics - Korea (by site area)

In Korea, about 10% of our logistics infrastructure is exposed to climate risks based on site area. Among this, about 85% is concentrated in seven regions; Gyeonggi, South Chungcheong, South Jeolla, North Gyeongsang, Incheon, Seoul, and Busan.

Gyeonggi Province	50%	South Jeolla Province	5%	South Gyeongsang Province	2%	Gwangju	1%
South Chungcheong Province	12%	Seoul	3%	North Jeolla Province	2%	Daegu	1%
Incheon	7%	Busan	3%	Daejeon	2%	Gangwon Province	1%
North Gyeongsang Province	5%	North Chungcheong Province	2%	Ulsan	1%	Jeju Special Self-Governing Province	1%

CLIMATE ACTION (TCFD)

RESPONSE STRATEGY

CLIMATE RESILIENCE ASSESSMENT (PHYSICAL RISKS)

Climate Risk Assessment by Key U.S. States

In order to advance climate risk management not only domestically but also overseas, we prioritized a physical risk assessment in the United States, where our overseas subsidiaries have the highest concentration of logistics infrastructure exposure. For this purpose, we referred to the "National Risk Index" developed by the Federal Emergency Management Agency (FEMA) and the "Climate Hazard Risk Database" from the National Oceanic and Atmospheric Administration (NOAA). These sources enabled a region-by-region assessment of climate-related hazards, allowing us to prioritize risks that directly impact the operational stability of logistics infrastructure. Our analysis showed that Illinois faces Illinois is highly exposed to Winter Strom, Strong Wind, and Cold Wave events. In Pennsylvania, Flooding and Winter Storm are the most significant hazards. California shows elevated risk levels for Wildfire and Drought, while Georgia faces high exposure to Tropical Cyclone and Strong Wind events. Based on these insights, we estimated and analyzed hazard intensity trends using scenario-based climate data from Climate Analytics, and we are incorporating these results into resilience strategies and infrastructure planning for each key region.

Illinois - Key Climate Risks

- Total Risk Index: 94% of the U.S. average (slightly below average)
- Cold Wave: 107%
- Strong Wind: 114%
- Winter Storm: 104%

Pennsylvania - Key Climate Risks

- Total Risk Index: 85% of the U.S. average (somewhat below average)
- Flooding: 127%
- Winter Storm: 102%

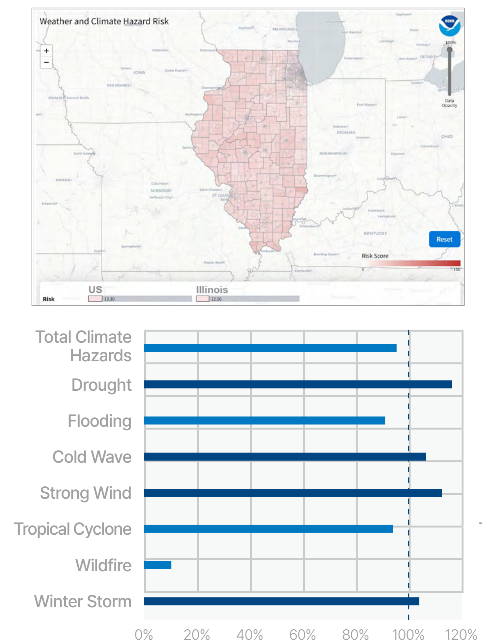
California - Key Climate Risks

- Total Risk Index: 197% of the U.S. average (very high)
- Wildfire: 456%
- Flooding: 155%

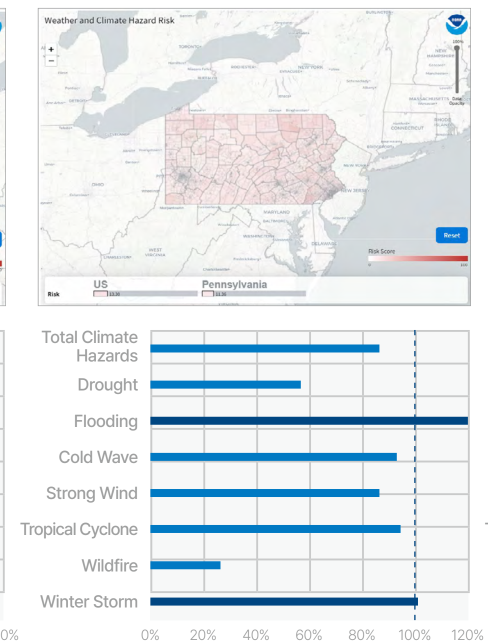
Georgia - Key Climate Risks

- Total Risk Index: 84% of the U.S. average (low)
- Strong Wind: 102%
- Tropical Cyclone: 145%

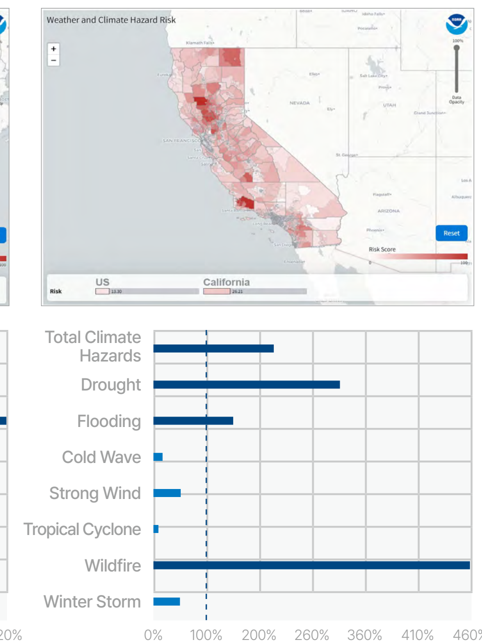
Illinois - Key Climate Risks



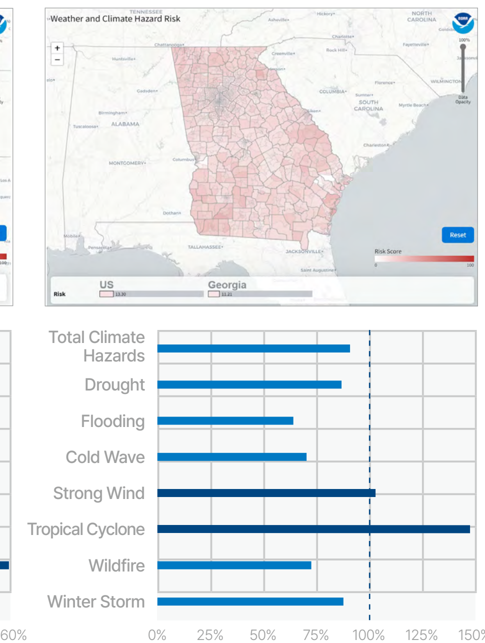
Pennsylvania - Key Climate Risks



California - Key Climate Risks



Georgia - Key Climate Risks



CLIMATE ACTION (TCFD)

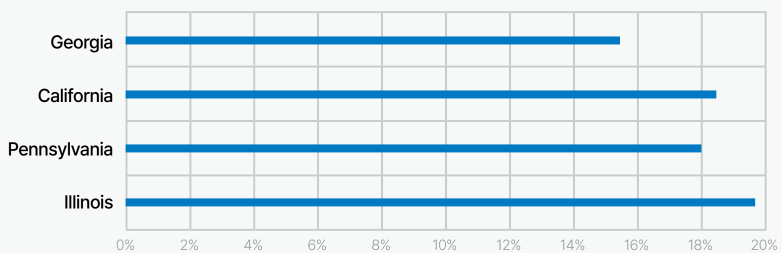
Response Strategy

Climate Resilience Assessment (Physical Risks)

Scenario-based Physical Risk Assessment Results of the U.S. Regions

Global logistics infrastructure located in Illinois, Pennsylvania, California, and Georgia, which together account for about 72% of our U.S. assets, is projected to face a 2.2-fold increase in physical climate risks by 2025. In particular, logistics assets in California are found to be highly exposed to wildfires and flooding, highlighting the need for proactive risk mitigation measures.

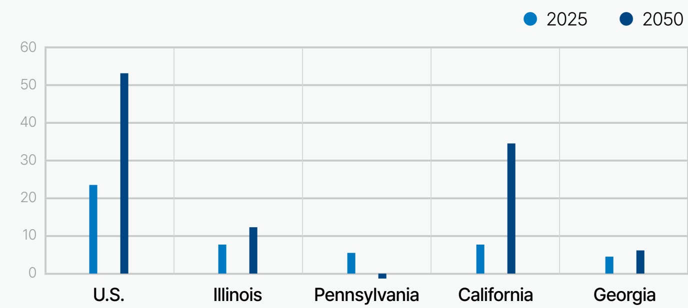
Analysis of Asset Exposure to Climate Risks



Projected Changes in Physical Climate Risk Drivers under the RCP8.5 Scenario

Region	Cold Wave	Winter Storm	Strong Wind	Tropical Cyclone	Flooding	Wildfire
Illinois	-17%	-	143%	-	-	-
Pennsylvania	-	-163%	-	-	-51%	-
California	-	-	-	-	195%	391%
Georgia	-	-	27%	184%	-	-

Climate Risks by the U.S. Regions



Region	2025	2050
U.S.	23	52
Illinois	7	12
Pennsylvania	5	-1
California	8	34
Georgia	4	6

NOAA-based Assessment of Physical Climate Risks by Asset Location and Climate Hazard

Region	Cold Wave	Winter Storm	Strong Wind	Tropical Cyclone	Flooding	Wildfire
Illinois	16.82	-	19.44	-	-	-
Pennsylvania	-	13.93	-	-	11.63	-
California	-	-	-	-	14.18	28.74
Georgia	-	-	17.38	6.31	-	-

Projections of Physical Climate Risks by Climate Driver for 2050

Region	Cold Wave	Winter Storm	Strong Wind	Tropical Cyclone	Flooding	Wildfire
Illinois	13.95	-	47.3	-	-	-
Pennsylvania	-	>0[1]	-	-	5.72	-
California	-	-	-	-	41.8	141.14
Georgia	-	-	22.6	17.91	-	-

1) Based on the scenario analysis, a decreasing trend in snowfall was identified over the analysis period, suggesting that the physical risk associated with winter storms is expected to decline. However, it was deemed inappropriate to eliminate the risk entirely. Therefore, the impact value was estimated to remain above zero.

CLIMATE ACTION (TCFD)

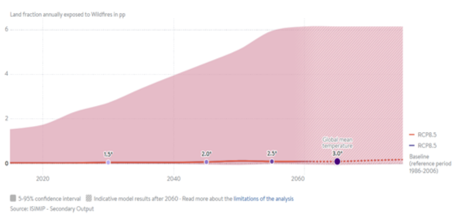
RESPONSE STRATEGY

CLIMATE RESILIENCE ASSESSMENT (PHYSICAL RISKS)

1) Volatility Analysis of Physical Risks in California

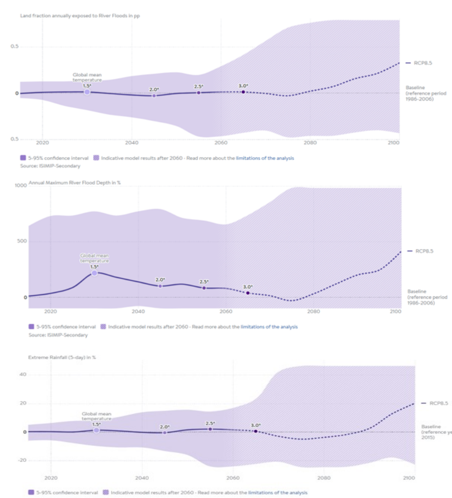
The overall physical risk index for California State stands at about 197% of the U.S. average, indicating an exceptionally high risk level, with wildfires (456%) and floods (155%) emerging as the most significant concerns. Currently, the wildfire risk index is estimated at 28.74. Under the RCP8.5 scenario, which assumes a global temperature increase of approximately 2.1°C by 2050, combined with a fourfold increase in wildfire exposure, the risk index is projected to rise to around 141.4, an increase of approximately 391% from current levels. The flood risk index is currently assessed at 14.18. Considering a 10% increase in extreme precipitation intensity under the RCP8.5 scenario, along with increases in the land fraction exposed to flooding, maximum flood depth, and the number of extreme rainfall days over five-day periods, the index is expected to grow by approximately 195% to 41.8. Accordingly, we are actively stepping up the resilience of our key infrastructure against wildfire and flood risks and advancing a comprehensive response strategy that incorporates climate change scenarios.

The wildfire risk in California is currently assessed at 28.74. Under the RCP8.5 scenario, which projects a global average temperature rise of approximately 1.4°C by 2050 and a nearly fourfold increase in wildfire exposure, this risk is expected to rise to around 141.4, about 391% higher than the current level.



Current wildfire risk (based on NOAA)	28.74
Projected temperature rise by 2025 (RCP8.5 median)	Approx. 2.1°C
Estimated increase in wildfire exposure	Approx. 391% increase
Projected wildfire risk in 2050	Approx. 141.14

The flood risk in California is assessed at 14.18. Based on the RCP8.5 scenario, which projects a global average temperature rise of approximately 2.1°C by 2050 and an estimated 10% increase in the intensity of extreme rainfall, the flood risk is expected to increase by about 195% by 2050. This projection takes into account changes in the land fraction exposed to flooding, maximum flood depth, and the frequency of extreme rainfall events lasting five days or more. The projected flood risk in 2050 is about 41.8.



Current flood risk (based on NOAA)	14.18
Projected temperature rise by 2050 (RCP8.5 median)	Approx. 2.1°C
Change in land fraction exposed to floods	Approx. 127% decrease
Change in flood depth	Approx. 38% increase
Change in extreme rainfall days (five consecutive days or more)	Approx. 673% increase
Projected flood risk in 2050	Approx. 41.8

CLIMATE ACTION (TCFD)

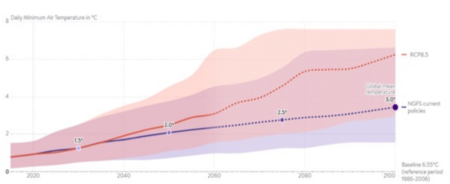
Response Strategy

Climate Resilience Assessment (Physical Risks)

2) Volatility Analysis of Physical Risks in Illinois

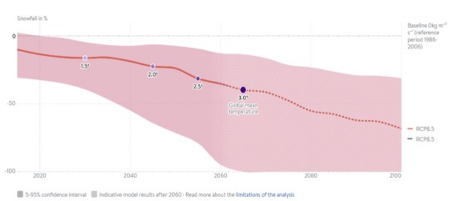
The overall physical risk index for Illinois State is approximately 94% of the U.S. average, with relatively high levels of risk for cold waves (107%), strong winds (114%), and winter storms (104%). Analysis shows that the cold wave risk is expected to decrease by about 58% by 2050, reaching a level of 13.95, or about 83% of the current value. Winter storm risk is also projected to decline by around 8% due to reduced snowfall. In contrast, strong wind risk is expected to increase by about 3.8 times to 47.3, primarily due to the rise in extreme rainfall events lasting five days or more. Accordingly, we are actively enhancing infrastructure resilience and upgrading operational strategies to flexibly respond to risks of snow-related disruptions and extreme wind events.

The cold wave risk in Illinois is currently assessed at 16.82. Reflecting a projected 2.1°C rise in global average temperature by 2050 under the RCP8.5 scenario and a 17% increase in daily minimum temperature, the risk is expected to decrease by approximately 58% to 13.95, which is about 83% of the current level.



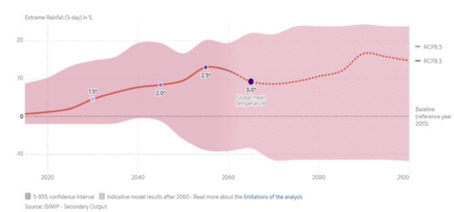
Current cold wave risk (based on NOAA)	16.82
Projected temperature rise by 2025 (RCP8.5 median)	Approx. 2.1°C
Daily minimum temperature change rate	Approx. 17% increase
Projected cold wave risk in 2050	Approx. 13.95

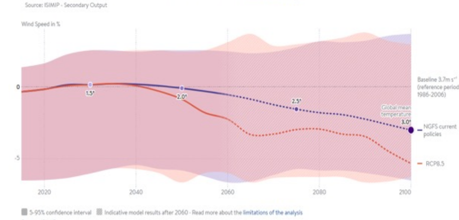
The winter storm risk in Illinois is assessed at 14.22. Under the RCP8.5 scenario, considering a projected temperature increase of approximately 2.2°C by 2050 and a decrease in snowfall by around 52%, the winter storm risk is expected to decline by 48% to approximately 6.9. Accordingly, while we continue to proactively address risks related to heavy snowfall and road closures in winter, a more flexible management strategy reflecting these evolving trends is required.



Current winter storm risk (based on NOAA)	14.22
Projected temperature rise by 2050 (RCP8.5 median)	Approx. 2.1°C
Change in snowfall	Approx. 52% decrease
Projected winter storm risk in 2050	Approx. 6.9

The strong wind risk in Illinois is currently assessed at 19.44. Under the RCP8.5 scenario, which projects a global average temperature increase of approximately 2.1°C by 2050, average wind speed is expected to decrease by 88% compared to 2025. However, the number of extreme rainfall events lasting more than five days is projected to increase by approximately 3.8 times. As a result, the strong wind risk is expected to rise significantly to around 47.3. In response, we are reinforcing infrastructure durability and operational strategies to better manage the growing risk of wind-related events.





Current strong wind risk (based on NOAA)	19.44
Projected temperature rise by 2050 (RCP8.5 median)	Approx. 2.1°C
Chage in wind speed	Approx. 88% decrease
Change in extreme rainfall days (five consecutive days or more)	Approx. 375% increase
Projected strong wind risk in 2050	Approx. 47.3

CLIMATE ACTION (TCFD)

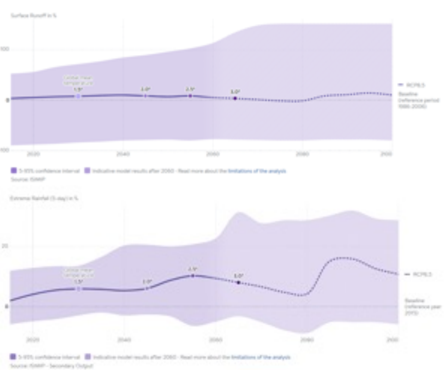
RESPONSE STRATEGY

CLIMATE RESILIENCE ASSESSMENT (PHYSICAL RISKS)

3) Volatility Analysis of Physical Risks in Georgia

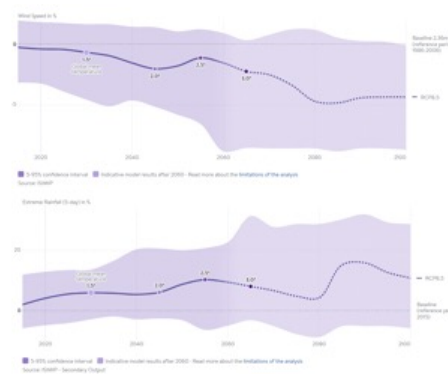
The overall physical risk index for the Georgia State stands at approximately 84% of the U.S. national average, indicating a relatively low level of risk. However, risks associated with strong winds (102%) and tropical cyclones (145%) are relatively elevated. The current strong wind risk is assessed at 17.38. Based on the RCP8.5 scenario, which assumes a projected global average temperature rise of approximately 2.1°C by 2050, combined with expected increases in surface runoff and extreme rainfall days (lasting five consecutive days or more), the risk is projected to increase by about 27%, reaching 22.06. The current tropical cyclone risk is assessed at 6.31, and considering changes in wind speed and increases in the intensity of heavy rainfall, it is projected to increase to approximately 17.91 by 2050, about 1.84 times the current level. In response, we are strengthening the resilience of our regional infrastructure to wind-driven events and typhoon-related heavy rainfall, while refining our scenario-based physical risk management framework.

The strong wind risk in Georgia is currently assessed at 17.38. Under the RCP8.5 scenario, reflecting a projected global average temperature increase of approximately 2.1°C by 2050 along with anticipated changes in surface runoff and the frequency of extreme rainfall events lasting five or more consecutive days, the risk is expected to rise to around 22.06. This represents an increase of about 27% compared to the current level.



Current strong wind risk (based on NOAA)	17.38
Projected temperature rise by 2050 (RCP8.5 median)	Approx. 2.1°C
Chage in surface runoff	Approx. 5% decrease
Change in extreme rainfall days (five consecutive days or more)	Approx. 59% increase
Projected strong wind risk in 2050	Approx. 22.06

The tropical cyclone risk in Georgia is currently assessed at 6.31. Under the RCP8.5 scenario, considering a projected global average temperature rise of approximately 2.1°C by 2050, along with changes in wind speed and the frequency of extreme rainfall events lasting five or more consecutive days, the risk is expected to reach approximately 17.91. This corresponds to about 1.84 times the current level.



Current tropical cyclone risk (based on NOAA)	6.31
Projected temperature rise by 2050 (RCP8.5 median)	Approx. 2.1°C
Chage in wind speed	Approx. 309% increase
Change in extreme rainfall days (five consecutive days or more)	Approx. 59% increase
Projected tropical cyclone risk in 2050	Approx. 17.91

CLIMATE ACTION (TCFD)

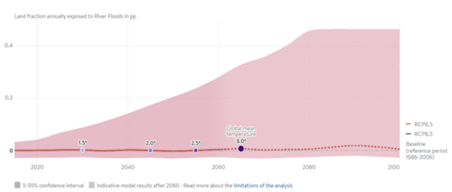
RESPONSE STRATEGY

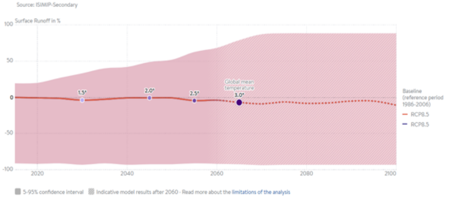
CLIMATE RESILIENCE ASSESSMENT (PHYSICAL RISKS)

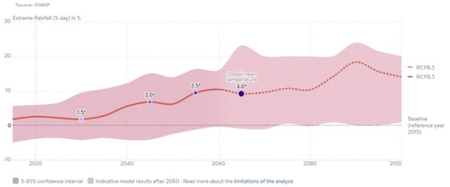
4) Volatility Analysis of Physical Risks in Pennsylvania

The overall physical risk index for Pennsylvania State stands at approximately 85% of the U.S. average, indicating a relatively low level of risk. However, risks associated with flooding (127%) and winter storms (102%) are comparatively higher. According to the analysis, despite a projected global average temperature rise of approximately 2.1°C by 2050 under the RCP8.5 scenario, a 20% decrease in land area exposed to floods, and a 59% decrease in surface runoff, the number of extreme rainfall events lasting five consecutive days is expected to increase by approximately 1.8 times. Taking all of these factors into consideration, the flooding risk is projected to decrease by about 51%, resulting in a risk level of about 5.72 by 2050. On top of that, the winter storm risk is expected to become negligible due to an anticipated 163% decrease in snowfall. In response, we continue to maintain a resilient response system for flood and snow-related events, while actively advancing our risk management strategies in line with changing climate trends.

The flood risk in Pennsylvania is currently assessed at 11.63. Under the RCP8.5 scenario, the global average temperature is projected to rise by approximately 2.1°C by 2050. Although the land area exposed to flooding and surface runoff are expected to decrease by about 20% and 59%, respectively, the number of extreme rainfall days lasting more than five consecutive days is projected to increase by about 1.8 times. As a result, the flood risk in Pennsylvania is expected to decline to about 5.72 by 2050, which is about 51% of the current level.

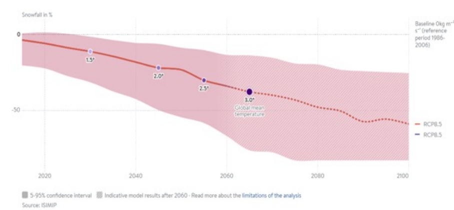






Current flood risk (based on NOAA)	11.63
Projected temperature rise by 2050 (RCP8.5 median)	Approx. 2.1°C
Change in land area exposed to flooding	Approx. 20% decrease
Change in surface runoff	Approx. 59% decrease
Change in extreme rainfall days (five consecutive days or more)	Approx. 178% increase
Projected flood risk in 2050	Approx. 5.72

The winter storm risk in Pennsylvania is currently assessed at 13.93. Under the RCP8.5 scenario, with a projected global average temperature increase of approximately 2.1°C by 2050 and an estimated 163% decrease in snowfall, the risk of severe winter storms is expected to become minimal.



Current winter storm risk (based on NOAA)	13.93
Projected temperature rise by 2050 (RCP8.5 median)	Approx. 2.1°C
Chage in snowfall	Approx. 163% decrease
Projected winter storm risk in 2050	Minimal

CLIMATE ACTION (TCFD)

RISK MANAGEMENT

CJ Logistics operates a systematic process for identifying, assessing, prioritizing, and monitoring climate-related risks and opportunities to systematically manage the impact of climate uncertainty across our business. This process is integrated into our enterprise risk management (ERM) framework and serves as a core foundation for sustainable business operations.

Impact Management

We assess transition risks under the 1.5°C and 2°C scenarios, as well as physical risks under the 4°C scenario, including sea level rise, heatwaves, flooding, and wildfires. This analysis leverages a combination of IPCC SSP and RCP scenarios, domestic and international climate projection data, national disaster safety statistics, and internal geospatial data on infrastructure assets.
With these insights, we conduct comprehensive assessments of climate-related physical risk exposure and vulnerabilities across our company-wide asset portfolio, including key logistics hubs in six countries. In particular, we closely examine the impact of transition requirements on our mid to long-term business strategy and reflect the results in our sustainable low-carbon logistics strategy aligned with our carbon neutrality goals.

Risk Definition, Assessment, Monitoring, and Reporting

In 2024, we identified the following as key climate-related risks in response to climate change and greenhouse gas (GHG) management; operational risks arising from increased transition costs due to tightening environmental regulations and evolving policy landscapes, regulatory risks stemming from higher compliance costs and growing expenses for carbon reduction prompted by legal and institutional changes, and environmental risks including resource-related environmental degradation, asset damage caused by natural disasters, rising insurance premiums, and the increasing demand from customers for eco-friendly logistics solutions.

Material issue	Risk type	Risk overview and impact
Climate action	Operational risk	• Investment costs in the course of transition phase may arise from changes in eco-friendly regulations and policies.
	Regulatory risk	• Costs may be incurred in the process of complying with evolving legal and regulatory requirements.
		• National regulations can directly drive increases in carbon reduction costs by limiting corporate greenhouse gas emissions.
	Environmental risk	• The production and processing of resources used for product packaging may lead to environmental degradation and pollution.
		• Rising sea levels and natural disasters may cause damage to corporate assets and increase associated safety and insurance costs.
		• Increasing client and consumer expectations for corporate social responsibility and environmental performance may require the provision of eco-friendly services.

Risk Management

We manage identified climate-related risks in an integrated manner through our ERM process. Each risk issue is assessed based on its likelihood and severity from short-, medium-, and long-term perspectives. For high-risk issues, we establish Key Risk Indicators (KRIs) in alignment with our internal risk management framework, the Three Lines of Defense, and regularly adjust our strategies accordingly. Assessment results are reviewed weekly by the Risk Management Council, reported to the Board at least twice a year, and subject to internal and external audits at least once annually to evaluate the effectiveness of our risk management system. Climate-related risks are currently categorized as under monitoring, and we maintain continuous surveillance and preemptive response measures.

Risk Management	Incident Management	Impact Management
Operational risk, financial risk, regulatory risk, compliance risk, supply chain risk, fraud and misconduct risk, occupational safety and health risk, environmental risk, customer relationship risk, data security risk	Potential incidents that may cause negative impacts	Impact-related issues
On-going Evaluation and Audit	Post Evaluation	Stakeholder management and double materiality assessment

CLIMATE ACTION (TCFD)

RISK MANAGEMENT

Risk Management

Likelihood

Level	Definition	Classification
1	VERY LOW	1. No occurrences in the past 5 years 2. Little to no likelihood of occurrence now or in the future
2	LOW	1. No occurrences in the past 3 years 2. Possibility of occurrence exists now or in the future
3	MEDIUM	1. Occurred within the past 3 years 2. Possibility of occurrence exists now or in the future
4	HIGH	1. Occurred within the past year 2. Possibility of occurrence exists now or in the future
5	EXTREME	1. Multiple occurrences within the past 6 months 2. High likelihood of continued occurrence

Risk Rating Calculation (Example)

Likelihood

RISK EVENT	1	2	3	4	5
1	VERY LOW	LOW	LOW	MEDIUM	MEDIUM
2	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
3	LOW	MEDIUM	MEDIUM	MEDIUM	HIGH
4	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH
5	MEDIUM	MEDIUM	MEDIUM	HIGH	EXTREME

IMPACT (Severity)

Severity

Level	Definition	Classification	Description
1	VERYLOW	General	The negative impact is minimal and manageable through internal training and communication within the department.
		Reputation	There is almost no negative effect on local public opinion, product image, or the company's brand.
		Financial Loss	Sales or profit loss is negligible.
		Regulatory Impact	Only internal corrective action or minimal preventative measures are required in response to warnings or minor notices.
		Stakeholder Impact	Issues can be resolved through communication with stakeholders.
2	LOW	General	The negative impact can be easily mitigated and managed with limited resources and effort.
		Reputation	There may be limited attention from the local public, and some negative effect on the product or company brand may occur.
		Financial Loss	Minor sales loss may arise.
		Regulatory Impact	Small fines, minor administrative measures, or operational challenges may be involved.
		Stakeholder Impact	Some restoration costs may occur in addressing stakeholder dissatisfaction.
3	MEDIUM	General	The severity of the negative impact may affect company operations or business performance.
			It requires additional management beyond standard operational control.
		Reputation	Negative attention from local public opinion may occur, with reputational damage lasting up to three months.
		Financial Loss	Sales loss may reach up to 3% below the business plan.
		Regulatory Impact	Civil, criminal, or administrative litigation may occur, potentially resulting in legal liability for personnel.
		Stakeholder Impact	Restoration costs to stakeholders may be up to KRW 20 million.
4	HIGH	General	The severity of the negative impact may affect company operations or business performance.
			It may require adjustments to the business plan and the implementation of special management measures, such as business unit restructuring.
		Reputation	Negative media coverage may arise, with effects lasting up to six months and recurring as a reputational issue.
		Financial Loss	Sales loss may reach up to 5% below the business plan.
		Regulatory Impact	Litigation may lead to penalties or business suspension, with potential for investigation.
		Stakeholder Impact	Restoration costs to stakeholders may be up to KRW 50 million.
5	EXTREME		The situation results in a critical loss of trust from all stakeholders, threatening the continuity of the company.

CLIMATE ACTION (TCFD)

METRICS AND TARGETS

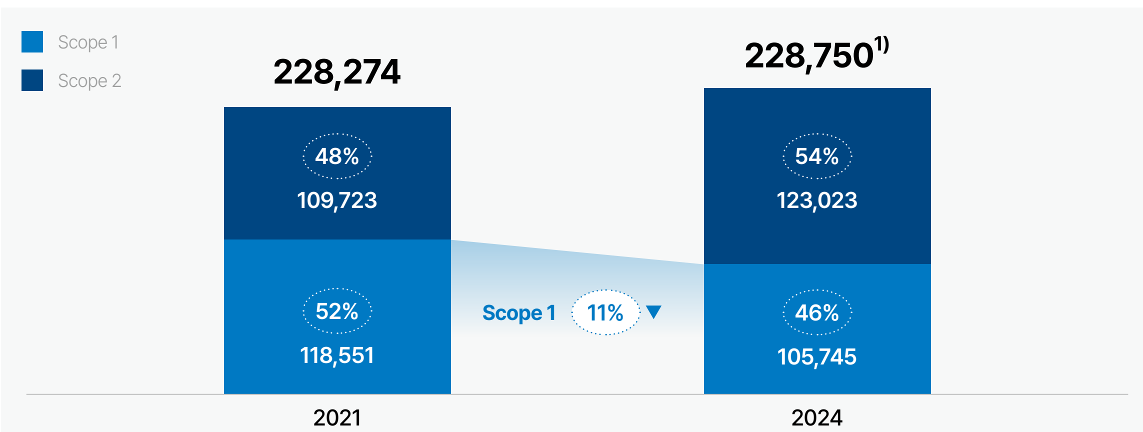
GHG EMISSIONS PERFORMANCE

Scope 1, 2

In 2024, CJ Logistics recorded about 228,750 tCO_2eq of domestic GHG emissions, slightly surpassing the target of 228,494 tCO_2eq set for the year. Scope 2 emissions totaled 123,023 tCO_2eq, accounting for 52% of the total. Scope 2 emissions include stationary source emissions from facilities and buildings, as well as mobile source emissions from transportation vehicles. While electricity consumption from EVs significantly increased more than tenfold compared to the base year due to the shift to EVs in logistics operations, total Scope 1 emissions decreased by about 11% from the base year, reaching 105,745 tCO_2eq in 2024. As we continue to implement our carbon neutrality strategy and expand low-carbon logistics services, Scope 2 emissions are expected to increase due to rising electricity demand from EVs. However, as major countries increase the share of renewable energy in electricity generation, emissions from electricity consumption are projected to decline over time.

As we continue to advance our carbon neutrality strategy and expand low-carbon logistics services, we expect an increase in Scope 2 emissions driven by higher electricity consumption from EVs. Nevertheless, with the global shift toward renewable energy, we anticipate a gradual decline in emissions associated with electricity use over time.

GHG Emissions Compared to Base Year (Unit: tCO_2eq)



1) Due to rounding down at the facility level, the sum of Scope emissions may differ slightly from the total GHG emissions.

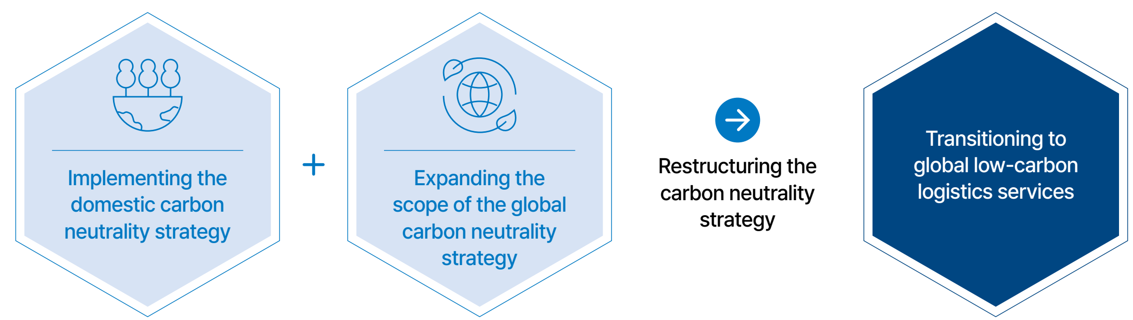
GHG intensity

We have executed our carbon neutrality strategy and delivering sustainable low-carbon logistics services in alignment with our three key directions and seven strategic themes. As a core performance indicator, we track our GHG emissions intensity relative to economic value to monitor our climate action and low-carbon transition progress across our domestic logistics, construction, and resort operations. In 2024, our GHG emissions per unit of revenue declined by approximately 6% compared to the base year. However, this reduction remains insufficient to meet our 2030 target of a 37% reduction from the BAU[1)] scenario. We continue to implement and manage our national carbon neutrality goals while expanding the scope of our global carbon neutrality strategy to support the global transition to low-carbon logistics services. In particular, we aim to extend our strategy to key international sites, such as those in India, and enhance the sophistication of our Scope 3 emissions calculation.

1) BAU (Business As Usual): A projected emissions scenario assuming no intervention through policies or actions.

GHG Intensity Compared to the Base Year (Unit: tCO_2eq / KRW 100 million)

Category	2021	2024
GHG emissions intensity (Scope 1+2)	2.02	1.89
GHG emissions intensity (Scope 1)	1.05	0.87
GHG emissions intensity (Scope 2)	0.97	1.02



CLIMATE ACTION (TCFD)

METRICS AND TARGETS

ADVANCED CALCULATION OF SCOPE 3 EMISSIONS – CATEGORY 9

CJ Logistics provides logistics services to its clients by utilizing third-party vehicles operated by contracted carriers, franchisees, and independent drivers. The ownership and fuel procurement for these vehicles are the responsibility of the third-party operators. These transportation activities involve the movement of our clients' products to end consumers or distribution channels, during which we act as the service provider responsible for contracting and managing the transport. According to the GHG Protocol, when the transportation is outbound (toward customers or external parties) and is a core part of a company's business operations, the associated emissions from third-party vehicles fall under Scope 3 - Category 9 (downstream transportation and distribution). In order to comprehensively account for GHG emissions across the entire logistics service value chain and enable data-driven climate impact management, we have refined our methodology to quantify emissions from third-party transportation used in the distribution of client products as part of our Scope 3 - Category 9 inventory.

As part of our transition toward low-carbon logistics through carbon neutrality implementation, we have improved and advanced the calculation of our Scope 3 baseline emissions. Company-owned and contracted vehicles are categorized under Scope 1, while franchise and other indirect contracts are classified under Scope 3 - Category 9. Based on the 2021 baseline year, total emissions from transportation activities required to deliver domestic logistics services (Scope 1, 2, and 3)[1] were estimated at 1,019,648 tCO_2eq, of which 89% were classified under Scope 3 - Category 9. We are committed to supporting not only the carbon neutrality of our owned assets but also that of our partners, taking the lead in building a low-carbon, mutually beneficial logistics ecosystem.

1) Scope 1 Mobile combustion + Scope 2 Mobile combustion + Scope 3 (Category 9)

Scope 3 Emissions - Base Year (2021) (Unit: tCO_2eq)

Category 1.	Purchased Goods and Services	89,327
Category 3.	Fuel and Energy-related Activities	2,574
Category 9.	Downstream Transportation and Distribution	905,540
		997,441

Scope 3 Emissions - 2024 (Unit: tCO_2eq)

Category 1.	Purchased Goods and Services	92,573
Category 3.	Fuel and Energy-related Activities	2,844
Category 9.	Downstream Transportation and Distribution	965,827
		1,061,244

SCOPE 3 EMISSIONS CALCULATION METHODOLOGY

We manage our transport assets used in providing logistics services to clients based on load capacity type, fuel type, and ownership type in a systematic manner. However, actual fuel consumption data for all subcontracted vehicles is currently unavailable. Therefore, for calculating Scope 3 Category 9 (downstream transportation and distribution) emissions, we applied a coefficient-based estimation method using publicly available statistical data.

Estimated driving distance per vehicle by type (1,000 km / vehicle) was used based on baseline-year statistics > Fuel consumption was estimated by applying fuel efficiency ranges (km / L) by vehicle weight class and type > Total mileage was divided by fuel efficiency to calculate fuel consumption in liters

For conservative estimation, all vehicles were assumed to operate on diesel fuel > Emissions were calculated using the official GHG emission factor for diesel (2.640 $kgCO_2e$ / L) > Reliability was verified by comparing results with actual fuel consumption data for owned and contracted vehicles

The results of the reliability review showed that the projected emissions based on statistical methodology aligned with actual fuel consumption data at a 96% consistency level. This demonstrates that the methodology can serve as a representative and effective basis for calculating emissions. Going forward, we will continuously step up the accuracy and credibility of our emissions calculation system by incorporating more advanced data, including actual driving records and fuel transaction logs.

Scope 3 Category 9 Emissions in 2024

We calculated emissions from Category 9, which accounts for 89% of our base year Scope 3 emissions, using a coefficient-based approach grounded in public statistical data. In 2024, emissions from this category totaled approximately 965,827 tCO_2eq, representing around 90% of the total transport-related emissions (1,067,891 tCO_2eq) associated with domestic logistics services in the same year. The number of vehicles included in the Scope 3 calculation in 2024 increased by 5% compared to the base year, and total Category 9 emissions rose by 6.6%. This indicates a 2.4% increase in GHG emissions per vehicle. These figures were conservatively estimated under the assumption that all vehicles operate on diesel fuel. Meanwhile, of the 35,017 vehicles deployed for domestic logistics services in 2024, we transitioned 2,095 to EVs, achieving an EV conversion rate of approximately 6%, a stride toward decarbonizing our logistics fleet.

Category	Unit	2021	2024
Category 9 emissions	tCO_2eq	905,540	**965,827**
GHG intensity per vehicle for Category 9 (annual vehicle use)	tCO_2eq	28.8	**29.6**

ENERGY AND GREENHOUSE GASES (GHG)

GOVERNANCE

ESG COMMITTEE

At CJ Logistics, the ESG Committee, chaired by the CEO, regularly reviews our ESG management strategy, implementation plans, and overall performance. The Board plays a supervisory and decision-making role by overseeing and deliberating on key environmental issues, including carbon emissions reduction, energy efficiency, and resource circularity. In 2024, the ESG Committee reviewed key agenda items such as the implementation status of the climate action roadmap, annual carbon emissions performance, and the outcomes of a public-private resource circulation logistics project. These discussions have contributed to strengthening a practical ESG management system that supports sustainable growth and advances our commitment to corporate social responsibility.

Detailed agenda items of the ESG Committee

RESPONSE STRATEGY

KEY STRATEGIES FOR REACHING NET ZERO BY 2050

We are implementing GHG reduction initiatives across three strategic focus areas: the adoption of eco-friendly transportation, the enhancement of logistics efficiency, and the transition to smart buildings and renewable energy. These efforts reflect our firm commitment to achieving carbon neutrality by 2050. We are accelerating the deployment of electric and low-emission vehicles while actively participating in the K-EV100 initiative. At the same time, we are optimizing logistics operations to reduce unnecessary energy consumption, while improving energy efficiency through the development of smart buildings and the expanded use of renewable energy sources. Through these integrated measures, we are systematically managing GHG emissions across all core aspects of our operations, including transportation, logistics systems, and infrastructure, thereby translating our vision of carbon neutrality by 2050 into concrete, actionable progress.

Key Strategies for Achieving Carbon Neutrality by 2050 and Key Initiatives

Transportation			Reduction target
Adoption of eco-friendly transportation		CARBON-FREE LOGISTICS WITH ECO-FRIENDLY TRANSPORTATION	Achieve 100% conversion of directly operated vehicles to low-emission models by 2040 (50%) (113,487 tCO_2eq)
	Key Initiatives	• Transitioning to low-emission vehicles through participation in the K-EV100 initiative • Establishing a carbon-neutral transport system by adopting eco-friendly vehicles, including electric and hydrogen-powered models • Providing eco-driving training • Incentivizing EV adoption in supplier selection	
Logistics			**Reduction target**
Enhancement of logistics efficiency		LOGISTICS EFFICIENCY WITH ECO-DRIVING	Reduce carbon emissions by 2030 (14%) (30,910 tCO_2eq)
	Key Initiatives	• Enhancing transport efficiency and installing carbon reduction equipment to lower emissions	
Infrastructure			**Reduction target**
Management of building energy efficiency		CARBON-FREE LOGISTICS WITH ECO-FRIENDLY TRANSPORTATION	Achieve 100% conversion of directly operated vehicles to low-emission models by 2040 (50%) (113,487 tCO_2eq)
	Key Initiatives	• Launching the LoIS OnDo (temperature control system) to reduce energy consumption through real-time monitoring of refrigeration systems and freezers at key sites; completing pilot testing of optimized lighting levels by zone, with plans to expand across all centers starting in 2025 • Developing smart buildings by leveraging Fourth Industrial Revolution technologies such as AI and IoT • Managing indoor energy consumption, including lighting and refrigeration units, through an Energy Management System (EMS)	
Transition to renewable energy		NET-ZERO BUIDING WITH RENEWABLE ENERGY	Adopt renewable energy by 2050 (4%) (9,810 tCO_2eq)
	Key Initiatives	• Establishing carbon-neutral buildings through the transition to renewable energy • Installing solar power systems and procuring Renewable Energy Certificates (RECs) and Green Premiums	

Other Reduction Activities

- Expand the collection of recyclables / recycling logistics (such as aluminum, PET)
- Reduce costs by diversifying the procurement of eco-friendly raw materials in construction
- Lower waste by optimizing the use of paper boxes
- Curtail paper waste by expanding the use of multi-use plastic containers
- Conduct scenario analyses to assess losses from natural disasters
- Assess the necessity of relocating assets exposed to climate-related risks
- Introduce a video conferencing system to facilitate online communication
- Promote a smart work culture to reduce paper usage

ENERGY AND GREENHOUSE GASES (GHG)

RISK MANAGEMENT

CARBON REDUCTION MEASURES FOR TRANSPORTATION

We are laying the groundwork for an eco-friendly transportation system by gradually converting all directly owned and externally leased vehicles to electric and hydrogen cargo vehicles by 2030 through participation in the "K-EV100 (Korean Zero Emission Vehicle Conversion 100)" program. Since 2021, 102 one-ton electric cargo vehicles have been in operation across our sites. A technical collaboration with Kia Motors, established in 2022, will lead to the introduction of purpose-built vehicles (PBVs) for logistics by 2025. We support national efforts to revitalize the hydrogen economy and advance eco-friendly policies by entering into a business agreement for the hydrogen cargo vehicle pilot project launched in May 2021, through which two 11-ton hydrogen cargo vehicles were deployed at logistics sites. Driven by strategic collaboration, we are strengthening our carbon reduction efforts across transportation operations, aiming to position ourselves as an innovative technology leader in ESG management.

ENERGY REDUCTION MEASURES FOR BUILDINGS AND FACILITIES

We are proactively tackling climate change by implementing a range of GHG reduction measures, including the installation of solar power systems, energy zero initiatives for facilities, and the purchase of external carbon offset credits. At our domestic business sites, renewable energy and LED lighting are being introduced, particularly at large-scale logistics centers. Notably, a 1 MW rooftop solar power system is planned for installation at our Incheon Airport logistics center, which will supply approximately 32% of the site's electricity demand from renewable sources. Additionally, we are certifying 1,700 external SM EVs and leveraging offset credits to further reduce GHG emissions. Internationally, our Mekong Delta Refrigeration Logistics Center in Vietnam features the nation's largest single rooftop solar installation, comprising approximately 10,000 modules that generate 7,066 MWh of renewable energy annually. This initiative not only reduces electricity costs by 25.3% per year but also cuts annual carbon emissions by 4,840 tons, equivalent to the environmental benefit of planting 1,936 trees.

Carbon Emissions Reduction Roadmap

GHG reduction measures	2024 performance	Annual target			Total emissions reduction
		2030	2035	2040	
Enhancing energy efficiency in transportation Promote vehicle energy efficiency through the introduction of engine-off HVAC systems, eco-driving practices, and route optimization systems	• Cumulative operation of 102 one-ton EVs • Deployment of two additional 11-ton hydrogen trucks (total of 4 in operation) • ioneering of Korea's first liquid hydrogen transportation business, opening a new hydrogen logistics market • Achieved 2.83% eco-friendly vehicle adoption rate	Introduce engine-off HVAC systems, eco-driving practices, and route optimization systems			$100tCO_2eq$
Transitioning to Eco-Friendly Vehicles Reduce GHG emissions by adapting electric and hydrogen-powered models		20% transition to eco-friendly vehicles	50% transition to eco-friendly vehicles	100% transition to eco-friendly vehicles	

Energy Reduction Roadmap for Buildings and Facilities

Energy efficiency improvement plan	Applicable sites	Mid- to long-term targets	
Renewable energy procurement Procure renewable energy for facilities, including existing solar installations and new projects.	Facilities with existing solar installations (excluding resorts)	By 2025	Install 1 MW at Incheon Airport logistics center (1MW)
		By 2030	Install 1 MW at Gimpo SSG warehouse (planned for 2026)
		By 2040	Expand renewable capacity by upgrading existing and adding new installations (110 MW)
Promote Zero Energy Facilities Transition to zero energy buildings in alignment with the transition timeline of carbon-intensive business operations (ZEB (Zero Energy Building) approaches may vary depending on new business items)	Coal unloading ports (Ulsan / Gunsan) Limestone pier (Gangwon-do Province)	By 2040	Gangwon-do Province (2035) Ulsan / Gunsan (2040)
Consider Other Offsetting Options Achieve net-zero emissions through external offset	All owned facilities.	By 2040	Purchase external offset credits totaling 63,554 tCO_2eq

ENERGY AND GREENHOUSE GASES (GHG)

Metrics and Targets

GHG Reduction Roadmap

As a global logistics leader committed to sustainability, we continuously manage climate change risks amid the transition to a low-carbon society, including achieving carbon neutrality and fulfilling RE100 commitments. To realize our goal of net-zero carbon emissions, we have established a phased reduction roadmap to achieve carbon neutrality by 2050, with an interim target of reducing carbon emissions by 37% by 2030 compared to 2021 levels. In line with this roadmap, we actively participate in governmental GHG emission trading schemes and ensure credibility through third-party verification. We remain committed to complying with environmental regulations, implementing green logistics solutions, and enhancing our GHG management systems to drive further emission reductions.

Energy Consumption Intensity Targets and Performance

Category	Unit	2024 targets	2024 performance
Energy intensity	TJ / KRW 100 million	0.03	0.03

Carbon Reduction Roadmap

	2022	2023	2024	2030	2040	2050
Targets	• Declare our commitment to carbon neutrality and establish company-wide response systems	• Lay groundwork by adopting carbon reduction technologies • Enhance execution capabilities	• Enter full-scale implementation • Establish performance-based foundation	• Reduce vehicle emissions by 14% • Reduce building energy use by 13% • Achieve 37% total carbon reduction (84,461 tCO_2eq)	• 100% conversion of company-owned vehicles to EVs (under 1-ton) and hydrogen model (over 1-ton)	• Introduce 4% renewable energy • Reach net-zero emissions
Key initiatives	• Report climate-related strategies to the BOD • Publicly declare net-zero carbon commitment • Establish a company-wide climate response system	• Review carbon reduction applications • Build foundation for global business expansion • Secure investment funds • Pilot carbon reduction technologies • Launch carbon measurement platform	• Expand carbon reduction initiatives	• Enhance transport efficiency (through engine-off HVAC, route optimization, and eco-driving systems • Introduce EMS (Energy Management System), Digital Twin technologies, and LNG-based heating and cooling systems in low-temperature, refrigerated, and frozen warehouses	• Complete transition to sustainable transportation	• Adopt solar renewable energy • Achieve zero-energy operations at coal and limestone logistics sites

RESOURCE CIRCULATION

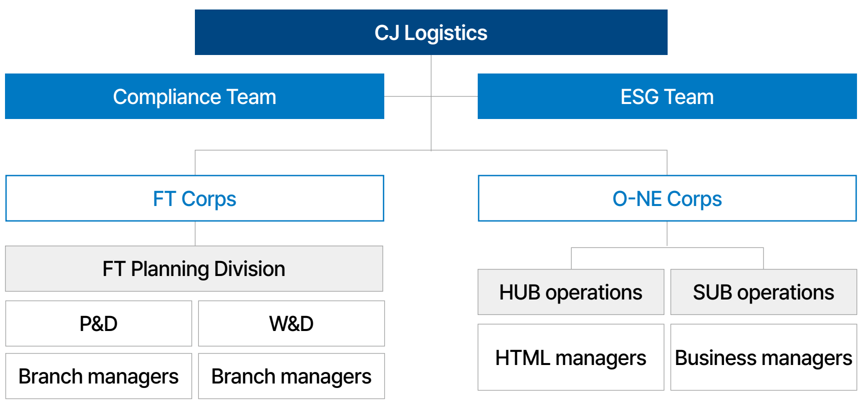
WASTE REDUCTION

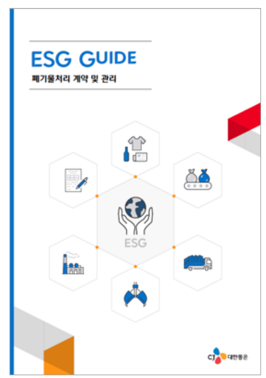
WASTE GENERATION AND MANAGEMENT ACTIVITIES

Waste Management System

We have established and operated a dedicated management organization to ensure proper waste disposal and reduction of waste generation. Guided by our waste management policy and standardized manuals, we rigorously implement related contracts and disposal procedures. In 2024, we conducted on-site monitoring visits at business locations with high waste generation, delivering training on waste disposal processes, relevant laws and regulations, internal policies, and consignment contract procedures to improve on-site comprehension and compliance. Furthermore, we actively promote adherence to the mandatory training requirements stipulated by the Wastes Control Act and continuously work to elevate awareness of waste management policies and processes across the company.

Waste Management Organizational Structure





Waste Contracting and Management Procedures Manual

Waste Treatment Process

We work to prevent environmental impacts such as soil and air pollution from waste generated at our domestic and international business sites, resorts, and construction sites by operating a systematic waste treatment process. Waste is classified by type, treatment method, and potential for reuse, and is stored and transported accordingly. Treatment is carried out by certified contractors in full compliance with applicable regulations.

Waste Treatment Process

Verify contractor legitimacy >
- Verify the legitimacy of the waste disposal contractor[1]
- Review supporting documents for legal compliance
- Confirm possession of valid business license

Review supporting documents >
- Confirmation letter for waste consignment capacity
- Documentation of performance bond for abandoned waste
- Certificate of liability insurance or guarantee

Execute consignment contract
- Confirm scope of contractor's license
  - If limited to Collection / Transportation, enter into a triparty contract with an additional contractor licensed for Disposal / Recycling

Report discharger >
- Notify the relevant mayor (city/county/district) after confirming the contractor's handling capacity (for sites required to report dischargers)

Electronic processing (Allbaro System) >
- Ensure business waste dischargers enter waste discharge information into the "Allbaro System"

Inspect disposal compliance
- Check that the waste disposal process complies with relevant laws, principles, and regulatory requirements through regular and manual inspections

1) Article 17 and Article 35 of the Waste Management Act, and Article 18 and Article 50 of the Enforcement Rules: A business waste discharger is obligated to either dispose of the waste generated within the business itself or delegate the disposal to a licensed waste disposal entity, a waste disposal notifier, or the operator of a waste disposal facility.

RESOURCE CIRCULATION

WASTE REDUCTION

WASTE MANAGEMENT ACTIVITIES AND GENERATION

Waste Generation Monitoring

We regularly monitor the monthly volume of waste generated and treated at both headquarters and each business site through the Ministry of Environment's waste management platform, the Allbaro System. In addition, we distribute self-assessment checklists to all sites, encouraging them to classify waste types and ensure that disposal is conducted in compliance with relevant regulations.

Waste Generation Targets and Performance[1)]

Category	Unit	2024 targets	Performance		
			2022	2023	2024
Total amount of waste generated	Ton	113,302	128,293	123,621	118,093
Waste generation intensity[2)]	Ton / KRW 100 million	0.94	1.06	1.05	0.97

1) Based on the combined total of the logistics, construction, and resort business units
2) Based on consolidated annual sales

Korea Integrated Freight Terminal

Korea Integrated Freight Terminal is registered as a business waste discharger and rigorously monitors and manages all waste generated on-site in accordance with the Waste Management Act and our internal regulations. The subsidiary entered into consignment contracts with certified waste disposal companies to ensure the efficient management and separation of all waste types, including landfill, incineration, and recyclable waste. Through these efforts, we are continuously strengthening our capabilities to minimize environmental impact.

WASTE RESOURCE CIRCULATION

RECYCLING PROMOTION INITIATIVES

Waste Reduction Efforts

With the adoption of eco-friendly smart packaging, we have entered into business agreements to advance waste resource circulation. In addition, we continue to provide consulting services to support our customers' resource circulation business models, thereby helping to mitigate the environmental impact of waste.

In the Construction Business Unit, we have established specific targets for waste separation and installed dedicated separation facilities. We also implement comprehensive planning from the design stage to prevent rework, minimizing both resource consumption and waste generation at construction sites.

Closed-loop Resource Circulation System for Recycled Paper

We implemented a three-month pilot program to establish a closed-loop resource circulation system in which waste paper was utilized as a key input in the recycling process. The pilot was conducted at third-party logistics (3PL) business sites, where waste was managed transparently and efficiently through a digital data management system. As a result, 11,530 kg of waste paper was transformed into 12,000 recycled boxes, achieving a recycling rate of 96.7%. Building on the success of this pilot, we will continue to explore practical solutions to further enhance resource circularity and reduce waste generation.

Advancing Waste Management Infrastructure

Given the nature of logistics centers, various types of waste are generated in mixed forms across the country, with different entities involved at each stage, from generation and collection to transportation and treatment. This complexity poses challenges in accurately measuring waste volumes. To address this, we introduced WAYBLE, a digital waste management system developed by SK ecoplant, at our business sites in 2024 to build a robust infrastructure and improve waste reduction efficiency. The system allows for real-time monitoring of waste generation, thereby mitigating risks of illegal disposal and regulatory non-compliance. In addition, by accurately identifying the types and volumes of waste generated at each site, we aim to enhance the recovery and commercialization of recyclable resources. Beyond digitalizing waste data management, we remain committed to identifying new opportunities for recycling, further advancing our efforts toward waste minimization and achieving zero-waste goals.

BIODIVERSITY (TNFD)

OVERVIEW

Recognizing that biodiversity management goes beyond environmental protection to serve as a critical foundation for long-term business sustainability, closely linked to our low-carbon transition strategy, we are continuously enhancing our long-term strategic framework by integrating climate and biodiversity considerations.

Key issue areas (Planet)	Nature-related impacts	Impact pathways		Impact on business	Impact management
		Outside-in impact	Inside-out impact		
Biodiversity Loss	• Biodiversity loss, habitat encroachment	• Reduced access to ecosystem-based resources, unstable procurement	• Disturbance to local habitats and encroachment into protected areas	• Supply chain disruptions and operational constraints • Potential conflicts with local communities leading to project delays	• Identify and respond to long-term dependencies on ecosystem services through spatially explicit assessments
Habitat Destruction	• Habitat degradation, changes in ecosystem services	• Disruptions to ecosystem functions, such as water, soil, air quality, caused by climate and nature change	• Habitat degradation induced by infrastructure development and the establishment of logistics hubs	• Limited access to resources critical for low-carbon transition • Increased regulatory barriers to new site development • Increased demands from local governments and rising costs associated with ecosystem restoration • Reputational risks stemming from ecosystem degradation, potentially undermining corporate sustainability image and stakeholder trust	• Strengthen and integrate environmental and social impact assessments into infrastructure development and logistics hub planning

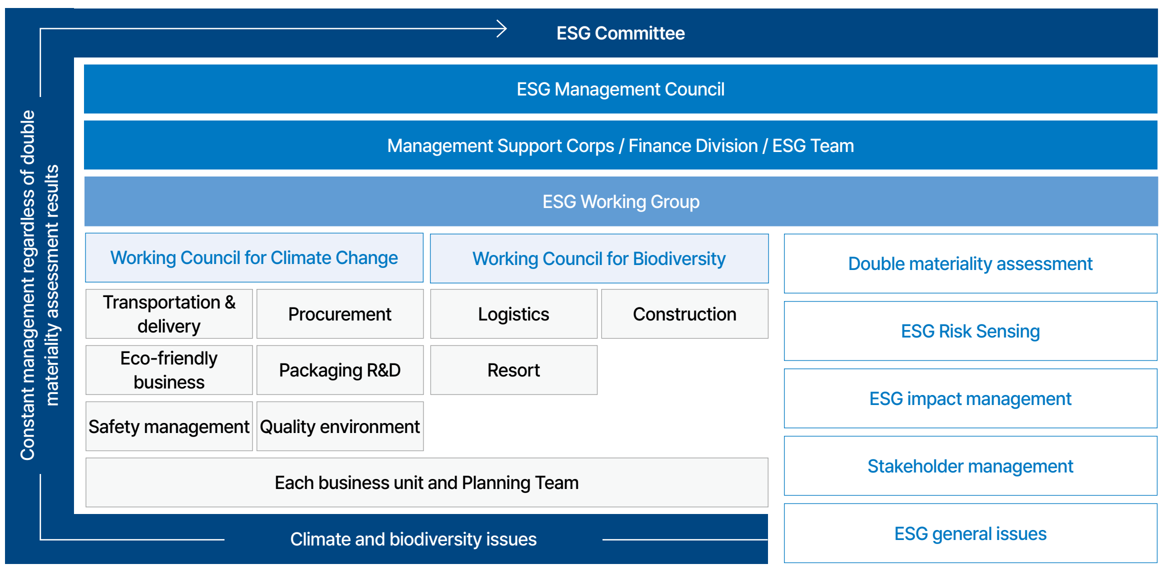
BIODIVERSITY (TNFD)

GOVERNANCE

BIODIVERSITY GOVERNANCE

CJ Logistics established the ESG Committee under the Board of Directors in May 2021 to systematically oversee strategic decision-making on sustainability issues, including climate change and biodiversity. The ESG Committee consists of two inside directors and four outside directors, and deliberates on key agenda items related to climate change, biodiversity, and the biodiversity surrounding our business sites. Additionally, the ESG Management Council monitors and evaluates key performance indicators (KPIs) for climate change and biodiversity initiatives. The Management Support Corps is responsible for climate change response, proactively identifying relevant issues across business units through ESG Working Group where frontline departments collaborate with. It also oversees various activities aimed at fostering and coexisting with local flora and fauna habitats near business sites, thereby strengthening our sustainable management system.

Climate Change · Biodiversity Organizational Structure



BIODIVERSITY POLICY

We have established and publicly declared a biodiversity principle within our Environmental Policy, reaffirming our commitment to biodiversity conservation.

Environmental Management Principles

6. Biodiversity Protection

We develop and implement policies and guidelines to protect biodiversity across all business and site operations

a. We establish systems to identify, avoid, and mitigate or reduce risks that may negatively affect ecosystems surrounding our business sites.

b. We do not install or operate facilities or equipment in designated protected areas for species conservation.

c. We actively promote and expand initiatives aimed at the conservation, restoration, and enhancement of ecosystems.

BIODIVERSITY (TNFD)

Response Strategy

Biodiversity Management Strategy

Recognizing biodiversity conservation as a core pillar in addressing climate change and securing a sustainable future, we have designated biodiversity as a long-term strategic priority and pursue integrated management alongside climate-related issues. In 2023, we enhanced our biodiversity management capabilities by joining the Business for Nature and Biodiversity Platform (BNBP) and participating in relevant seminars to raise awareness of biodiversity across our operations.

As part of this commitment, we have adopted a spatially explicit approach aligned with the TNFD's LEAP framework, enabling us to systematically assess biodiversity-related risks across 35 key business sites and 368 logistics infrastructure assets in Korea. Through overlay analyses utilizing data on legally protected endangered species (as defined in Annex 1 of the Wildlife Protection and Management Act) and the Korea Database on Protected Areas (KDPA), we identify high-risk areas. We also evaluate the level of nature dependency and potential impacts across major business areas, including air logistics, construction, and resort operations, to ensure comprehensive and integrated management of biodiversity risks.

35 key business sites	35 key business sites 282 species classified as Endangered Wildlife, Categories 1 and 2	386 logistics infrastructure assets related to business operations, covering 313 hectares	1,727 designated national protected areas

Applying the TNFD LEAP Methodology

STEP 1	STEP 2	STEP 3	STEP 4
Locate	**Evaluate**	**Assess**	**Prepare**
• Conduct spatial intersection analysis of 123 domestic business locations (at the city level) and 1,727 national protected areas to identify points of interaction with nature	• Evaluate the impacts of business activities on natural ecosystems • Assess dependencies of business activities on ecosystem services	• Assess the potential for these dependencies and impacts to result in financial and strategic risks	• Develop strategies and KPIs for risk avoidance, mitigation, and offsetting • Establish systems for continuous monitoring

Spatial Interface Analysis of Biodiversity

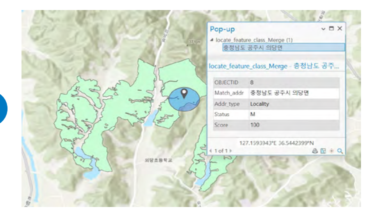
Following the Locate step of the TNFD LEAP framework, we conducted a quantitative spatial interface analysis between biodiversity and our core value chain. This assessment covered 386 logistics infrastructure assets and 35 key business sites, including construction and resort operations, encompassing not only owned but also leased and consigned assets. We performed spatial overlap analysis between our site locations and multiple biodiversity datasets: the legally designated habitats of 282 endangered wildlife species, biogeographical data from the National Institute of Biological Resources, and the Korea Database on Protected Areas (KDPA), which comprises 1,727 sites designated under 16 laws by five government ministries. This analysis identified direct overlaps with protected areas and assessed biodiversity risk exposure for each site by including ecological buffer zones extending 300 meters beyond these areas. This approach enabled the precise identification of the spatial interface between biodiversity and our operations.

Step 1 : Locate

By integrating both endangered species habitats and protected areas, the dual approach addresses species conservation, a key indicator of ecosystem preservation, and internationally recognized high-conservation-value areas. Consequently, this method provides a robust and strategic foundation for reliably identifying Spatial Materiality, a core principle emphasized by the TNFD.

Assessed spatial interfaces with 282 endangered wildlife species

Confirmed spatial interfaces with 1,727 protected areas across 31 types designated under 16 national environmental laws



BIODIVERSITY (TNFD)

Response Strategy

Assessment of Ecosystem Dependencies and Impacts

In line with the Evaluate phase of the TNFD LEAP framework, we conducted a systematic assessment of dependencies on and impacts to ecosystem services across our core business units: logistics, construction, and resorts. The analysis found that the Resort Business Unit has a high degree of direct dependency on ecosystem services such as landscape aesthetics, climate regulation, and water purification. Accordingly, biodiversity conservation and enhancement are critical to business continuity and to delivering a high-quality customer experience. In contrast, the Construction Business Unit shows moderate dependency but generates significant impacts on nature through land-use change and pollutant emissions. To manage these risks, compliance with regulatory permitting conditions and implementation of biodiversity restoration strategies are essential. The Logistics Business Unit demonstrates relatively low dependency on ecosystem services. However, its operations contribute to notable biodiversity impacts due to GHG and air pollutant emissions, artificial lighting, noise, and habitat fragmentation. As such, key mitigation strategies include designing infrastructure away from protected areas and minimizing ecological disruption during project development. This value chain-based assessment enables us to proactively identify biodiversity-related risks unique to each business segment and to strengthen our capacity for targeted, strategic responses.

Step 2 : Evaluate

Recognizing that the timing and characteristics of biodiversity risks differ by business unit, we have developed tailored management strategies for each sector. In logistics, we emphasize low-impact design throughout operations to minimize ecological disturbance. The Construction Business Unit prioritizes early-stage risk mitigation through careful site selection and proactive management of permitting challenges. Meanwhile, the Resort Business Unit focuses on preserving and enhancing biodiversity values during the operational phase, thereby supporting both sustainable biodiversity use and enriching customer experience quality.

Business unit	Ecosystem service dependency	Impact on ecosystem	Key mitigation measures
Air cargo and logistics	**Low** Moderate reliance on services such as natural hazard regulation including flood and storm, soil stabilization, and erosion control	**Very high** GHG and air pollutants emissions, and ecosystem disturbance	Avoiding protected areas and mitigating ecological impacts in logistics operations
Construction	**Moderate** Dependence on groundwater, surface water, soil stabilization, and erosion control	**High** Land-use change and pollutant emissions	Complying with regulatory permitting conditions and implementing biodiversity restoration strategies
Resort	**Very high** Direct dependency on landscape aesthetics, climate regulation, and water purification	**Low to moderate** Relatively low impact but sensitive in terms of brand, aesthetics, and sustainability	Conserving and enhancing biodiversity

Value Chain

Development	Construction	Operation
Air cargo and logistics	**Construction**	**Resort**
• Minimize ecological impacts across the entire value chain through impact-mitigating design, protected area avoidance, and adoption of low-noise, low-energy technologies	• Implement proactive measures from the earliest value chain stages (site planning and design), including endangered species habitat assessment, protected area overlap avoidance, and integration of Environmental Impact Assessment (EIA) findings into design	• Maintain ongoing management during operations via biodiversity monitoring, habitat preservation, landscaping, and invasive species control

BIODIVERSITY (TNFD)

RESPONSE STRATEGY

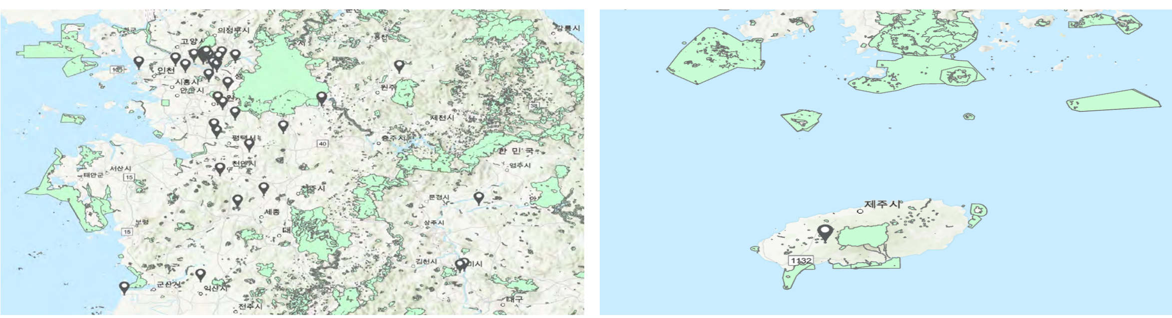
BIODIVERSITY IMPACT ASSESSMENT

With the aim of establishing a proactive management system for biodiversity conservation, we conducted a biodiversity impact assessment covering 368 logistics infrastructure assets and 35 key business sites, including construction and resort operations. This analysis reflects our entire value chain, encompassing not only owned assets but also leased and consigned logistics hubs. Leveraging spatial data on legally designated habitats of 282 endangered wildlife species (as defined in Annex 1 of the Wildlife Protection and Management Act), biogeographical information from the National Institute of Biological Resources, and the Korea Database on Protected Areas (KDPA), which includes 1,727 sites designated under 16 laws by five government ministries (Ministry of Environment; Ministry of Land, Infrastructure and Transport; Korea Forest Service; Ministry of Oceans and Fisheries; and Cultural Heritage Administration), we performed a quantitative spatial overlap analysis with our business site locations. The results confirmed no direct overlap between our sites and habitats of endangered wildlife species. However, among the 35 key business sites, two were found to be located within nationally designated protected areas or buffer zones extending 300 meters from such areas.

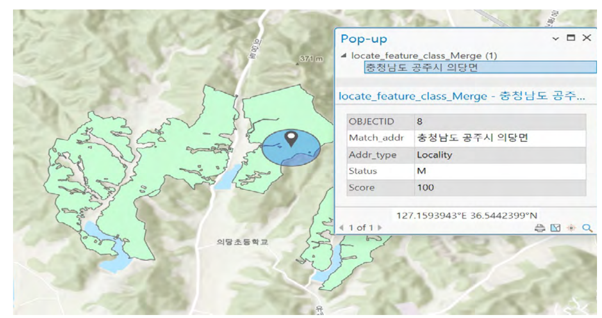
Step 3 : Assess

We assessed biodiversity-related risks across 123 regions hosting 368 logistics infrastructure assets and found no direct spatial interfaces with habitats of endangered wildlife species. Additionally, by spatially overlaying 35 key business sites with 1,727 areas from the Korea Database on Protected Areas (KDPA), we identified two sites located within protected areas or within a 300-meter ecological buffer zone. This outcome highlights the need for tailored risk management strategies that address the spatial materiality and exposure of these sites.

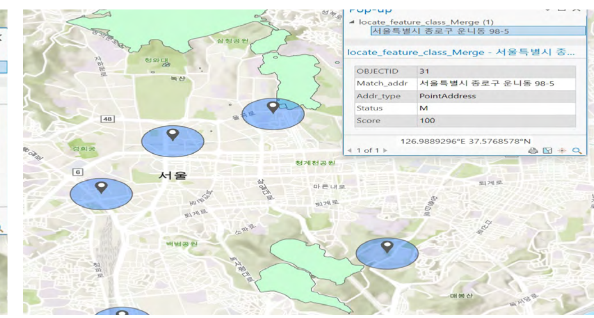
Assessment of spatial interface with 282 endangered wildlife species	No direct spatial interface identified with any of the 282 endangered wildlife species through assessment of 123 regions where 386 logistics infrastructure assets (313 ha) are located
Assessment of spatial interface with 1,727 protected areas across 31 types designated under 16 laws	Overlay analysis of our 35 key business sites with 1,727 protected areas identified two sites located either within nationally designated protected areas or within 300 meters of their buffer zones



Spatial overlay analysis of key business sites nationwide (including Jeju) and protected area boundaries



Business site located within a catchment reserve protection area



Business site adjacent to an ecological and scenery conservation area

BIODIVERSITY (TNFD)

Risk Management

Site-Specific Biodiversity Risk Management

In line with the Prepare phase of the TNFD framework, we are developing tailored response strategies based on assessments of biodiversity dependencies and impacts across business sectors. Although no direct spatial interface with endangered wildlife species was identified, two of our 35 key business sites were found to be located within nationally designated protected areas or within 300 meters of their buffer zones. These findings highlight the need for site-specific risk management measures, especially for sites situated in or near protected areas. Accordingly, resort sites with significant ecological interface are prioritized for biodiversity risk mitigation. Specifically, for Haesley Nine Bridges in Yeoju and The Club Nine Bridges in Jeju, we are advancing plans to preserve local ecosystems and prevent habitat degradation. This includes the phased implementation of ecological impact mitigation measures such as invasive species control and nature-oriented design approaches.

We have put an internal review process in place to assess the potential impact on surrounding ecosystems when developing assets, such as new logistics centers and construction projects. On top of that, biodiversity risks are identified and evaluated as part of climate and environmental risks, which are regularly reported by the ESG control organization to the ESG Committee and the Board of Directors, and appropriate avoidance or mitigation strategies are implemented when necessary.

Step 4 : Prepare

Adopt No Deforestation Declaration	Integrate biodiversity into the overall risk management framework	Establish metrics for measuring biodiversity-related risks and opportunities	Focused management of resort sites with high biodiversity interface

Recognizing forest conservation as a key measure for simultaneously addressing biodiversity and climate change, we have adopted a "No Deforestation Declaration." Approximately 80% of the world's species inhabit forests, which serve as critical hubs for endangered species protection, ecosystem restoration, and biodiversity conservation. Consequently, preventing forest degradation and promoting restoration constitute the foundational pillars of our biodiversity protection strategy. As forests also function as vital carbon sinks, forest conservation directly linked to our carbon neutrality strategy, including Scope 3 emission reductions. Operating diverse physical assets across logistics, construction, and resort units, many of which are located within or adjacent to forested areas, we regard forest conservation as a core strategy to minimize business risks related to permitting, community acceptance, and ESG evaluations. Nature-based solutions focused on forest preservation create an integrated framework that reinforces our LEAP-aligned biodiversity strategy and climate initiatives. This pledge transcends a simple campaign, embodying a strategic commitment to sustainable business practices and fostering greater trust among our stakeholders.

BIODIVERSITY (TNFD)

RISK MANAGEMENT

BIODIVERSITY CONSERVATION ACTIVITIES

We have established Business Continuity Plans (BCP) tailored to each business site to enable coordinated crisis response and minimize damage caused by natural disasters. Based on these plans, we regularly conduct safety training for employees that includes scenarios involving natural disasters, thereby strengthening our overall response capabilities.

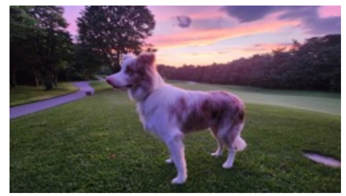
Regarding biodiversity risk management, we actively engage diverse stakeholders, including employees, customers, and local communities, through initiatives such as environmental cleanup activities near our sites, carbon offset forest creation events, and urban forest projects. These efforts promote biodiversity conservation and foster community involvement. Furthermore, to prevent deforestation during business operations, we have clearly committed to forest preservation through our No Deforestation Declaration. In addition, we have incorporated biodiversity protection policies within our Environmental Management Principles, reflecting our ongoing dedication to sustainable business practices.

No Deforestation Declaration

1. We will take lead in preventing deforestation to protect all life forms dependent on forests. We will continue to undertake activities aimed at this goal.
2. We will minimize deforestation during the establishment of new business sites and aim to restore green areas, including forests, upon withdrawal from existing operations.
3. We will comply with forest regulations and obligations in the regions and countries where our business sites are located, COLLABORATING with citizens and environmental organizations for forest creation and greening.
4. We will work with our suppliers to establish a monitoring process to assess and improve deforestation risks.
5. We will strive to achieve No Gross Deforestation and enhance environmental protection by actively implementing eco-friendly policies.

Sustainable Golf Course Management

We actively implement a range of biodiversity conservation initiatives. At our resort sites, Resort Business Unit utilizes border collies, specially trained guard dogs, to safely guide animals that stray onto golf course turf back to their natural habitats, helping prevent direct damage to the landscape. In addition, we invested approximately KRW 5.5 million to introduce freshwater snails as a natural water purification method, reducing reliance on chemical treatments and fostering a more environmentally friendly golf course. These efforts have contributed to the creation of habitats that support the presence of protected species, including the eagle-owl and mandarin duck.



Border collies

Natural water purification utilizing freshwater snails

Habitat Protection

During an environmental survey conducted for the Blue Cullinan Country Club development project in Hongcheon-gun, Gangwon Province, we identified droppings of the legally protected Siberian Flying Squirrel in the northern forest adjacent to the construction site. Based on this finding, the area was identified as part of the species' habitat, prompting the implementation of protective measures to preserve local biodiversity. Specifically, we installed artificial nesting sites tailored to the ecological characteristics of the Siberian Flying Squirrel, providing a stable habitat and contributing to meaningful ecosystem conservation.

Installation of artificial nesting sites for the Siberian Flying Squirrel

BIODIVERSITY (TNFD)

METRICS AND TARGETS

BIODIVERSITY METRICS AND TARGETS

We disclose biodiversity-related information in accordance with the TNFD guidelines and are continuously advancing the scope and quality of our disclosures. Our biodiversity management approach is structured around three pillars: impact monitoring, effectiveness of mitigation measures, and proactive efforts for ecosystem conservation, restoration, and expansion. These activities are carried out under Article 6 of our Environmental Management Principles. We will continue to enhance our biodiversity monitoring practices and disclose the outcomes in our annual Sustainability Reports, while further strengthening our risk management framework to address biodiversity-related issues. As part of this initiative, we have established strategic goals and performance indicators to scale up biodiversity protection efforts in the logistics sector, addressing both climate and nature-related risks.

Strategies and Performance Indicators for Biodiversity Conservation

Category	Indicator	Strategy	By 2027	By 2030	By 2040	By 2050
Mid- to long-term goals	• Implementation and cumulative completion rate of biodiversity training for drivers	• Institutionalize biodiversity training and awareness campaigns for drivers - Roadkill prevention education and behavioral guidelines - Training to enhance understanding of biodiversity	10% of company-employed drivers	20% of company-employed drivers	50% of company-employed drivers	80% of company-employed drivers
				10% of partner company drivers	40% of partner company drivers	70% of partner company drivers
	• Cumulative LEAP-based monitoring of negative ecosystem impacts near business sites	• Ongoing spatial overlap analysis of business sites with protected areas and wildlife habitats - Systematic consideration of biodiversity in environmental impact assessments for new development projects	1 time	2 times	6 times	10 times
	• Cumulative no. of biodiversity conservation projects focused on logistics hubs to mitigate environmental impacts	• Conduct environmental cleanup and urban forestry activities near logistics centers • Implement the No Deforestation Declaration, collaborate with local communities on conservation initiatives	1 project	2 projects	6 projects	10 projects

SOCIAL

TALENT MANAGEMENT

TALENT ACQUISITION

TALENT ACQUISITION FRAMEWORK

Talent Acquisition Policy

In our recruitment endeavors, we adhere to CJ Group's model talent criteria, seeking "ONLYONE" talents who embody expertise and uniqueness in their respective fields, driven by passion, commitment, and responsibility. We maintain a policy of non-discrimination based on gender, education, age, or background. Moreover, we prioritize veterans and individuals with disabilities possessing the requisite skills for the job, in compliance with pertinent laws and regulations. Furthermore, we uphold the provisions outlined in the Fair Hiring Procedure Act, ensuring fairness and safeguarding the rights of applicants throughout the recruitment process.

Talent Acquisition Process

We conduct open recruitment to expand employment opportunities for young job seekers and to ensure the fair selection of candidates who embody CJ Group's model talent profile. In addition, we collaborate with the Ministry of Patriots and Veterans Affairs to share job postings and offer preferential consideration to eligible veterans, thereby actively promoting employment opportunities for underrepresented groups.

Category	Application review	Personality assessment	First-round Interview	Second-round Interview	Final selection & onboarding
First half of the year	March	April	May	June	July
Second half of the year	September	October	November	December	January

Recruitment by Business Unit

In the Construction Business Unit, a Selection Committee is convened for the appointment of site managers, with participation from senior executives, including the CEO and division heads. The committee conducts a comprehensive evaluation of each candidate based on their career experience, professional certifications, completion of mandatory site manager training, disciplinary records, and leadership competencies to determine their eligibility for appointment.

TALENT DISCOVERY INITIATIVES

Future Technology Challenge Awards

Since 2021, we have been hosting the Future Technology Challenge Awards to identify and recognize top talents with outstanding skills and creativity in logistics technology. This competition, focused on logistics innovation and IT, offers cash prizes to winners along with preferential hiring opportunities at CJ Logistics. In 2024, three exceptional teams were selected, and a total of 23 winners have been hired based on their interest in joining CJ Logistics. Additionally, through open recruitment process such as the regional talent hiring program, we continuously strive to secure skilled and innovative professionals who will lead the future of logistics.

University Recruitment Program

We maintain close partnerships with universities across the country by hosting a variety of on-campus recruitment events, including job fairs, information sessions, and career consultations. These initiatives aim to enhance our brand recognition, attract top talent, and inspire prospective candidates to pursue careers with us. Additionally, we offer practical employment-focused lectures for university students, providing valuable job-related insights while effectively communicating CJ Logistics' recruitment principles, talent philosophy, and growth opportunities. Moving forward, we will continue to expand these employment promotion activities to increase application rates and secure highly qualified talent.

Participation in Job Fairs

We actively participate in job fairs to attract top talent and build a strong talent pipeline for future recruitment. These events also offer valuable opportunities to network with other participating companies, enabling us to stay abreast of market trends and refine our hiring strategies. By engaging directly with job seekers, we not only share employment information but also enhance our visibility and reinforce our reputation as an attractive and responsible employer.

On-campus job fairs

Entry-level recruitment fair in 2024

TALENT MANAGEMENT

EMPLOYEE DEVELOPMENT

TALENT DEVELOPMENT FRAMEWORK

Talent Development Programs

We systematically manage all aspects of employee training and development to strengthen individual competencies by enhancing knowledge, skills, and professional attitudes, all of which contribute to the company's sustainable growth. In collaboration with the CJ Human Resources Development Center, we cultivate top talent with unrivaled capabilities and promote a culture of open communication and collaboration through a wide range of programs tailored to specific job functions and organizational levels. In-house training is managed by the Educational Team for the Logistics Business Unit and the HR Innovation Team for the Construction Business Unit, in accordance with each unit's mid-to-long-term strategies and annual plans. Department heads are responsible for encouraging active participation in training programs, while employees have the autonomy to choose and participate in programs that best fit their individual development plans through the "CJ Campus" platform.

We are fully committed to supporting employees in taking ownership of their career development through the operation of CJ Talent Management System (TMS), a group-wide platform. Using Self-Career Reviews, employees evaluate the gap between their current competencies and career goals, and create systematic Career Development Plans (CDP) by engaging in in-house training programs, "CJ Campus," and the "Construction E-Academy," a specialized learning platform for construction personnels.

With an aim to assess the effectiveness of these training programs, we conduct qualitative evaluations based on metrics that measure the practical application of skills in the workplace and insights gathered from post-training interviews. These metrics include observable changes in job performance following training and identification of future training needs, enabling us to review the tangible impact of our programs and drive continuous improvement.

Effectiveness Assessment of Training Programs

Training program	Evaluation criteria	Key findings
Promotion Program	• Increased awareness of core values and expected roles • Understanding and application of personal strengths based on diagnostic insights • Observable changes in leadership behaviors and communication styles	• Reaffirmed alignment with the company's vision • Clearer direction for taking on broader responsibilities • Expanded perspective from an individual to an organizational level
New Leader Program	• Understanding of leadership philosophy and responsibilities • Behavioral changes in team management and relationship building based on program learnings • Clarity on future leadership standards and direction	• Greater recognition of the role in supporting and developing team members • Shift from outcome-focused feedback to process-oriented feedback • Increased frequency of one-on-one conversations with team members

TALENT MANAGEMENT

EMPLOYEE DEVELOPMENT

EMPLOYEE DEVELOPMENT PROGRAM

Onboarding Support for New Employees

We endeavor to support new employees in smoothly integrating into the organization and strengthening their job competencies through a structured, phased onboarding program. The initial stage includes introductory training sessions featuring a company overview and site visits to key business locations, enabling new hires to gain a clear understanding of our systems and business operations. This is followed by field-based onboarding programs that promote hands-on adaptability and foster a strong sense of organizational belonging. In 2024, we facilitated the successful onboarding of new talent and laid the foundation for long-term development by providing introductory and on-the-job training (OJT) for university graduate recruits, onboarding programs for new hires, Buddy initiatives, and retention-focused programs.

2024 Onboarding Programs for New Hires in Logistics Business Unit

Category	Target	Description	Performance	Satisfaction[1]
Introductory training for 2024 university graduate recruits	132 new university graduate hires	• Internalization of management philosophy, understanding of core businesses, and site visits to key business locations	• Systematic development of new talent and accelerated organizational integration	4.85
2024 OJT for university graduate recruits		• Coaching based on department- and division-specific curricula to support real-world task execution	• Enhanced understanding of role-specific responsibilities across business units	-
Introductory training for new hires	191 newly joined employees, comprising experienced hires and local talent	• Internalization of management philosophy, understanding of core businesses, orientation on HR and development systems	• Acquisition of foundational competencies and essential knowledge of logistics operations for job performance	4.83
Buddy initiatives for new hires		• One-on-one matching of new hires with buddies to support organizational adjustment and emotional well-being over a one-month period	• Support for smooth integration and organizational adjustment of new employees	-
Retention program for new employees	77 university graduate recruits hired in 2023	• Retention training held one year after joining for university graduate recruits, as the final phase of onboarding	• Reinforcement of long-term retention through renewed career vision and stronger internal networks	4.94

1) Rated on a 5-point scale

2024 Onboarding Programs for New Hires in Construction Business Unit

Category	Target	Description	Performance	Satisfaction[1]
Introductory training for 2024 university graduate recruits	13 new university graduate hires in the second half of the year	• Internalization of management philosophy, understanding of core businesses, and site visits to key business locations	• Systematic development of new talent and accelerated organizational integration	4.9
2024 OJT for university graduate recruits		• Growth support through OJT mentoring and planned training	• Enhanced understanding of construction sites and job responsibilities	-
Introductory training for experienced hires	12 newly joined employees, including experienced hires	• Internalization of management philosophy, understanding of core businesses, orientation on HR and development systems	• Gaining understanding of company and group operations and essential job competencies	4.73
Onboarding workshop for experienced hires	New employees	• Vision development workshop based on management philosophy, and site visits to key business locations	• Facilitation of new employee integration through structured networking	4.7

1) Rated on a 5-point scale

TALENT MANAGEMENT

EMPLOYEE DEVELOPMENT

EMPLOYEE DEVELOPMENT PROGRAM

Core Job Competency Training

In pursuit of becoming a leading Supply Chain Management (SCM) solutions provider in the global logistics market, we offer structured competency development programs focused on core logistics functions such as TES / IT, sales, e-commerce, and global operations. Based on a detailed analysis of key responsibilities by role and identified training needs, we have established a specialized training framework. To further support self-directed growth and strengthen job-specific expertise, we actively provide access to tailored external education programs. To ensure the effectiveness of our core competency programs, we conduct feedback evaluations and interviews to systematically assess outcomes. The insights gained are incorporated into program design and continuous improvement efforts. In 2025, we plan to expand these training programs to further enhance job-specific capabilities and strengthen overall organizational competitiveness. In the Construction Business Unit, competency development efforts are centered around project management, resource management, and safety management, supporting the transition into an infrastructure solutions provider that enables business growth. Core responsibilities have been analyzed based on employee roles and needs, leading to the development of a dedicated training system. Customized external training is also actively supported in response to individual development requirements, with plans to further scale these efforts in 2025.

2024 Core Job Competency Training in Logistics Business Unit

Program		Target	Description	Performance	Satisfaction[1]
Global	Global Talent Pool Development	137 employees responsible for global operations	• Global business trends, global leadership, and role-specific / global competencies	• Strengthening of global mindset, cross-cultural understanding, and global leadership capabilities	-
	Essential management training for overseas assignees	74 overseas assignees	• Global compliance, safety management, overseas organization management, and global financial management	• Reinforcement of legal, safety, HR, and financial management responsibilities for effective overseas operations	-
Sales	Market environment and trends	225 employees in Sales Corps	• Training on market shifts and 2024 industry trends	• Expansion of sales insights through understanding of market dynamics and logistics / distribution industry trends	-
	Proposal presentation	35 employees in Sales Corps	• Training on bid strategy planning and strategic message development with business presentation techniques	• Enhancement of business presentation skills and overall sales competitiveness	4.59
	Key account management	46 employees in Sales Corps	• Understanding the evolving sales environment and training on identifying and managing key accounts to maximize customer value	• Strengthening of key sales skills and execution capabilities	4.48
Common	Basic job competencies	325 employees (company-wide applicants)	• Training on essential competencies such as accounting, data analysis, proposal writing, and presentation (PPT) skills	• Enhanced fundamental job competencies for immediate workplace application	4.7
Opera-tions	Program for Center Manager candidates	16 Center Manager candidates	• Training on Center Manager roles, operational case studies, cost / profit management, and leadership	• Enhancement of operational capabilities and leadership skills as future leaders	-
TES / IT	TES / IT Trends Seminar	Company-wide employees (open enrollment)	• Seminar on the latest trends and developments in TES / IT	• Gaining practical insights for business application through various tech-based case studies	-

1) Rated on a 5-point scale

2024 Core Job Competency Training in Construction Business Unit

Program		Target	Description	Performance	Satisfaction[1]
Project manage-ment	Basic construction technology training	33 employees (architectural construction, level S)	• Understanding of on-site operations • Safety management practices	• Strengthening role-specific capabilities through structured technical training aligned with on-site construction needs	4.52
	Quality management workshop	22 Quality control managers	• Site visits • On-site inspection at plants and construction sites	• Enhanced quality management readiness in response to the growing scale and complexity of construction projects	4.67
	Exterior work training	76 Construction supervision staff	• Understanding curtain wall construction processes • Site visits, on-site inspection at plants and construction sites	• Improved hands-on capabilities through direct exposure to curtain wall manufacturing and installation processes	4.48
Safety manage-ment	Specialized safety training for supervisors	325 Supervisors	• Practical safety training tailored to the construction sector	• Case-based learning reflecting company-specific conditions to enhance role awareness and practical application	4.6
	Safety and health manager training	Quality management workshop	• Risk assessment and job planning	• Knowledge sharing and capability building for enhanced safety awareness across the company and improved on-site safety practices	4.51
Smart construc-tion	BIM specialist training (Level 1–3)	46 employees (architectural construction)	• Hands-on training on BIM • Practical sessions for drone operation	• Strengthened competencies for timely and accurate construction site operations through the adoption of BIM and digital construction technologies	4.8

1) Rated on a 5-point scale

TALENT MANAGEMENT

Employee Development

Employee Development Program

Key Talent Development

We cultivate key talent capable of driving business growth through the tailored "ONLYONE" development program. In 2024, we implemented a wide range of training initiatives for key talent, managerial employees, and employees eligible for promotion. Programs were customized according to participants' roles and competency levels, utilizing one-on-one and group mentoring, self-assessments, expert lectures, and overseas visits. These differentiated learning approaches enhanced program effectiveness and significantly increased participant satisfaction.

2024 Key Talent Development & Leadership Training in Logistics Business Unit

Program	Target	Description		Satisfaction[1]
Mentoring for key talent	79 key talents	• Group and one-on-one mentoring	• Knowledge-sharing and competency-building to prepare for future leadership roles	4.91
Key talent growth vision workshop	33 key talents	• Leadership assessment debriefs and vision-setting	• Self-reflection on leadership capabilities and mindset required for leadership roles	4.93
High-potential talent workshop (pre-HCL)	43 key talents	• Growth vision planning and job-specific skill enhancement	• Enhancement of professional mindset and formulation of long-term growth roadmap for high-potential talent	-
Leadership 360° feedback follow-up program	578 managerial employees	• Guidance on interpreting 360° feedback and developing improvement plans along with self-assessment	• Reinforced leadership mindset and competencies for successful role fulfillment	-
Training program for promoted employees	346 employees eligible for promotion (by level)	• Overview of CJ Group's management philosophy and mid-term strategy, identification of key leadership enhancement areas through diagnostic tools, and development of an individual growth plan	• Enhancement of leadership capabilities to ensure successful performance in new roles and vision development for goal attainment	4.85
2024 Global Voyage	121 newly promoted managers	• Overseas site visits and cultural immersion for leadership capacity building	• Expansion of global experience and development of self-directed competency	4.74
Change / innovation leadership program	495 managerial employees	• Leadership transformation process and practice of change management cases by division	• Acerated leadership mindset transformation and enhanced change-driving capabilities in line with mid-term innovation growth strategies	4.6

1) Rated on a 5-point scale

2024 Key Talent Development & Leadership Training in Construction Business Unit

Program		Target	Description	Performance	Satisfaction[1]
Key talent	Key talent book leader	7 key talents	• Leadership, job-specific, and management competency enhancement through book-based discussions	• Promoted capability development by broadening understanding and perspectives through discussions centered on core competencies development	4.8
	2024 key talent mentoring	13 key talents	• Cultivation of future leader mindset through mentoring	• Expanded networking and shared managerial insights via mentoring with executives	4.67
	Change agent program	23 key talents	• Coaching for effective change management and facilitation skills development	• Enhanced coaching and facilitation capabilities to lead leadership transformation and effectively manage organizational change	4.53
Leader-ship	Leadership journey	12 employees (level M)	• Understanding of leadership, vision-setting, and leadership model design	• Supported future leadership development by guiding middle managers in defining their personal leadership principles and expanding their leadership perspective	4.6
	2024 leadership excellence program	74 managerial employees	• Training and coaching tailored to leadership practices in the construction sector	• Development of leadership action plans, on-site application, performance evaluation, and identification of areas for improvement	4.51
	Training program for promoted employees	29 employees eligible for promotion	• Reaffirming the corporate philosophy and reinforcement of role-specific competencies	• Strengthening of role-specific capabilities and vision-setting to support successful performance in newly promoted roles	4.8

1) Rated on a 5-point scale

TALENT MANAGEMENT

EMPLOYEE DEVELOPMENT

POST-RETIREMENT SUPPORT

Career Development Center (CDC) Program

At CJ Logistics, the Career Development Center (CDC) program supports seamless career transitions and entrepreneurship opportunities for employees nearing retirement. This service is available to regular employees aged 50 or older with at least one year of service, and contract employees with a minimum of three years of service, who are subject to involuntary retirement in the applicable year. The program aims to help participants prepare for a meaningful post-retirement life. In collaboration with two specialized CDC partner agencies, we offer a range of personalized options tailored to individual needs. Eligible employees can access customized programs through professional training institutions, including one-on-one career transition and entrepreneurship counseling, job placement services, and life planning education. In 2024, a total of 14 employees utilized this service. Moving forward, we will continue to strengthen our support framework to help employees not only during their tenure but also throughout the full career life cycle, including life after retirement.

PERFORMANCE EVALUATION AND COMPENSATION

Performance Evaluation

We operate the Performance Management & Development System (PMDS+), a performance-based compensation program designed to align organizational goals with individual performance targets and support continuous performance management. PMDS+ is an enhanced version of the company's existing system, PMDS, with reduced emphasis on relative evaluation to enable a more objective and equitable assessment of individual performance. We continuously refine our performance management framework to ensure an effective and fair compensation system, encompassing incentives, salary adjustments, and promotions.

Fair Compensation System

We uphold the principle of fair compensation based on a job grading system that reflects the relative value of each role, regardless of gender. In line with our DE&I policies, we ensure that no individual characteristic becomes a basis for discrimination across all HR processes, including recruitment, promotion, placement, salary, benefits, and training. Our fair compensation framework recognizes employees' capabilities and performance equally, regardless of age, tenure, or position. Currently, there is a wage gap arising from a higher proportion of male employees and their longer average tenure compared to female employees. In response, we are actively working to expand the recruitment of female talent and reduce the gender pay gap through various initiatives. We remain committed to ongoing institutional improvements aimed at eliminating compensation disparities based on gender.

Performance and Competency Evaluation Process

Performance Evaluation Process

STEP 1 – Target setting
- Establish team-level KPIs and derive aligned individual performance targets
- Define individual goals and assign appropriate weightings

STEP 2 – Ongoing performance management
- Target management
  - Modify or register new goals as needed
  - Continuously adjust weightings
- Progress management
  - Record key achievements and milestones
  - Conduct biannual quality checks (May and October)
- Performance review
  - Conduct mid-year reviews and evaluations (July)
  - Self-review
  - Review by Task Manager
  - Peer review (if necessary)

STEP 3 – Final evaluation and feedback
- Conduct year-end performance evaluation
- Deliver final feedback

Competency Evaluation Process

STEP 1 – Target setting
- Establish team-level KPIs and derive aligned individual performance targets
- Define individual goals and assign appropriate weightings

STEP 2 – Interim reviews
- Review (May and October)
  - Assess progress and conduct career development discussions during quality check (QC) sessions

STEP 3 – 360-degree Feedback
- Peer feedback
- Leader feedback

STEP 4 – Final evaluation and feedback
- Conduct year-end performance evaluation
- Deliver final feedback

TALENT MANAGEMENT

Organizational Culture

Organizational Culture Innovation Initiatives

Enabling New Ways of Working

At CJ Logistics, we advance ESG-driven management by actively listening to employee voices and cultivating an inclusive culture that respects diverse perspectives. Each year, we establish strategic priorities for organizational culture and develop customized programs aligned with these goals to drive ongoing improvement. In 2024, we carried out a range of initiatives centered on three core focus areas to further strengthen our organizational culture.

2024 Strategic Direction and Initiatives for Organizational Culture Enhancement

CEO-led vision alignment	Enhancing employee communication and engagement	Strengthening organizational cohesion by sharing strategy, outcomes, and success stories
CEO-led group meetings and on-site management visits Communicate vision and strategy to targeted levels and teams, fostering consensus on management direction and strategy throughout all organizational layers via on-site infrastructure tours (A total of 10 group meetings, 33 on-site discussions, and 8 CEO letters)	**Employee engagement programs** Implement team-based communication and networking initiatives to strengthen cohesion among employees (Conducted April–June with 96% participation across all employees)	**CJL Awards** Recognize outstanding teams delivering performance aligned with annual strategic goals and share success stories company-wide to enhance employees' awareness of achievements and pride, while fostering a positive organizational climate and strengthening strategic engagement (Held annually in November)
2024 Town Hall Meetings & 94th anniversary celebration Deliver 2024 business performance results and vision messages through direct communication with employees to foster understanding and consensus, thereby enhancing motivation, engagement, and commitment to achieving goals (Held twice in total)	**Organizational synergy programs** Launch initiatives to generate synergy through cross-team collaboration (Held twice a year) - Sales Corps (17 participants), satisfaction score: 4.6 - Korea Integrated Freight Terminal (29 participants), satisfaction score: 4.8 (Held twice a year)	**Internal Broadcast (CKN) Innovation** Share company news, meaningful worksite vlogs, and global updates through the internal broadcasting channel to enhance understanding of business and strategic directions (Ongoing)

In the Construction Business Unit, we are driving a transformation in work practices to align with the company's continued growth and evolution. We communicate expected behaviors to employees in a clear and intuitive manner and implement various initiatives to foster shared understanding and alignment. Guided by the CEO's message, we launched a tailored slogan, "Work with Style, Work the P.R.O Way!" to embed three core values, Professionalism, Responsibility, and Organization into the workplace culture. We continue to broaden awareness initiatives, including posters and internal display screens, to reinforce these values across the organization.

P.R.O poster

TALENT MANAGEMENT

ORGANIZATIONAL CULTURE

ORGANIZATIONAL CULTURE INNOVATION INITIATIVES

Organizational Culture Assessment and Enhancement

Leveraging CJ Group's organizational culture diagnostic program, CJ Voice ON, we regularly conduct thorough assessments to evaluate employees' understanding and adoption of the company's vision and core values, as well as their level of organizational commitment. Based on these results, we identify cultural barriers and implement targeted improvement measures to drive meaningful organizational transformation. In 2024, the assessment was enhanced by incorporating items related to practical infrastructure to determine whether an environment conducive to shared growth between the company and its employees is in place. The evaluation covered various aspects, including organizational structure and processes, ways of working, HR systems, and leadership commitment to change. From this analysis, we identified factors hindering a healthy culture and derived four key improvement directions: defining and embedding leadership principles, strengthening communication between the company and employees, enhancing timely recognition, and introducing collaborative tools to foster cross-functional collaboration and reduce organizational silos. These insights will guide our organizational culture innovation initiatives in 2025.

CJ Voice On

Vision / Change	Work Environment / Great Workplace (GWP)	Motivation / Growth	Engagement / Satisfaction
• Does the company consistently pursue innovation aligned with its vision and strategy? • Are you ready and willing to actively engage in the organization's transformation? • Are we effectively preparing to build core competencies for future business growth?	• Are we making proactive efforts to improve systems and policies for a better workplace culture? • Do you believe that CJ Logistics provides fair roles and opportunities based on merit? • Are diverse perspectives and opinions respected in the decision-making process?	• Do you feel that your experience here is helping you grow into a recognized professional? • Would you recommend CJ Logistics as a great place to work to friends or acquaintances? • Are you proud to be a part of CJ Logistics? • Do you feel that your work contributes to making the world a better place?	• Are you satisfied with your work, and does it feel meaningful and challenging? • Do your leaders provide constructive feedback and value your input? • Do you trust our leadership and your colleagues?

Internal Communication and Engagement Programs

We promote internal cohesion and a strong organizational culture by connecting employees and business sites nationwide through our internal broadcasting platform, "CKN". A flagship program, "Daetong's Log", offers vlog-style content capturing real workplace moments that showcase each department's infrastructure, team dynamics, and work styles, deepening employees' understanding of different roles and fostering communication across the organization. At year-end, we host the "CJL Awards" to recognize exceptional employees. Their success stories and interviews are later featured in "CJL Awards Story", a follow-up segment that shares best practices and professional insights. To further encourage engagement and strengthen our workplace culture, we also produce a variety of content formats such as the monthly "Tongtong News", seasonal specials such as Family Month Features and Year-End Episodes, and spontaneous interview segments like "Cast U". Through these diverse initiatives, we remain committed to transparent communication and cultivating an inclusive workplace.

Internal broadcasting platform (CKN)

TALENT MANAGEMENT

ORGANIZATIONAL CULTURE

CORPORATE CULTURE INITIATIVES

Culture of Respect Campaign

Anchored in communication, respect for diversity, and trust, we promote a range of campaigns aimed at fostering a respectful and inclusive organizational culture. In 2024, we produced special internal broadcasts during Family Month, the Lunar New Year and Chuseok holidays, and the year-end season, providing employees with meaningful opportunities to express gratitude to colleagues, family members, and other valued individuals. These initiatives helped cultivate a workplace culture grounded in empathy and trust.

To ensure broad participation across various work environments, we adjusted event schedules and provided live online streaming, reflecting our commitment to inclusivity and respect for diverse working conditions. In addition, we renovated the headquarters lounge to support open communication and psychological well-being. Designed to encourage informal interactions and meaningful dialogue in a relaxed atmosphere, the lounge serves as a tangible expression of our efforts to embed respect into the physical and cultural fabric of the organization.

In the construction sector, the Open Council leads employee-driven initiatives to enhance organizational culture. Participatory programs, such as an employee appreciation snack truck, were introduced to support the achievement of revenue goals and zero-accident targets. We remain committed to fostering a healthy organizational culture across the company, rooted in respect, mutual trust, and transparent communication.

2024 'Culture of Respect' Campaign

Renovation of the headquarters lounge

Employee appreciation snack truck

Employee Idea Contest: Dadoem Project

Since 2022, we have operated the in-house idea contest Dadoem Project, meaning "everything is possible," to encourage employee-driven innovation and growth. In 2024, 82 ideas were submitted, and one outstanding proposal was selected through a document review and presentation evaluation. The proposer formed a team and refined the idea over a two-month period with the goal of commercialization, culminating in a final presentation. Based on the evaluation results, the winning team received a cash prize. Through Dadoem Project, which is fueled by voluntary employee participation, we continue to cultivate a culture of challenge and growth across the organization.

2024 Dadoem Project

TALENT MANAGEMENT

ORGANIZATIONAL CULTURE

CORPORATE CULTURE INITIATIVES

Construction Awards brining life to "ONLYONE" Performance and Culture of Challenge

The construction sector promotes "ONLYONE" performance by operating a performance-based compensation program that identifies best practices (BPs) and connects annual achievements to business structure advancement in line with our mid-term strategy. A preliminary briefing session was held to help employees better understand the award's purpose and the process for submitting achievement statements. A presentation-based evaluation was introduced to build consensus and reinforce the legitimacy of the final selections. The accomplishments of award recipients were also featured in video content based on recommendation letters, reinforcing fairness and boosting motivation. We will continue improving the program to ensure equitable evaluation and wider dissemination of successful practices, while instilling a culture of challenge, innovation, and continuous growth across the organization.

CJL Awards and 94th Anniversary Celebration

In the logistics sector, the CJL Awards recognized 22 teams for delivering outstanding results aligned with our annual strategic goals, including in the best performance category. By sharing these best practices across the organization, we actively nurtured a performance-driven culture and contributed to a positive organizational climate. To commemorate our 94th anniversary, we held Town Hall Meetings and a plogging event that served as venues to foster mutual understanding, empathy, and unity among all employees. Going forward, we will continue to expand organizational culture initiatives that facilitate enterprise-wide communication, recognize performance, and advance our social responsibility commitments.

Best Performance Award Winners

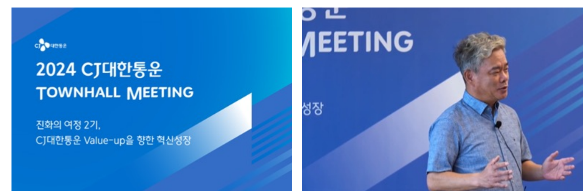
CEO Town Hall Meeting

Employee Plogging Event at 94th Anniversary

Town Hall Meeting

We organized a Town Hall Meeting led by the CEO to foster a culture of open communication and shared understanding across the company. During the session, the CEO provided a direct briefing on the company's business performance, future outlook, and strategic direction, with an emphasis on building consensus and aligning all employees toward a common goal. This initiative has deepened employees' understanding of the company's vision and strategy, promoting a stronger sense of unity and voluntary engagement. We remain committed to cultivating a culture of mutual growth by facilitating continuous communication.

In the Construction Business Unit, an offline Town Hall Meeting was held in 2024 under the theme of "ONLYONE." Aimed at helping newly hired employees gain a deeper understanding of the company's core values, the event moved away from one-way communication and instead offered a platform for employees to share their personal interpretations of "My ONLYONE." Participants took the stage as presenters, expressing how they define and embody "ONLYONE" from their unique perspectives. This approach fostered greater empathy and a shared sense of purpose across the organization. We will continue to internalize the "ONLYONE" culture by promoting employee-driven value realization.



2024 Logistics Sector Town Hall Meeting

2024 Construction Sector Town Hall Meeting

TALENT MANAGEMENT

ORGANIZATIONAL CULTURE

TALENT MANAGEMENT ACROSS GLOBAL OPERATIONS

Talent Management Initiatives

Based on a comprehensive talent management framework, we promote diversity and inclusion across our global operations while ensuring fair recruitment, performance-based evaluations, and role-specific capability development to advance sustainable talent practices company-wide. In key international locations, including the United States, India, Malaysia, and Vietnam, we implement tailored talent development policies that reflect each country's institutional systems and cultural context. Transparent hiring processes, merit-based performance evaluations, and job-specific training programs support the mutual growth of both employees and the organization. We also pursue initiatives to empower women and young talent by implementing inclusive policies such as maternity leave, flexible work arrangements, and return-to-work support. To continuously enhance global talent management, we regularly assess conditions at each international site and apply strategies tailored to the unique characteristics and maturity level of each subsidiary.

	United States	India	Malaysia	Vietnam
Reporting scope	• CJ Logistics America, LLC • CJ Logistics Transportation LLC • CJ Logistics Canada Corporation • CJ Logistics Freight America LLC	• CJ Darcl Logistics Limited • TRANSRAIL LOGISTICS LIMITED • DARCL LOGISTICS NEPAL PRIVATE LIMITED • CJ korea express India Private Limited	• CJ Century Logistics Holdings Berhad • Century Logistics Sdn. Bhd. • CJ Century Logistics Sdn. Bhd. • CJ Century Forwarding Sdn. Bhd. • CJ Century Technology Sdn. Bhd. • CJ KOREA EXPRESS MALAYSIA SDN. BHD • Century-YES Logistics (Yichun) Co. Ltd. • Tad Raya Offshore Sdn. Bhd. • EC DISTRIBUTION SDN BHD • CJ KOREA EXPRESS FORWARDING MALAYSIA SDN. BHD	• CJ Gemadept Logistics Holdings Company Limited • CJ Gemadept Shipping Holdings Company Limited • Gemadept Logistics One Member Company Limited • Gemadept Shipping Limited Company • Mekong Logistics Company
Recruitment and performance management	• Operate a fair and transparent recruitment system, and MBO-based Performance evaluations: 677 executives • 360-degree feedback: 21 employees • Relative performance evaluation: 643 hourly employees	• Operate a competency-based structured recruitment system • Apply a fair screening process by minimizing age and gender information • Implement an annual performance evaluation process with multi-level review protocols	• Operate the PMDS (Performance Management and Development System): 686 employees participating as of 2024 • Uphold the principle of equal opportunity across recruitment, promotion, and reinstatement processes • Support women returning to work after career interruptions • Conduct regular performance evaluations to assess competency levels and identify development needs	• Operate fair recruitment processes based on internal and external job postings • Conduct annual KPI-based performance evaluations for all employees • Implement 360-degree evaluations during promotion reviews • Run MT Trainer program to nurture young talent
Education and training	• Offer training in job-specific skills, leadership, soft skills, and compliance • Training completion managed through a Learning Management System (LMS)	• Provide job-specific training programs, leadership and communication skills and problem-solving mentoring, and role expansion workshops • Host expert-led sessions and return-to-work programs aimed at improving female retention	• Provide structured onboarding and orientation programs for new hires • Conduct annual employee engagement surveys to measure satisfaction and gather employee feedback • Offer skill-building programs focused on leadership, communication, and teamwork • Deliver compliance training aligned with ISO standards, legal and regulatory requirements, and occupational health and safety (OHS) standards • Achieved an average of 17.6 training hours per employee in 2024, exceeding the target of 16 hours	• Manage monthly and annual training programs through CJ Humanville • Report annually on learning hours and completion rates
Diversity and inclusion	• Launched the Expats and Veterans ERGs, and preparing to launch the Women's ERG • Deliver annual anti-discrimination and anti-harassment training for women, veterans, and employees of color, through both e-learning and in-person sessions, available for all employees regardless of ERG affiliation.	• Practice equitable hiring that considers race, gender, age, and religious background • Offer 26 weeks of maternity leave, alongside flexible work arrangements and return-to-work support • Ensure board diversity and allocate dedicated budgets for employee development programs	• Maternity leave: 14 employees with a 93% return rate • Parental leave: 22 employees with a 100% return rate • Achieve 23% female representation (in senior management and on the Board), with a target of 30% by 2025 • Implement initiatives that promote gender equality and support career development, despite the absence of a formal mentoring system	• Provide mandatory discrimination and harassment prevention training for all employees • Establish an inclusive framework grounded in policies, including anti-discrimination measures and regular education • Consider implementing mentoring programs for women and minority groups in the future

LABOR PRACTICES

GOVERNANCE

LABOR-MANAGEMENT COOPERATION

Labor-Management Council

At CJ Logistics, a Labor-Management Council, composed of an equal number[1] of representatives from both labor and management, serves as a platform for promoting employee welfare and fostering mutual cooperation. Aiming to establish a constructive labor-management relationship and a culture of social dialogue based on mutual respect, the council holds regular quarterly meetings and ad-hoc sessions when necessary. Discussion topics include improvements to HR and labor-management systems, enhancement of occupational health and safety and working conditions, grievance handling, productivity improvements, and profit-sharing. In 2024, a total of four council meetings were held, covering key agenda items such as revisions to employee welfare programs, implementation of special health checkups, follow-up measures from labor-management roundtables, and discussions on extending the retirement age.

1) Eight from management and eight from labor

LABOR PRACTICES

RESPONSE STRATEGY

ENHANCING EMPLOYEE WORKING CONDITIONS

Employee Welfare Programs

We support employees in achieving a healthy work-life balance and enhancing their overall quality of life through a comprehensive range of welfare programs. These benefits are continuously reviewed and refined, with a strong focus on systematic health management. All employees receive annual health checkups, and full reimbursement is provided for sedated endoscopic procedures such as gastroscopy and colonoscopy. Leave is granted for special medical examinations, and employees with abnormal findings are offered personalized health consultations and preventive care through our "Visit Service for Your Health" program.

Housing and rental subsidies have been raised to help relocated employees secure stable living conditions. In addition, we have expanded childbirth celebration allowances and increased both the eligibility and coverage limits for tuition support and the Employee Welfare Fund. We remain committed to creating a work environment where all employees can thrive in both body and mind.

Welfare Programs

Living

- CJ employee card
- CJ cafeteria points
- Financial support for family event
- Wedding car support
- Baby shower gift
- Maternity leave
- Parental leave (paid / unpaid) for Primary / dependent caregivers and child enrollment care leave
- Personal family event leave (Including non-marrier)
- Interest-free mortgage loan
- Loans from Employee Welfare Fund
- Relocation allowance
- Non-local housing allowance
- Retirement leave
- Flexible workspace policy
- Flexible and optional working hours

Developing

- Creative Week System (global training and paid leave program)
- Global Knock Program (self-directed global training opportunities; unpaid leave)
- CJ Campus programs

Refreshing

- Access to domestic condominiums
- Overseas hotel accommodation support
- Discounts for cultural and artistic events
- Support for in-house club activities
- Gifts for Parents' Day, anniversaries, holidays, and complimentary home delivery coupons
- Family car rental assistance

Being Healthy

- Regular health checkups
- Confidential surveys for employee stress management
- Medical expense support
- Fertility treatment leave and miscarriage leave
- Prenatal checkup support
- Coverage for heart disease-related medical expenses
- Workers' compensation insurance

LABOR PRACTICES

RESPONSE STRATEGY

ENHANCING EMPLOYEE WORKING CONDITIONS

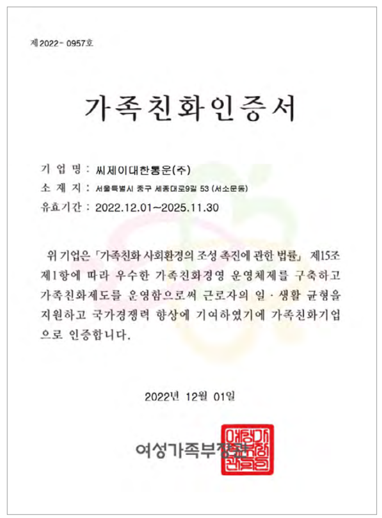
Enhancing Welfare for Parcel Delivery Personnel

We are committed to fostering a stable and supportive work environment for our parcel delivery personnel through a comprehensive set of 11 welfare initiatives. These include annual health checkups, biannual tuition subsidies for children, school entrance celebration allowances, childbirth grants, and support for childbirth supplies. Such programs have played a key role in maintaining low turnover rates and high average tenure, which serve as the foundation for enhanced service quality and customer satisfaction. In 2024, we allocated KRW 6 billion to benefit approximately 22,000 parcel delivery personnel through initiatives such as tuition assistance, childbirth grants, entrance celebration allowances, and health screenings. Since 2021, our total investment in delivery personnel welfare has reached KRW 55 billion.

Employee Work-Life Balance

We operate a variety of flexible work arrangements to help employees maintain a healthy work-life balance. These include flexible and optional working hours, remote work options, child enrollment care leave, and emergency childcare support through reduced working hours. In addition to statutory parental leave, we offer extended leave by agreement and provide relocation allowances for employees assigned to regions outside their hometowns. These initiatives not only enhance quality of life for our employees but also contribute to our long-term sustainable growth. As a result of these continued efforts, we have been certified as a family-friendly company.

In addition, we limit overtime in accordance with Article 28 of the Employment Rules (Overtime Work, etc.) and operate a PC-OFF system that automatically shuts down employees' computers at the end of the workday. Overtime is restricted to a maximum of 12 hours per week, based on labor-management agreement, and must be approved by the department head or reported to the Human Resources Department in advance.



제2022- 0957호

가족친화인증서

기 업 명 : 씨제이대한통운(주)
소 재 지 : 서울특별시 중구 세종대로9길 53 (서소문동)
유효기간 : 2022.12.01~2025.11.30

위 기업은 「가족친화 사회환경의 조성 촉진에 관한 법률」 제15조 제1항에 따라 우수한 가족친화경영 운영체제를 구축하고 가족친화제도를 운영함으로써 근로자의 일 · 생활 균형을 지원하고 국가경쟁력 향상에 기여하였기에 가족친화기업으로 인증합니다.

2022년 12월 01일

여성가족부장관

Right to Stop Work and Safety Feedback Channels

In the Construction Business Unit, we actively promote safety by ensuring the right to stop work for both our employees and those of partner companies at construction sites, while also collecting feedback on safety-related issues. In accordance with Article 52 of the Occupational Health and Safety Act, workers may halt operations if there is a risk of accident or hazardous conditions. When the right to stop work is exercised, workers are immediately evacuated, and operations resume only after all necessary safety measures have been taken. We have established a work suspension guideline to enable rapid response in emergencies. To enhance accessibility for reporting safety concerns, we also launched an open KakaoTalk channel accessible via QR code. Workers are encouraged to suggest improvements when identifying potential hazards, and all valid proposals are promptly implemented on site.

Social Agreement for Preventing Overwork Among Parcel Delivery Personnel

We are committed to enhancing the working environment for parcel delivery personnel by addressing the risks of overwork caused by long hours and high delivery volumes. As part of this effort, we have established a daily delivery limit and introduced the "Excess Volume Sharing System" to redistribute workloads in case of volume surges. A flexible work arrangement has also been implemented to support sorting activities through a time-selection system. To safeguard the health of delivery personnel, we offer tailored health screening programs. Each year, delivery workers are eligible for free comprehensive medical checkups covering over 60 diagnostic items. Based on the results, additional specialized cardiovascular screenings are provided, contributing to the prevention and early detection of serious health conditions.

LABOR PRACTICES

RISK MANAGEMENT

EMPLOYEE FEEDBACK COLLECTION

Complaint Resolution Committee Feedback Process

We operate a Complaint Resolution Committee comprising up to three representatives each from labor and management to promptly and fairly address employee grievances. The committee actively listens to various challenges faced by workers on-site and devises reasonable solutions to foster healthy labor-management relations and build trust within the organization. Upon receiving a grievance, the committee informs the concerned employee of the resolution outcome within 10 days. Cases that cannot be resolved internally are sent to the Labor-Management Council for further deliberation and action.

METRICS AND TARGETS

LABOR PRACTICES TARGETS AND PERFORMANCE

Labor Practices Targets

- Strengthen communication with partner companies (12 times annually)
- Achieve 64 consecutive years without labor disputes and 24 consecutive years without strikes
- Ensure 100% welfare benefit coverage for parcel delivery personnel in partner companies
- Fulfill all agreed measures from the social agreement to prevent delivery personnel overwork

Labor Practices Performance

- Enhance employee welfare and foster sound corporate growth through participation and collaboration
- Improve HR and labor management systems, restructure business operations, and expand worker compensation through mutual trust-based consultations
- Expand maternity protection programs

Mid- to long-term labor practices goals	Performance	Mid- to long-term goals		
	2024	2024	2025	2030
Conclusion of collective wage agreements	Zero disputes (64 years) Zero strikes (24 years)	Zero disputes (63 years) Zero strikes (24 years)	Zero disputes (64 years) Zero strikes (25 years)	Zero disputes (69 years) Zero strikes (30 years)
Welfare benefit coverage for parcel delivery personnel in partner companies	100%	100%	100%	100%
Implementation of social agreement committee resolutions on overwork prevention for parcel delivery personnel	Full implementation completed	Full implementation completed	Full implementation completed	Full implementation completed
Enhanced communication with partner companies (Regular meetings with the Agency Association)	Over 12 times annually	10 times annually	12 times annually	Over 12 times annually

LABOR PRACTICES

GLOBAL LABOR PRACTICES MANAGEMENT AT OVERSEAS SITES

LABOR PRACTICE INITIATIVES

CJ Logistics places human rights and fair labor practices at the core of its operations across global business sites, establishing human rights and labor management systems aligned with local regulations and international standards. In key overseas locations such as the United States, India, Malaysia, and Vietnam, we have taken fundamental employee protection measures including anti-discrimination policies, sexual harassment prevention training, and grievance handling procedures. In parallel, efforts to create a sustainable employment environment, such as the prohibition of child labor, assurance of fair wages, and human rights due diligence across the supply chain, are also being pursued. Notably, in India and Malaysia, operations are managed in accordance with international certification standards such as SA8000, SMETA, and ISO 45001. The headquarters regularly reviews the labor risk management frameworks in these global sites and is committed to advancing human rights management in line with global best practices.

	U.S.	India	Malaysia	Vietnam
Entities Covered in The Reporting Scope	• CJ Logistics America, LLC • CJ Logistics Transportation LLC • CJ Logistics Canada Corporation • CJ Logistics Freight America LLC	• CJ Darcl Logistics Limited • TRANSRAIL LOGISTICS LIMITED • DARCL LOGISTICS NEPAL PRIVATE LIMITED • CJ Korea Express India Private Limited	• CJ Century Logistics Holdings Berhad • Century Logistics Sdn. Bhd. • CJ Century Logistics Sdn. Bhd. • CJ Century Forwarding Sdn. Bhd. • CJ Century Technology Sdn. Bhd. • CJ KOREA EXPRESS MALAYSIA SDN. BHD • Century-YES Logistics (Yichun) Co. Ltd. • Tad Raya Offshore Sdn. Bhd. • EC DISTRIBUTION SDN BHD • CJ KOREA EXPRESS FORWARDING MALAYSIA SDN. BHD	• CJ Gemadept Logistics Holdings Company Limited • CJ Gemadept Shipping Holdings Company Limited • Gemadept Logistics One Member Company Limited • Gemadept Shipping Limited Company • Mekong Logistics Company
Labor Practices Policies and Activities	• Expats ERG, Veterans ERG, and Women's ERG have been officially launched to enhance diversity and inclusion • Conducting annual sexual harassment prevention training (Office staff: e-learning / Warehouse staff: in-person training) • Implementing an Early Warning System (EWS) to proactively address organizational culture risks • Fair performance management system in place: MBO-based evaluation (677 employees), 360-degree feedback (21 executives), relative evaluation for hourly workers (643 employees) • Offering job-specific, leadership, and soft skills training, managed through a Learning Management System (LMS)	• Operating a human rights and labor management system based on international standards (SA8000, ETI Base Code, UNGC participation) • Operating a sexual harassment prevention system based on the POSH policy • Establishing an Occupational Health and Safety Management System (OHSMS) based on ISO 45001 • Providing inclusive policies such as 26 weeks of maternity leave, return-to-work support, and mentoring • Conducting human rights due diligence and audits across the supply chain; holding SEDEX and SMETA certifications	• Operating a fair recruitment and compensation system based on the HR & Labour Standards Policy • 131 employees completed 524 hours of anti-harassment and anti-discrimination training as of 2024 • Return-to-work rates after maternity and parental leave are 93% and 100%, respectively • Performance Management and Development System (PMDS) implemented, with participation from 686 employees • Offering training on job-related technical skills, soft skills, and compliance topics in parallel	• Conducting KPI-based performance evaluations and uses 360-degree feedback for promotions • Developing young talent through the MT Trainer Program • Operating a structured training system based on CJ Humanville: monthly / annual training and learning record management • Grievance handling system not yet in place; currently reviewing establishment of an efficient process • Mandatory training for all employees on anti-discrimination and anti-harassment policies

HEALTH AND SAFETY MANAGEMENT

GOVERNANCE

HEALTH AND SAFETY MANAGEMENT SYSTEM

Health and Safety Management Policy

CJ Logistics places the highest priority on safety and has established and announced a health and safety management policy to ensure that both employees and partners can practice sustainable safety management.

In the Logistics Business Unit in particular, we implement safety management with a core focus on regulatory compliance, goal setting, training and education, accident prevention, and cultivate a safety culture. Through these efforts, we are committed to providing a safe and healthy working environment for all employees.

Health and Safety Management Policy in Logistics Business Unit

Regulatory Compliance	Goal Management	Education	Accident Prevention	Safety Culture
• Comply with domestic and international safety and health laws and regulations	• Set safety and health objectives that reflect input from all employees. • Regularly evaluate performance to revise and improve goals.	• Encourage active participation of all employees in safety and health activities. • Improve awareness and practical skills through systematic training and education	• Identify and eliminate potential hazards and risk factors • Promote employee health and prevent safety incidents	• Create a safe and pleasant working environment • Foster a safety and health culture based on fundamentals and principles

Health and Safety Management Policy in Construction Business Unit

Leadership	Regulatory Compliance	Goal Management	Foundation Building	Accident Prevention	Health Management
• Provide trusted direction and commitment to safety and health from top management	• Comply with safety and health laws and regulations • Ensure internal and external compliance	• Establish safety and health goals to prevent the top 7 types of accidents • Conduct regular performance evaluations and make improvements	• Improve systems for budgeting, organization, inspections, and training related to safety and health management • Regularly manage and enhance implementation practices	• Identify and eliminate potential hazards through risk assessments • Prevent safety incidents by encouraging active worker participation	• Create a pleasant working environment by eliminating harmful and hazardous factors in advance

Occupational Health and Safety Management Strategy

CJ Logistics places the highest priority on the safety of its employees and has implemented its safety management practices based on three core strategies: enhancing autonomous safety management capabilities, ensuring swift and accurate accident response, and establishing and executing a global safety management system. As a result, we have achieved both quantitative and qualitative improvements in safety incidents, thereby securing a leading edge in safety management capabilities within the logistics industry. Going forward, we will further solidify the foundation for stable business operations through proactive risk prevention activities and the strengthening of core safety competencies. In addition, to prevent health issues caused by working environments, we operate a health management system based on the PDCA (Plan-Do-Check-Act) methodology. This includes managing office air quality and drinking water, as well as conducting job stress assessments for all employees to support both physical and mental health. We have established three key safety management strategies and eight core initiatives as part of our vision to become a leading logistics company in safety management both domestically and internationally. Quantitative targets have been set for key indicators such as the occupational injury rate and hazard improvement rate, and performance is managed over the mid- to long-term horizon.

Strengthening Autonomous Safety Management Capabilities at the Site Level	• Enhance the competencies of safety and health personnel and safety management organizations • Implement special management for high-risk exposure workers and those prone to causing accidents • Expand pre-safety risk assessments (SDR) and reinforce legal safety inspections • Prevent fire risks through strengthened inspections of electrical facilities, internal fire safety consulting, and implementation of a grading system
Ensuring Swift and Accurate Response in Case of Accidents	• Establish early warning systems (intelligent CCTV surveillance linked to the EHS control room) • Expand emergency drills (diversifying emergency scenarios, joint fire drills with public authorities, tabletop exercises by emergency response committees, unannounced drills linked to control rooms)
Establishing and Implementing a Global Safety Management System	• Apply EHS Global Standards (regulations, internal inspections, IT systems, etc.) • Standardize and enhance global safety management capabilities with a focus on fire prevention

Occupational Health and Safety Committee

CJ Logistics has established an Occupational Health and Safety Committee to protect the safety and health of its workers, holding regular quarterly meetings and ad-hoc meetings as needed. In the Logistics Business Unit, the committee consists of a total of eight members, four representatives from labor union and four from management. The committee discusses measures to improve worker safety and health as well as working conditions, and shares updates on key safety management activities. In the Construction Business Unit, a labor-management council is operated every two months at each site. For construction projects with a value of KRW 2 billion or more, the council is composed of an equal number of worker and employer representatives, including those from partner companies. In 2024, key activities included the revision of 21 health and safety standards to enhance legal compliance and worker safety, and the approval of the 2024 occupational health and safety management plan to implement systematic industrial accident prevention efforts.

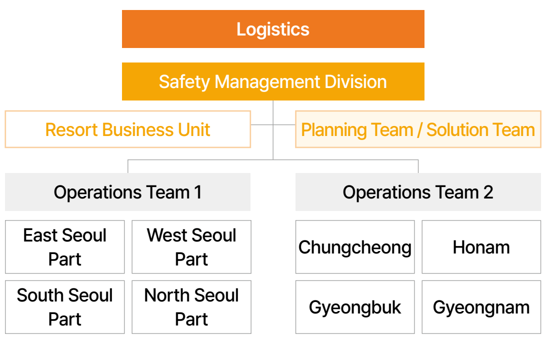
HEALTH AND SAFETY MANAGEMENT

GOVERNANCE

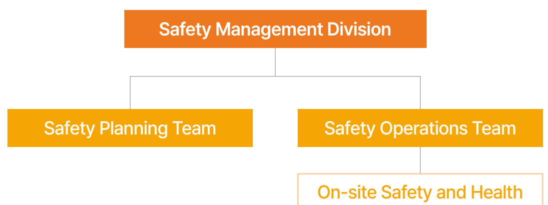
HEALTH AND SAFETY MANAGEMENT ORGANIZATION STRUCTURE

To implement systematic safety management, CJ Logistics establishes an annual health and safety plan that includes its health and safety management policy, organizational structure and responsibilities, budget and facilities, previous year's performance, and plans for the current year. This plan is submitted to and approved by the Board each year. Independent safety and health organizations are operated in each of our two core business units, logistics and construction, to ensure tailored implementation based on the specific characteristics and field conditions of each division. In the Logistics Business Unit, we operate a safety and health management system led by the Safety Management Division, which reports directly to the CEO. In the construction sector, a dedicated safety and health organization is responsible for enhancing company-wide safety management. In particular, the Construction Business Unit operates a monthly Health and Safety Management Committee to monitor compliance with legal obligations, including the Serious Accidents Punishment Act, and to review safety and health performance. The results are reported to the accountable management. In addition, regional safety managers are deployed at each site to continuously strengthen the level of on-site safety management.

Safety Management Organization in Logistics Business Unit



Safety Management Organizational Structure in Construction Business Unit



Occupational Health and Safety Qualification Certification

CJ Logistics sharpens professionalism and execution capabilities of its health and safety management by assigning certified experts to its organization, including those holding nationally accredited licenses in safety, health, firefighting, electricity, and management. We assist our personnel reach their full potential and establish a system that enables swift and accurate responses to safety and health risks at worksites. By leveraging this professional expertise, we aim to implement effective and practical occupational health and safety management.

Occupational Health and Safety Manager Qualifications

(Unit: Person) (As of January 1, 2025)

Category	Industrial Safety	Industrial Health	Fire Safety	Electrical Safety	Environment	Others (hazardous materials)
No. of certified Personnel[1]	161	61	38	18	11	75

1) Includes both logistics and construction business units.

Health and Safety Management Certificates

CJ Logistics has acquired ISO 45001 certification for all domestic business sites (with certification audits conducted on 56 representative organizations) and overseas subsidiaries in Indonesia and Japan, in order to provide a safe working environment for all employees. Based on this certification, we have established and systematically operate a safety management system that aligns with international standards. The certification is continuously maintained through surveillance and renewal audits. Building on this foundation, we have established company-wide occupational health and safety regulations, procedures, and guidelines to implement a structured safety management system. Additionally, two domestic branches have obtained KOSHA-MS certification, administered by the Korea Occupational Safety and Health Agency (KOSHA), further reinforcing our advanced safety management practices.

Occupational Health and Safety Management System Certifications

Business Site	Certification	Validity Period
All Domestic Sites	ISO 45001[2]	November 1, 2023 – October 31, 2026
Construction Business Unit	ISO 45001	May 31, 2022 – May 30, 2025
Pohang Branch	KOSHA_MS	November 2, 2023 – November 1, 2026
Gwangyang Branch	KOSHA_MS	December 19, 2022 – December 18, 2025
Indonesia Subsidiary	ISO 45001	March 2, 2023 – March 1, 2026
Japan Subsidiary	ISO 45001	March 8, 2023 – March 7, 2026

2) Obtained OHSAS 18001 certification on October 31, 2011, and transitioned to ISO 45001 in 2018 following the release of the international safety and health management system standard by ISO.

HEALTH AND SAFETY MANAGEMENT

RESPONSE STRATEGY

INSTILLING A HEALTH AND SAFETY CULTURE INTO EVERY CORNER

Employee Safety Training

Our Logistics Business Unit conducts regular safety training for all employees to raise safety awareness and nurture a culture of safety in the workplace. In accordance with the occupational health and safety training regulations, we establish an annual training plan and budget to ensure systematic implementation. In 2024, quarterly in-person training sessions were provided for supervisors at all business sites. A post-training survey showed an average score of 4.8 out of 5 for the question, "was the training content helpful in performing your duties?" During the sessions, employees also had the opportunity to share best practices in safety management, which helped to strengthen safety awareness on-site. As a result, the number of high-severity accidents decreased compared to the previous year. In the fourth quarter, experiential training was introduced to enhance practical response capabilities to various hazardous situations, receiving high satisfaction ratings from participants. Furthermore, we achieved a 100% completion rate for safety and health training among all employees, contributing to enhanced awareness and accident prevention capabilities.

Escape Device (Descent Equipment) Training


Safety Experience Center Training


Group Training for Supervisors

Safety Inspection Activities

CJ Logistics' Construction Business Unit continuously carries out activities to identify and improve potential hazards at business sites. Through the monthly Safety Leadership Tour led by senior management, onsite inspections are conducted, and direct communication with employees is encouraged. This initiative contributes to fostering a safety-first culture and establishing a robust safety management system.

2024 Safety Inspection Implementation Status

Category	Safety Inspection Frequency
Site Manager Safety Inspection	Once daily
Joint Safety Inspection	Once every two months
Risk Assessment Meeting	Once every two weeks
Emergency Response Drill	Once every quarter

Emergency Response Drills

The Logistics Business Unit regularly conducts emergency evacuation drills and advanced cardiopulmonary resuscitation (CPR) training to enhance initial response capabilities in case of emergencies such as fires. The evacuation drills are scenario-based and led by the health and safety organization, which is divided into evacuation support and medical support teams. All employees participate in the drills, and CPR and automated external defibrillator (AED) training is provided at designated assembly points after each drill. In 2024, the headquarters conducted the evacuation drill over three days by floor, with a total of 1,083 employees participating. Additionally, CPR training was provided to 2,328 employees across the country, totaling 2,508 hours. We plan to ensure that all employees complete CPR training at least once every three years. Through this systematic training and exercise program, we continue to strengthen our employees' crisis response capabilities.

Category	Unit	Logistics Business Unit	Construction Business Unit
No. of Participants	Person	2,328	1,688
Training Hours	Hour	2,508	1,688

HEALTH AND SAFETY MANAGEMENT

RESPONSE STRATEGY

INSTILLING A HEALTH AND SAFETY CULTURE INTO EVERY CORNER

Safety Management Day

The Logistics Business Unit hosts a monthly Safety Management Day, in which all employees participate to help create a safe and pleasant workplace environment. Each month, a specific theme is selected to highlight major safety issues and accident cases, while workplace inspections are conducted to raise awareness of safety risks. In addition, regional representatives from the health and safety organization and on-site safety managers respond directly to inquiries and requests from the field, thereby strengthening on-site communication. The Construction Business Unit also holds a monthly Safety Day, during which executives and team managers visit worksites to perform safety inspections. Following the inspections, they provide feedback and evaluations of the site's safety conditions, offering specific improvement suggestions. These sessions also include sharing key company-wide announcements, ongoing issues, and operational updates to enhance communication across teams. We are committed to continuing a wide range of initiatives aimed at raising awareness and spreading a culture of safety throughout the organization.



2024 Safety Management Day and Safety Day Events

Measures to Prevent Serious Accidents

The Construction Business Unit has established the Standard Guidelines for Safety Facilities as part of its preventive measures against the top 7 accident types[1]. In addition, it publishes a biannual Accident White Paper based on actual incidents. The Standard Guidelines for Safety Facilities clearly outline the purpose, standards, and precautions for the use of safety equipment and tools, such as safety nets, harnesses, fall protection nets, fire safety systems, and equipment entrapment prevention devices, thereby enhancing the practical applicability of these tools at construction sites. The Accident White Paper contains real cases of accidents, including falls, fires, and entrapments, along with inspection checklists categorized by accident type, which are actively utilized by safety managers during pre-site inspections. To further prevent serious accidents related to temporary structures[2], we have developed Detailed Guidelines for Managing Temporary Materials, which include risk-based classifications and corresponding management procedures. The guidelines offer safety checklists covering each stage from planning and installation to completion, enabling thorough safety reviews. Through these comprehensive safety measures, we aim to ensure structural stability and create a work environment that minimizes the risk of collapses, entrapments, and falls.

1) Top 7 accident types: Work at heights, temporary structures, hot work, construction equipment, lifting operations, confined spaces, and temporary electrical works
2) Refers to temporary or auxiliary structures built prior to or during main construction work

HEALTH AND SAFETY MANAGEMENT

RESPONSE STRATEGY

INSTILLING A HEALTH AND SAFETY CULTURE INTO EVERY CORNER

Employee Physical and Mental Health Management

The Logistics Business Unit is committed to improving employees' physical and mental well-being and enhancing work efficiency. To this end, we have established standards for managing hazardous factors and systematically conduct job stress assessments. In office environments, air quality is managed based on the 8-hour time-weighted average concentration for ten specific pollutants[1]. In operational worksites, harmful factors are categorized into chemical agents, physical agents, and dust, and key risk elements[2] are identified and intensively managed for each category. We also implement various health management programs to prevent cerebrovascular and cardiovascular diseases. During the winter season, cold-weather gear is provided to mitigate health risks from cold exposure. Employees can conduct daily health self-checks using a QR-based questionnaire system, and on-site blood pressure monitors are available to encourage self-monitoring. In addition, we provide tailored health support to employees identified as vulnerable to cardiovascular conditions. Wellness programs promoting alcohol abstinence and smoking cessation are also in place to contribute to employees' overall health improvement. The Construction Business Unit installs rest and convenience facilities at worksites and provides health checkups for all on-site workers.

Additionally, all employees undergo an annual job stress assessment. Based on the results, site safety personnel establish and implement action plans aimed at reducing stress. For high-risk groups, organizational activation interviews are conducted to identify underlying issues. Where necessary, individualized follow-ups are provided, including private counseling sessions, guidance to the "Counseling for You" service, referral to professional psychological counseling, and participation in on-site wellness programs to support mental health recovery.

1) Fine dust (PM10), ultrafine dust (PM2.5), carbon dioxide (CO_2), carbon monoxide (CO), nitrogen dioxide (NO_2), formaldehyde (HCHO), total volatile organic compounds (TVOC), radon (Rn), total airborne bacteria, mold
2) Chemical agents (organic compounds, metals, acids and alkalis, etc.), physical agents (noise, heat), dust (asbestos, mineral dust, welding fumes, etc.)

PARTNER HEALTH AND SAFETY INITIATIVES

Health and Safety Evaluation for Partners

The Logistics Business Unit incorporates a Health and Safety Assessment into the partner selection process to promote mutual growth and enhance overall safety standards. Through this process, we identify partners with strong health and safety management capabilities and build strategic partnerships to reinforce our safety management practices. Selected partners undergo a semiannual review of their health and safety management performance. In addition, we operate monthly on- and offline Safety Councils for transportation and cargo-handling partners. For transport partners, safety-related text messages, including the Safe Transport Management Manual, safety guidelines, and accident case studies, are regularly sent to representatives or health and safety officers. These efforts aim to improve awareness and prevent risks proactively.

Partner Health and Safety Evaluation Process

Partner Safety Collaboration Ceremony

In January 2024, in response to the expanded application of the Serious Accidents Punishment Act, the Construction Business Unit launched a partnership-based safety management program to enhance the safety performance of its partners and prevent accidents. This program aims to establish a shared safety management framework with partners and includes initiatives such as the operation of a dedicated partner safety committee and training sessions for HQ safety managers and site supervisors. Through this initiative, we support partners in building effective health and safety management systems and strengthening their practical safety capabilities. Moving forward, our Construction Business Unit will continue fostering mutual trust and close communication with partners to establish an industry-leading safety and health culture.

HEALTH AND SAFETY MANAGEMENT

Risk Management

Occupational Health and Safety Risk Management

Occupational Health and Safety Grievance Handling System

The Logistics Business Unit operates a safety communication channel to effectively address health and safety-related inquiries and grievances from employees and partners while strengthening on-site communication. Through a KakaoTalk channel, users can engage in real-time 1:1 consultations with safety personnel, while a chatbot provides automated services such as keyword searches related to safety standards and near-miss reporting. The system is continuously updated to enhance user convenience. In addition, we publish a monthly “Safety Management CardView,” delivering safety-related information in an easy and engaging format to all employees. This is supplemented by in-house safety culture campaigns aimed at promoting a company-wide culture of safety. We remain committed to raising awareness of health and safety and fostering a safer working environment for all employees.

Safety Management CardView

Occupational Health and Safety Infrastructure

The Logistics Business Unit establishes and implements an annual management plan that includes a dedicated safety management budget to proactively prevent health and safety risks and ensure prompt follow-up actions. In addition, we have introduced an emergency improvement process, under which the Safety Management Division allocates a separate budget to immediately address high-risk issues identified through internal review.

EHS Control Room and System Operation

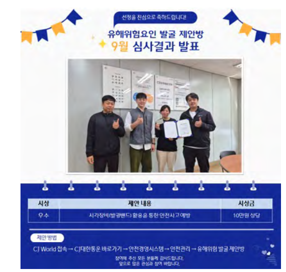
CJ Logistics is the first in the logistics industry to operate a centralized EHS (Environment, Health, Safety) Control Room, enabling real-time integrated monitoring across nationwide sites. In 2024, we installed an additional 136 AI-powered CCTVs across 22 sites following a Proof of Concept (PoC) for the technology. The system currently focuses on detecting incidents such as falls and slips and failure to wear protective gear (helmets). By advancing real-time monitoring capabilities, we are strengthening our ability to respond immediately to hazardous situations and ensuring a safer work environment. We plan to further expand the system’s functionality to include the detection of missing safety vests and unauthorized crossing over conveyors, among other safety risks.

Workplace Health and Safety Risk Assessment

At CJ Logistics, our Logistics Business Unit conducts both scheduled and ad-hoc risk assessments each year to proactively identify and mitigate safety risks across our workplaces. These evaluations enable us to detect hazards before work begins, establish preventive measures, and allow supervisors to verify implementation and identify any additional risks, ultimately ensuring a safe working environment. In response to increasingly stringent safety regulations, we have updated our Health and Safety Management Policy and Basic Safety Rules, while reinforcing inspections in vulnerable areas. For large-scale construction sites, we apply a Preliminary Safety Assessment System, which mandates the development of safety plans and their evaluation from the design stage. In 2024, safety management experts directly participated in risk assessments at domestic sites to enhance evaluation reliability. As a result, 2,949 risk factors were identified and fully resolved (100%), reinforcing our workplace risk control. We also measure the effectiveness of mitigation actions by comparing risk levels before and after improvements through regular assessments. As a result of our efforts, 91 sites have been officially recognized as excellent risk assessment workplaces by the KOSHA (Korea Occupational Safety and Health Agency).

Hazard Identification Suggestion Platform

At CJ Logistics, our Logistics Business Unit operates the Hazard Identification Suggestion Platform to nurture a proactive and responsible safety culture that protects both individual employees and their colleagues. Through the company’s internal portal, employees can continuously submit suggestions related to potential human or material accidents and hazardous risk factors encountered during work, along with proposed improvements. Each month, outstanding suggestions are selected and awarded, with the best practices shared company-wide to raise awareness and reinforce a safety-first mindset. In 2024, a total of 136 suggestions were submitted, and after review by an internal evaluation panel, Grand Prize and Excellence Awards were conferred. Through this platform, we aim to strengthen employees’ sense of accountability for health and safety and to promote a culture of voluntary participation in health and safety management.


September Awards Ceremony for the Hazard Identification Suggestion Platform

HEALTH AND SAFETY MANAGEMENT

METRICS AND TARGETS

HEALTH AND SAFETY GOALS AND PERFORMANCE

Recognition for Health and Safety Management Initiatives

In 2024, our Logistics Business Unit continued to implement proactive health and safety management practices, earning recognition from multiple external organizations. Notably, the division was designated an "Excellent Workplace" in both the "Risk Assessment" and "Worker Health Promotion Activities" programs organized by the Korea Occupational Safety and Health Agency (KOSHA). Additionally, our Gonjiam Mega Hub Terminal received the "Gyeonggi Creative Safety Grand Prize" from the Gwangju Fire Station in Gyeonggi Province. This award is presented to individuals, groups, and organizations that contribute to building a strong safety culture through innovative ideas for disaster prevention. The site was highly praised for its implementation of a QR-code-based evacuation preparedness system, which enables real-time tracking of evacuees and prompt verification of evacuation status.

Furthermore, we received the "Fire Safety Management Awards" and the "Commissioner General's Award of National Fire Agency." Building on these achievements, we remain committed to fostering a safe and healthy work environment for all employees and will continue to pursue safety-first management practices.

Health and Safety Performance Management

In response to the increasing emphasis on safety regulations such as the Serious Accidents Punishment Act, CJ Logistics has adopted risk-type-based indicators as a proactive measure to prevent accidents. These indicators are reflected in the safety management KPIs of both business managers and Executive Vice President. In particular, we have stepped up safety management activities for our partner companies, who account for the majority of accidents, by operating transportation partner safety councils, establishing a shared personal protective equipment (PPE) management system, and improving hazardous factors identified in handling operations. As a result, we reduced the risk level of personal injury incidents by 30% compared to the 2024 target. In the Construction Business Unit, we operate a Best Practice Site Awards program to foster a culture of voluntary safety management at the workplace level. Each quarter, sites that achieve excellent safety performance are selected and recognized, promoting healthy competition and encouraging self-driven safety competency. To ensure the practical implementation of our health and safety policy, we establish corporate-wide safety goals and detailed action plans, managing the execution through a structured performance management system. These goals and plans are set quantitatively for greater visibility and effectiveness, and are approved by the CEO and executed under the responsibility of the CSO (Chief Safety Officer).

We conduct semiannual system inspections to monitor progress toward performance goals. Any nonconformities identified during this process are addressed through corrective action requests in accordance with our established procedures, and their implementation is thoroughly reviewed. Performance results are submitted as agenda items for management review by the CEO, ensuring leadership engagement and guiding overall safety improvement strategies.

● Performance ● Target

KPI	2023	2024	2025	2030
LTIFR (Lost Time Injury Frequency Rate)	0.54	0.55	0.53	0.45
Hazard Factor Improvement Rate	100%	100%	100%	100%
Personal Injury Risk Level		201.0 points	194.9 points	167.4 points

Mid-to-Long-Term Goals for Safety and Health Management

KPI[1]	Performance		Mid- to Long-term Target[5]				
			FY-1	Reporting Year	Short-term	Mid-term	Long-term
	2023	2024	2023	2024	2025	2027	2030
LTIFR (Lost Time Injury Frequency Rate)[2]	0.54	0.55	0.93	0.55	0.53	0.50	0.45
Improvement rate of hazardous risk factor[3]	100%	100%	100%	100%	100%	100%	100%
Risk of personnel accidents[4]	-	201.0 points	-	286.0 points	194.9 points	183.4 points	167.4 points

1) Excluding Construction Business Unit
2) LTIFR (Lost Time Injury Frequency Rate) = (Number of Lost Time Injuries / Total Working Hours) × 1,000,000
※ Recalculated due to change in total working hours calculation standard (from 300 annual workdays → 250 workdays), 2023 result: 0.59 → 0.54
3) Hazard Factor Improvement Rate = (Number of Corrective Actions Completed / Number of Nonconformities Identified) × 100
4) Risk Score (Points) = Sum of points assigned based on the number of lost workdays per personal injury case (Implemented from 2024)
5) Adjustment of Targets Due to Changes in LTIFR Calculation Standards and Overachievement of Mid- to Long-Term Goals (2025 target: Risk Score changed from 258.3 points → 194.9 points, 2030 targets: LTIFR adjusted from 0.41 → 0.45, Risk Score from 199.9 points → 167.4 points)

HEALTH AND SAFETY MANAGEMENT

METRICS AND TARGETS

GLOBAL OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Health and Safety Management Activities at Overseas Sites

At CJ Logistics, we put the safety and health of employees first at our overseas sites and have established customized health and safety management systems based on local regulations and industrial environments. In key locations such as India, Malaysia, and Vietnam, we carry out systematic occupational health and safety initiatives, including ISO 45001 certification, risk control based on hazard assessments, and emergency response systems. Regular training and on-site safety inspections are carried out to prevent accidents and promote health. Region-specific preventive measures such as driver monitoring systems, pre-analysis of risk factors, and first aid training have also been strengthened. Our headquarters regularly monitors these global health and safety initiatives and continues to enhance the group-level response capabilities based on the risk level of each overseas subsidiary.

	U.S.	India	Malaysia	Vietnam
Entities Covered in the Reporting Scope	• CJ Logistics America, LLC • CJ Logistics Transportation LLC • CJ Logistics Canada Corporation • CJ Logistics Freight America LLC	• CJ Darcl Logistics Limited • TRANSRAIL LOGISTICS LIMITED • DARCL LOGISTICS NEPAL PRIVATE LIMITED • CJ korea express India Private Limited	• CJ Century Logistics Holdings Berhad • Century Logistics Sdn. Bhd. • CJ Century Logistics Sdn. Bhd. • CJ Century Forwarding Sdn. Bhd. • CJ Century Technology Sdn. Bhd. • CJ KOREA EXPRESS MALAYSIA SDN. BHD • Century-YES Logistics (Yichun) Co. Ltd. • Tad Raya Offshore Sdn. Bhd. • EC DISTRIBUTION SDN BHD • CJ KOREA EXPRESS FORWARDING MALAYSIA SDN. BHD	• CJ Gemadept Logistics Holdings Company Limited • CJ Gemadept Shipping Holdings Company Limited • Gemadept Logistics One Member Company Limited • Gemadept Shipping Limited Company • Mekong Logistics Company
Health and Safety Management Policies and Activities	• Pilot implementation of an Early Warning System to proactively detect and respond to risk factors.	• Operation of an occupational health and safety management system based on ISO 45001:2018 certification • Preemptive risk control at workplaces through risk assessments (HIRA, JHA) • Operation of 24 regional safety committees and a national committee, with quarterly field-centered meetings • Enhanced driver safety through adoption of ADAS, speed limiters, and real-time monitoring • Regular internal and external audits, and mandatory safety training for all employees	• Establishment and implementation of Occupational Health and Safety (OHS) policies in accordance with the Occupational Safety and Health Act 1994 and ISO 45001:2018. Quarterly identification and evaluation of hazards and risks (HIRADC) to proactively prevent and address potential hazards • Continuous improvement of health and safety performance based on the Plan-Do-Check-Act (PDCA) cycle • Regular safety training programs, including emergency response team (ERT), first aid, and equipment operation. As of 2024, recorded zero fatal accidents and an LTIFR of 2.09, while promoting safety management initiatives to achieve further reductions	• Establishment of logistics center-based health and safety policies and guidelines • Operation of SOP manuals, risk assessments, and accident response protocols • Annual training program covering 12 safety education topics • As of 2024, recorded zero work-related illnesses or accidents, with 100% coverage of logistics work sites • Concurrent training for emergency response teams (ERT), first aid responders, and equipment operators

HUMAN RIGHTS

HUMAN RIGHTS MANAGEMENT SYSTEM

HUMAN RIGHTS MANAGEMENT DECLARATION AND POLICIES

CJ Logistics is committed to respecting and protecting the human rights of all employees and stakeholders who may be directly or indirectly impacted by our business activities, including customers, partners, local communities, and governments. To uphold this commitment, we formulate and revise our Human Rights Management Policy and Human Rights Declaration in alignment with international and domestic standards, such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization (ILO) Constitution, and the National Human Rights Commission of Korea's Guidelines for Human Rights Management. Our Human Rights Declaration addresses key issues including the prohibition of human trafficking, forced labor, and child labor, as well as the protection of freedom of association and the right to collective bargaining. It also affirms our commitment to non-discrimination, diversity, and fairness. The Human Rights Management Policy outlines standards and due diligence processes to protect stakeholders who may be vulnerable to human rights violations during our business operations including employees, business partners, local communities, customers, and governments. To enhance awareness and understanding of our human rights policy among employees and stakeholders, we disseminate the policy through various internal and external channels. These include internal emails, intranet announcements, registration in our policy management system, and publication on the official website. Through these efforts, we continuously promote understanding and active implementation of human rights across the organization.

CJ Logistics Human Rights Management Policy

Mid- to Long-Term Goals for Human Rights Management

Category	Performance		Mid- To Long-Term Target				
			FY-1	Reporting Year	Short-term	Mid-term	Long-term
	2023	2024	2023	2024	2025	2027	2030
Human Rights Due Diligence Coverage for Key Partners[1]	5.5%	16.8%	8.5%	15%	25%	50%	100%

1) Key partners refer to those within the top 30% in terms of transaction value; the number of partners is subject to annual change. Based on 544 companies in 2023 and 465 companies in 2024.

Korea Integrated Fright Terminal

Korea Integrated Freight Terminal is committed to fostering a work environment where all employees are respected. The company operates a human rights protection system based on the principles of non-discrimination, harassment prevention, and respect for diversity. To this end, comprehensive policies and training programs for workplace harassment prevention have been established and are regularly reviewed and updated in line with legal standards and global best practices. Human rights and anti-discrimination training is mandatory for all employees, and the content is continuously improved to enhance understanding. The HR department maintains regular communication with employees through individual consultations and ensures that all employees can request support under an anonymous protection system. In addition, the company has established internal grievance handling procedures to promptly address cases of human rights violations or harassment. A proactive, prevention-focused monitoring system is also in place to support preemptive risk management.

HUMAN RIGHTS MANAGEMENT FRAMEWORK

Human Rights Management System

CJ Logistics has established a roadmap and mid-to-long-term goals for human rights management in 2021 to embed a culture of human rights respect across the organization. Based on this framework, we conducted various activities in 2023, such as surveys, training sessions, and interviews, to raise awareness among employees and establish standards for ethical judgment regarding human rights violations. In 2024, we revised our Human Rights Policy and Declaration. Looking ahead to 2025 and beyond, we plan to expand our human rights management framework to overseas operations, thereby continuing efforts to internalize human rights principles. We remain committed to building a human rights management system in which the dignity and value of all stakeholders are respected.

Human Rights Management Process

Policy Development	Operational Processes	Governance Operation
• Revised Human Rights Declaration • Updated Human Rights Management Policy • Established Diversity, Equity & Inclusion (DE&I) Policy	• Improved Human Rights Impact Assessment • Enhanced Accessibility to Remediation Processes • Conducted Training to Internalize a Culture of Human Rights Respect	• Formed Dedicated Human Rights Unit • Formed Working-Level Council with Relevant Departments Across the Organization

Human Rights Management Roadmap

2021	2022	2023	2024	2025 ~
Foundation Phase	Implementation Phase	Maturity Phase	Cultural Integration Phase	Expansion Phase (Domestic & Global)
• Completed task framework development • Announced Human Rights Declaration	• Launched Human Rights Management (Policy · Operations · Governance) • Managed stakeholders • Identified issues and established roadmap	• Strengthened operational infrastructure and capabilities • Expanded stakeholder engagement • Enhanced issue resolution and management	• Revised Human Rights Policy and Declaration • Established DE&I Policy	• To apply country-specific legal and disclosure requirements • To expand scope of human rights due diligence

HUMAN RIGHTS

HUMAN RIGHTS MANAGEMENT STRUCTURE

HUMAN RIGHTS MANAGEMENT SYSTEM

Human Rights Management Organizational Structure

CJ Logistics promotes the human rights of both internal members and stakeholders through a structured and professional human rights management system. We review and resolve major human rights-related issues through the ESG Committee under the Board of Directors. We also operate a designated human rights function and a cross-functional working group to implement our strategy. Our dedicated team is responsible for establishing human rights policies, conducting education and impact assessments, and developing grievance remediation procedures. The working group is organized across six key areas: policy development, actual condition surveys, human rights impact assessments, supply chain due diligence, DE&I initiatives, and training and communications, based on departmental functions. This structure facilitates collaboration among relevant departments and supports the internalization of human rights management across the organization. We will continue to make every effort to prevent human rights violations affecting our employees and stakeholders and to further strengthen and stabilize our human rights management framework.

Governance Structure

ESG Committee
Outside Directors (4), Inside Directors (2)

Dedicated Organization (Head)	Dedicated Organization	Advisor Group
Head of Management Planning Office	ESG Team under the Management Support Corps' Finance Division	CFO (CRO), CHRO and CLO

Human Rights Management Working Council

ESG	Safety Management	Business Corps	Compliance	Communication
HR	Education	Management Auditing	General Management	Purchasing

HUMAN RIGHTS RISK MANAGEMENT

HUMAN RIGHTS RISK ASSESSMENT

Human Rights Due Diligence Process

CJ Logistics includes stakeholders who are vulnerable to human rights risks, such as employees, customers, partners, local communities, and government entities, within the scope of our human rights risk assessments and operates a structured due diligence process. Each year, we conduct supply chain due diligence on key partners and carry out monitoring and assessments for employees to identify and address potential human rights issues. In 2024, we conducted human rights due diligence across 82 departments. Issues were identified through grievance channels such as Tong+Tong+Tong, CJ Whistle, and our internal SNS reporting platform, as well as employee surveys (CJ Voice-On). For reported issues, we verify facts through interviews with relevant team members. If an issue is confirmed, we immediately establish a corrective action plan that includes both short-term measures and long-term improvements. We continue to monitor for recurrence even after corrective actions are taken and implement protective measures to ensure that whistleblowers and victims are not subject to retaliation or disadvantage. We are committed to continually strengthening our human rights management system and doing our utmost to ensure that stakeholders vulnerable to human rights risks can work in a safe and respectful environment.

Risk Identification	• Previous year's due diligence results and current year employee surveys – Surveys are used to identify potential and actual human rights risks among employees • Key risks and high-risk sites are identified based on the survey results
Risk Assessment	• Field Group Interviews (FGIs) are conducted to verify actual human rights violations related to risks identified in the surveys – Human rights due diligence indicators cover 100 indicators from 13 areas: human rights management system, humane treatment, occupational safety, non-discrimination, supply chain management, child labor, forced labor, freedom of association, protection of local communities, customer human rights protection, environmental rights, personal data protection, stakeholder engagement
Remediation	• Mitigation plans are established and implemented for identified risks • Insights gained from interviews during the due diligence process are treated as formal grievance reports and processed through the grievance mechanism
Communication	• Results of the survey and due diligence are shared through the Human Rights Working Group

HUMAN RIGHTS

HUMAN RIGHTS PROTECTION ACTIVITIES

INSTITUTIONALIZING HUMAN RIGHTS MANAGEMENT

Human Rights Awareness and Training

CJ Logistics has conducted sexual harassment prevention and workplace bullying prevention training through the CJ Campus Micro-Learning Program. In addition, disability awareness training was provided to all employees to enhance understanding of diversity. Through ongoing education, we aim to prevent human rights violations among employees and stakeholders, foster a shared understanding of human rights, diversity, equity & inclusion (DE&I)[1], and advance the implementation of human rights management.

1) Diversity, Equity, and Inclusion

Human Rights Education Programs

Workplace Harassment Prevention Training (Participants: 6,912, Completed: 6,624, Completion Rate: 95.8%)	Disability Awareness Training (Participants: 6,891, Completed: 6,443, Completion Rate: 93.5%)	Workplace Sexual Harassment Prevention Training (Participants: 6,869, Completed: 6,590, Completion Rate: 95.9%)
• Understanding the concept and current status of workplace harassment • Criteria for determining workplace harassment • How to respond to incidents of harassment • Preventive measures for workplace harassment	• Changing perceptions • Stories that show we are not different • Building a society prepared for disability • Beyond disability: becoming colleagues in the workplace	• Understanding sexual harassment in the workplace • Identifying sexual harassment • Responding to sexual harassment • Eliminating sexual harassment at the root

Human Rights Education Programs

HUMAN RIGHTS GRIEVANCE HANDLING AND COUNSELING

Human Rights Grievance Resolution System

CJ Logistics operates a grievance counseling system to listen to and address human rights-related concerns that employees may experience during work. In accordance with Article 26 of the Act on Promotion of Workers Participation and Cooperation, we have established a dedicated Complaint Resolution Committee to actively respond to human rights violations. Cases identified through human rights due diligence interviews are formally treated as official "grievance reports." Procedures have been put in place to resolve grievances arising between employees or between employees and stakeholders. We ensure strict anonymity to protect whistleblowers from secondary harm, limiting internal sharing of information to a minimum number of personnel from receipt to verification and reporting. To improve the reliability and effectiveness of the grievance channel, the facts of reported issues are thoroughly verified and shared with relevant parties only on a limited basis if necessary. Our internal grievance channel, Tong+Tong+Tong, is designed to allow anonymous reporting and feedback, ensuring the identities of whistleblowers and staff are protected. In 2024, we received a total of 28 human rights-related reports: 10 related to external power abuse, and 17 concerning workplace bullying, and 1 safety-related incident. Among these, 24 cases were resolved: 8 cases of external abuse, 15 cases of workplace bullying, and 1 safety issue. We remain committed to swiftly addressing all reported concerns and taking appropriate corrective measures.

Grievance Counseling Process

Report Submission	Review and Classification	Resolution Approach	Notification of Results
• Tong+Tong+Tong (Anonymous Internal Channel) • Integrated Reporting System • E-mail	• Review of report details • Classification by responsible department based on reporting party	• Identification of appropriate remedial actions and resolution process	• Notification of outcome within 7 days at the latest

Employee Counseling Program

CJ Logistics operates a dedicated tab titled "culture of respect guardian" within its internal CJ World system to ensure that employees can access counseling services through appropriate channels when experiencing difficulties. This section clearly provides guidance on counseling examples, procedures, and contact points, helping to foster a trusted environment where employees feel safe to seek support. In 2024, a total of 33 employees utilized the internal counseling center, reporting positive outcomes such as stress relief, improved work efficiency, and enhanced interpersonal relationships. In addition, to support employees' emotional well-being, we operate external professional counseling services including the Happy Mint psychological counseling center for individual and psychological sessions. We also offer the "Counseling for You" service through the external Hue Clinic Center, with a total of 397 counseling sessions conducted in 2024.

HUMAN RIGHTS

RESPECT FOR DIVERSITY

DE&I FRAMEWORK AND POLICIES

Diversity Policy

CJ Logistics practices DE&I (Diversity, Equity & Inclusion) across all areas of human resources including recruitment, performance evaluation and rewards, and organizational culture, based on the group's core values of "people first" and "respect." In response to the growing expectations of internal and external stakeholders for DE&I, we integrated DE&I into our HR innovation strategy in 2023 and systematically established related policies, implementation frameworks, and a mid-to-long-term roadmap. Our DE&I Charter outlines the key principles we aim to achieve, including fostering a culture of mutual respect, creating a self-directed work environment, and securing and nurturing a diverse talent pool. With this charter as our starting point, we will continue to cultivate an inclusive organizational culture and expand our DE&I efforts beyond our employees to include customers, partners, and local communities.

CJ Logistics DE&I Charter

Fostering a Culture of Mutual Respect	CJ Logistics embraces differences and does not tolerate prejudice or discrimination based on gender, age, disability, educational background, region, nationality, race, or religion. We promote a culture that understands and respects individual differences. Through our "Nim Culture," we encourage horizontal and flexible communication. We also provide various online and offline channels to help employees share diverse perspectives and ideas, thereby fostering an environment that promotes innovative value creation.
Creating a Self-directed Work Environment	CJ Logistics supports the diverse needs of our employees by operating family-friendly policies, childcare support programs, and a wide range of vacation and leisure support systems. To enable peak performance without constraints of time or location, we offer flexible work arrangements, such as flextime, the "Work On" system, remote work, and a suite of online collaboration tools.
Securing and Nurturing a Diverse Talent Pool	CJ Logistics ensures that no individual is subject to discrimination in hiring, promotion, assignment, compensation, benefits, or training based on personal characteristics. We are committed to increasing workforce diversity. Regardless of age, tenure, or position, we reward capabilities and performance through a fair compensation system. We also promote self-directed career growth by supporting job transfers and internal innovation through idea commercialization programs, thereby cultivating a culture of challenge and innovation.

DE&I ACTIVITIES

Employee-Friendly Club System

CJ Logistics actively supports a variety of employee club activities to foster open communication and interaction among employees and to create a healthy and enjoyable organizational culture. Through the company's in-house club system, employees are encouraged to build camaraderie naturally through hobbies and self-development activities. Clubs span a wide range of interests including screen golf, soccer, and baseball, as well as cultural activities like performance viewing, book discussions, and volunteering. As of December 2024, a total of 353 clubs are active, with 4,794 employees participating. To further strengthen team spirit and a sense of belonging, we have actively promoted participation in club activities, resulting in a significant increase in engagement. In anticipation of potential mismanagement or misuse, we have enhanced our operational guidelines and established a structured management system. Looking ahead to 2025, we plan to further advance and systematize the club program to ensure that more employees can engage in meaningful and sustainable club activities that promote well-being and a positive workplace culture.

DE&I Mid-to-Long-Term Goal

(Unit: %)

Category	Target		Performance		Mid-to-long-term target	
	2023	2024	2023	2024	2025	2030
Percentage of female office staff in Manager title or higher(%)[1]	31.0	32.2	31.8	33.1	33.3[2]	34.3

1) Proportion of female office employees (grades A to P3) who hold Manager title (grade M) or above.
2) The 2025 mid-to-long term target was adjusted from 31.9% to 33.3% due to early achievement of the 2024 performance goal.

HUMAN RIGHTS

GLOBAL HUMAN RIGHTS MANAGEMENT AT OVERSEAS SITES

HUMAN RIGHTS PRACTICES

CJ Logistics prioritizes the protection of employee rights and the creation of a non-discriminatory work environment across all its global operations. We establish customized human rights and labor policies that reflect the legal requirements and industrial contexts of each country. In key overseas locations including the United States, India, Malaysia, and Vietnam, we implement structured human rights initiatives, such as sexual harassment prevention training, anti-discrimination policies, fair wage guarantees, and anonymous reporting channels to prevent discrimination and harassment. In India, we manage labor and human rights conditions based on SA8000 and the ETI Base Code, and conduct supply chain human rights due diligence. In Malaysia, we operate grievance resolution systems and labor policies aligned with national labor laws and international standards. We also reinforce preventive human rights protection activities tailored to each region, such as company-wide human rights education and firm measures against discrimination, forced labor, and child labor. Our headquarters regularly reviews these global initiatives and continues to enhance group-wide response capabilities based on the risk levels of each subsidiary.

	U.S.	India	Malaysia	Vietnam
Entities Covered in The Reporting Scope	• CJ Logistics America, LLC • CJ Logistics Transportation LLC • CJ Logistics Canada Corporation • CJ Logistics Freight America LLC	• CJ Darcl Logistics Limited • TRANSRAIL LOGISTICS LIMITED • DARCL LOGISTICS NEPAL PRIVATE LIMITED • CJ korea express India Private Limited	• CJ Century Logistics Holdings Berhad • Century Logistics Sdn. Bhd. • CJ Century Logistics Sdn. Bhd. • CJ Century Forwarding Sdn. Bhd. • CJ Century Technology Sdn. Bhd. • CJ KOREA EXPRESS MALAYSIA SDN. BHD • Century-YES Logistics (Yichun) Co. Ltd. • Tad Raya Offshore Sdn. Bhd. • EC DISTRIBUTION SDN BHD • CJ KOREA EXPRESS FORWARDING MALAYSIA SDN. BHD	• CJ Gemadept Logistics Holdings Company Limited • CJ Gemadept Shipping Holdings Company Limited • Gemadept Logistics One Member Company Limited • Gemadept Shipping Limited Company • Mekong Logistics Company
Human Rights Management Policies and Practices	• Operating anti-discrimination and anti-harassment policies alongside the Code of Conduct • Providing mandatory annual sexual harassment prevention training for all employees through e-learning and in-person sessions • Running a discrimination reporting system via HR channels, direct manager access, and anonymous platforms • Improving organizational culture based on results from employee engagement surveys • Establishing and regularly reviewing policies to ensure an equal working environment regardless of union presence	• Managing human rights and labor conditions in alignment with SA8000 and the ETI Base Code • Committing to the UN Global Compact as a signatory, upholding principles on human rights, labor, environment, and anti-corruption • Achieving 100% completion of human rights training for all employees, including security personnel • Operating a human rights due diligence and audit system across the supply chain, including contractual human rights clauses and a zero-tolerance policy • Running human rights committees and anonymous reporting systems covering issues such as discrimination, forced labor, child labor, and sexual harassment • Guaranteeing fair wages, prohibiting child labor (under age 18), and conducting regular labor audits • Ensuring compliance with international standards through SEDEX and SMETA certifications • Designating "Labor Management and Human Rights" as the top priority in the materiality assessment	• Implementing labor and human rights policies in accordance with Malaysia's Employment Act 1955 and international human rights standards • Establishing HR and labor policies that explicitly prohibit all forms of discrimination, harassment, forced labor, and child labor, while safeguarding employee rights • Conducting sexual harassment and anti-discrimination training in 2024, with 131 employees participating and a total of 524 training hours completed • Operating confidential grievance mechanisms, including the Integrity Box and direct reporting channels • Maintaining response systems for sexual harassment and discrimination through policy enforcement, regular training, and grievance resolution procedures	• Implementing anti-discrimination and anti-harassment policies and providing training for all employees • Reviewing the grievance handling system, which currently operates through confidential procedures • Considering the future introduction of human rights-specific policies and committees, which have not yet been established • Maintaining transparent records, with no human rights violations reported to date

SUPPLY CHAIN SUSTAINABILITY

GOVERNANCE

SUPPLY CHAIN ESG MANAGEMENT FRAMEWORK

Supply Chain ESG Management Policy

CJ Logistics pursues sustainable and mutually beneficial growth with its key business partners based on shared values. In 2024, we established and have been complying with a dedicated Supply Chain ESG Management Policy. This policy aims to systematically identify ESG risks across the supply chain and promote improvement and support programs to elevate our partners' ESG standards. The policy outlines the overall supply chain ESG management framework, including processes for identifying supplier risks and selecting key partners, ESG evaluation and diagnostic programs, support programs for supply chain partners, and communication strategies with stakeholders. Based on this policy, we carry out structured ESG management activities to enhance sustainability across the entire supply chain and to foster responsible partnerships that build a resilient and ethical supply network.

Supply Chain ESG Management Process

Establishing the Management System	Risk Assessment	Risk Mitigation and Improvement
• Develop ESG management policy • Define diagnostic indicators • Create ESG assessment guidelines	• Conduct ESG briefing sessions • Implement self-assessments by suppliers • Perform on-site inspections	• Identify improvement tasks • Provide support for implementation • Conduct ongoing monitoring

Supplier Code of Conduct

CJ Logistics regards its suppliers as key business partners and has established and implemented a Supplier Code of Conduct to foster partnerships that align with our core values and policies. We have structured the code around four core pillars: ethical business conduct, respect for human rights, safe working environments, and environmental responsibility. We require all suppliers and sub-suppliers to sign a commitment to comply with the code when entering into contracts with us, ensuring ESG requirements are upheld throughout the supply chain. To strengthen human rights due diligence, we clearly stipulate that unresolved human rights violations may lead to suspension or termination of business relationships. In cases of significant breaches, failure to implement corrective actions within the requested timeframe may also result in contract termination, highlighting the consequences of non-compliance. Since 2023, we have established a supply chain due diligence framework based on international and domestic standards such as the OECD Due Diligence Guidance and K-ESG Guidelines. We use an ESG due diligence checklist to evaluate supplier compliance with the code through a structured process that includes self-assessments, interviews, and support for remedying deficiencies. In 2024, we continued this process and provided training to procurement staff on updates and revisions to the code, enhancing its practical enforcement. We are committed to shared growth with our suppliers by promoting supply chain sustainability, enhancing ESG awareness, and systematically managing ESG risks.

Ethical Management	Safety Management	Human Rights Management	Environmental Management
• Integrity and Anti-corruption • Information Disclosure • Intellectual Property Protection • Personal Data Protection • Fair Trade • Whistleblower Protection • Compliance with Global Regulations and Sanctions	• Industrial Safety • Emergency and Incident Preparedness • Occupational Injuries and Work-Related Illnesses • Workplace Safety • Safe Operation of Machinery and Equipment • Health and Safety Training • Safety and Health Assessment for Suppliers	• Voluntary Labor • Compliance with Working Hours • Protection of Child and Minor Workers • Wages and Benefits • Humane Treatment • Non-Discrimination	• Compliance with Environmental Laws and Permit Management • Pollution Prevention and Resource Efficiency • Hazardous Substances • Waste and Wastewater Management • Air Pollution • Product Substance Regulation and Proper Labeling • Energy Consumption and Greenhouse Gas Emissions

SUPPLY CHAIN SUSTAINABILITY

GOVERNANCE

SUPPLY CHAIN ESG MANAGEMENT SYSTEM

Supply Chain Management Organization

CJ Logistics has declared and is implementing a company-wide "sustainable supply chain management policy" to systematically manage supply chain issues and prevent risks in advance. We have established a dedicated supply chain management team and formed a practical working group with eight related departments to build a close collaboration system across management areas. We conduct supply chain due diligence on key partners to identify and respond to ESG risks, provide ESG capability enhancement training, support employee welfare improvements, and assist in grievance resolution. These activities aim to build a sustainable growth foundation for our suppliers. In addition, key matters such as the establishment of sustainable supply chain policies and the reporting of due diligence results are reported to or resolved by the ESG Committee, ensuring a clear decision-making structure and stronger execution in managing supply chain issues.

Supply Chain Management Organizational Structure

ESG Committee
Outside Directors (4), Inside Directors (2)

Heads of Dedicated Organizations
CFO

Dedicated Organizations
ESG Team under the Management Support Corps' Finance Division

Supply Chain Working Council
Relevant Departments of Supply Chain Management

Advisor Group
CLO

Supply Chain	Supply Chain Working Council Relevant Departments							
	ESG Team	Safety Management Division	Business Unit	Purchasing Team	Compliance Team	Korea) Interactive Cooperation Team	O-NE)BP Innovation Team	O-NE)Fare Trade Consulting Team
Management Area	●	●			●			
Policy Establishment & Renewal	●	●	●	●				
Supply Chain Audits (ESG Diagnosis)	●	●	●	●				
Capacity-building Training	●	●						
Win-Win Cooperation, Grievance Handling						●	●	●

Supplier Selection Policy

At CJ Logistics, we aim to build long-term, mutually beneficial partnerships with our suppliers. To this end, we incorporate ESG criteria such as safety, health, and compliance into our evaluation process during bidding and new supplier selection. Among all our suppliers, we designate 465 companies as key suppliers[1], based on a comprehensive assessment of business importance, relevance to operations, supplier type, national and industry-specific risk levels, and the likelihood of continued engagement. For domestic suppliers, we place particular emphasis on legal risks related to safety management, such as compliance with the Serious Accidents Punishment Act. We require all suppliers to sign a Supplier Code of Conduct agreement at the time of contract signing. Before entering into contracts, we conduct a pre-evaluation to assess compliance with EHS (Environment, Health, and Safety) regulations; companies scoring below a certain threshold are disqualified from bidding. During the contract period, we perform safety audits to evaluate compliance with the Serious Accidents Punishment Act and EHS regulations. These audits assess legal compliance, as well as the safety conditions of on-site workers and equipment, with corrective measures taken as necessary. After the contract period, we review any safety incidents that occurred and reflect these in the re-contracting evaluation process. We also monitor existing suppliers through regular evaluations to ensure adherence to the Supplier Code of Conduct. In the case of significant or repeated violations, internal reviews are conducted to determine whether to continue the business relationship. We are in the process of expanding our supplier evaluation and management system to include criteria related to human rights, ethics, and the environment.

In the Logistics Business Unit, we categorize our suppliers into two types: operators and transportation partners. In order to ensure co-prosperity and shared growth with our transportation partners, and to simultaneously enhance customer satisfaction and the efficiency and competitiveness of our transportation business, we have implemented the transportation partner selection and contracting standards within our Korea Business Unit. These standards enhance the objectivity and transparency of our partner selection process and help us establish a sustainable foundation for growth in the transportation division through contracts with high-performing partners. In the Construction Business Unit, suppliers are further categorized into general outsourcing, other outsourcing, materials, services, architecture, electrical, and facilities. These are managed as either registered or non-registered suppliers.

1) Top 30% of suppliers by transaction volume

Supplier Selection and Contracting Process

Supplier pool management → Contract need identification (new or renewal) → Bid announcement and participation → Bid evaluation → Contract negotiation → Contract signing → Post-contract evaluation

SUPPLY CHAIN SUSTAINABILITY

RESPONSE STRATEGY

SUPPORTING SUPPLIER ESG IMPLEMENTATION

Strengthening ESG Capabilities of Suppliers

CJ Logistics helps suppliers understand the importance of ESG and build their capacity for sustainable management by hosting briefing sessions for executives and working-level staff prior to conducting ESG diagnostic programs. These sessions introduce the latest ESG trends and CJ Logistics' diagnostic program, and provide draft ESG policy templates and materials for mandatory compliance training to support practical improvement actions. In 2024, we expanded our support to include not only internal initiatives but also external support program information, enhancing field-level applicability by sharing practical resources. A total of 42 suppliers participated in the briefing sessions, laying the foundation for improved ESG readiness across our supply chain. We also collect various commitment forms, including the Ethics Practice Pledge, Safety Management Pledge, and Supplier Code of Conduct Agreement, at the time of engagement with suppliers, reinforcing awareness of sustainable practices. Registration in the transportation outsourcing system is a mandatory step; suppliers must submit documentation that meets our criteria, such as emergency contact protocols, safety and health training plans, and risk assessment procedures. Failure to meet these criteria may result in restricted transactions. To further support suppliers, we go beyond simply providing documentation requirements by offering samples and preparation manuals. This allows suppliers to better understand the content and complete the forms independently. Through these efforts, we actively support suppliers in applying sustainable practices on the ground and strengthening their ESG competencies.


2024 Supplier ESG Briefing Session

Strengthening Supplier Partnerships

CJ Logistics selects and awards the "CJL AWARDS Best Partner" each year on its anniversary to strengthen supplier capabilities and partnerships. Evaluation is based on contribution to mutual growth, sustainable performance creation, and differentiated expertise. Suppliers who contribute to ESG management and shared development receive a certificate of recognition and a reward worth KRW 5 million. In 2024, five suppliers were honored with this award. We will continue to support our partners in achieving mutual growth and responsible management. Additionally, we actively identify and manage suppliers with strong growth potential and make it a key strategy to support their development. By offering customized logistics solutions that reflect the growth goals of our partners and the needs of our customers, we pursue the maximization of mutual benefit. Furthermore, we build trust-based partnerships by sharing long-term visions with our suppliers and aim to realize sustainable co-prosperity. Moving forward, we will continue to provide diverse partners with opportunities for mutual growth and actively support them in fulfilling their social responsibilities together with CJ Logistics.

CJL AWARDS Best Partner Ceremony

SUPPLY CHAIN SUSTAINABILITY

RESPONSE STRATEGY

WIN-WIN GROWTH PROGRAM

Renewal of CESS

The Certified Excellent Shipping Company and Shipper (CESS) mark, initiated by the Ministry of Oceans and Fisheries in 2020, aims to establish a voluntary cooperative framework between shipping companies and cargo owners and enhance the stability of domestic maritime freight transport. We were among the first companies to receive this certification in November 2020, the year the system was introduced. Upon expiration of the initial certification period, we successfully passed the re-certification review in December 2023, allowing us to retain the certification for another three years. As a certified company, we benefit from various incentives, including corporate tax reductions, discounts on port facility usage fees, and preferential treatment in export credit limits from the Korea Trade Insurance Corporation. We also received the Excellence Award at the 2023 Best Practice Contest for Win-Win Cooperation among Shipping Companies and Shippers in recognition of our continuous cooperative efforts to ensure fair and stable maritime transportation. We will continue to strengthen the sustainability and partnership foundations of the maritime logistics ecosystem through close collaboration with shipping companies.

Startup Incubation Support

CJ Logistics actively supports the growth of promising startups through the CJ O!VentUs program (Open + Venture + Us). We designed CJ O!VentUs as an open innovation initiative that helps startups scale their businesses by leveraging synergies with CJ Group's core divisions: food & bio, logistics & new commerce, and entertainment & media. In 2024, we selected eight startups and provided each team with KRW 10 million in funding to conduct Proof of Concept (PoC) projects. In addition, we offer multifaceted support, including connections to government support programs, professional consulting, and mentoring. These resources help startups refine their ideas and bring them to market. Through this initiative, we aim to fulfill our social responsibility and build a sustainable, mutually beneficial collaboration model with startups.

2024 CJ O!VentUs

Creating a Shared Growth Ecosystem

CJ Logistics is continuously working to create an ecosystem where mutual growth and innovation coexist through various initiatives such as fund formation and capital investment. We have invested in 11 venture funds totaling KRW 431.7 billion, focusing on early-stage startups and cutting-edge industries including digital logistics, artificial intelligence, renewable energy, and information and communications technology, thereby contributing to the activation of the startup ecosystem. In addition, we jointly established a KRW 15 billion growth fund Fund with the Korea Development Bank: KRW 5 billion from us and KRW 10 billion from the bank. Through this fund, we provide 13 partner companies with loans at a preferential interest rate reduced by 1.52% per annum. This helps alleviate financial burdens and fosters a stable foundation for sustainable shared growth through annually renewable terms.

SUPPLY CHAIN SUSTAINABILITY

RESPONSE STRATEGY

SUPPLIER COMMUNICATION ACTIVITIES

Supplier Engagement Programs

CJ Logistics is continuously strengthening communication to promote shared growth with key stakeholders, including customers, suppliers, shareholders and investors, local communities, and employees. We especially strive to build consensus with our suppliers through regular meetings that address changes in the business environment and key issues. We operate supplier briefings to support the sustainable growth and partnership of our suppliers. These briefings are designed to inform supplier executives and working-level staff in advance about upcoming trainings, assessments, and audits. During audit periods, we maintain open lines of communication through various channels such as phone calls, email, in-person visits, and online interviews. In addition, through our grievance channel "CJ Whistle," we provide all external stakeholders, including suppliers, with a transparent and accessible platform to raise concerns. By actively listening to the voices of our suppliers and reflecting them in our business practices, we aim to minimize potential negative impacts and maximize positive outcomes. We will continue to foster open communication, build trust, grow together with our suppliers, and create sustainable value.

Agency Association Meetings

CJ Logistics holds regular monthly meetings to ensure smooth communication and mutual understanding with our partner agencies. At these meetings, we share updates on government policies, industry trends, peak season operational plans, and sub-terminal safety inspection results. We also discuss key matters related to our delivery business and actively listen to suggestions from our partners. Feedback collected from these sessions is reflected in our internal policies, and we transparently communicate the results of this reflection back to our partners. Through these Agency Association Meetings, we aim to build a sustainable partnership based on mutual growth and cooperation.

Grievance Reporting Channel for Partners

CJ Logistics operates a "Report" channel on its official website to respond promptly to partner grievances or instances of unfair trade practices. We allow reports to be submitted anonymously or with identification, and we strictly protect any personal information and evidence provided to ensure that no disadvantages arise for the reporter. We manage this channel through our Management Auditing Team. Reports related to partners are forwarded to the relevant departments for investigation and resolution. Once the investigation is complete, the final opinion from the relevant department is communicated to the reporter, and follow-up actions are managed in a systematic manner. In 2024, we received a total of 156 reports regarding partner grievances or unfair practices, of which 122 cases (78%) were deemed valid and resolved. We also support our partners in reporting matters related to ethical management via the "CJ Group Integrated Reporting System," the usage of which is clearly stated in our standard partner contracts. In addition, we strictly adhere to contract-related matters in accordance with our standard contract terms, and we receive formal partner feedback, complaints, and claims through official correspondence. By listening attentively to the voices of our partners, we strive to maintain a stable and trustworthy cooperative relationship.

Partner Grievance Handling Process

Report Submission	Case Acceptance and Investigation	Confirmation of Results
• Reports must be submitted either anonymously or with identification, based on the five Ws and one H (who, what, when, where, why, how), including supporting evidence and factual information. (Reports can be filed through our official website or the online reporting platform K-Whistle.)	• A designated manager reviews and processes the submitted report. • If additional information is needed, the reporter may be asked to provide supplementary details. • Investigations are conducted in the order of receipt, with timelines varying depending on the subject and scope of the investigation. • After verifying the facts through objective evidence, the investigation is concluded.	• The outcome of the investigation can be checked via the "Report Status" section on our website. (Reports submitted through the external K-Whistle platform can be tracked directly through that site.)

SUPPLY CHAIN SUSTAINABILITY

RISK MANAGEMENT

SUPPLY CHAIN ESG DUE DILIGENCE

Partner ESG Evaluation Process

CJ Logistics has implemented a five-step sustainability assessment process for its suppliers to manage ESG risks and enhance their ESG performance. The evaluation items related to ethics, human rights, and the environment are developed based on the Ministry of Trade, Industry and Energy's K-ESG Guidelines. Led by our ESG team, we conduct evaluations through a combination of supplier self-assessments and on-site inspections. In 2024, we streamlined the process by reducing the number of indicators from 55 across 4 areas to 25 across 3 areas to ease the burden on our suppliers. For suppliers identified with high ESG risks, we perform additional on-site assessments and follow-up monitoring to ensure proper risk mitigation. Additionally, in regard to safety, the Safety Management Division is responsible for overseeing the safety domain by conducting audits to evaluate compliance with the Serious Accidents Punishment Act and EHS-related regulations. These audits review legal compliance systems, on-site worker safety management, and the operational status of equipment. We immediately implement necessary improvement measures based on audit results. In the Construction Business Unit, we have introduced a safety and health evaluation grading system that restricts suppliers with ratings below a specified level from participating in bids.

Supplier Evaluation Process

Supplier Self-Assessment	Document Review	On-site Evaluation	Results Sharing	Monitoring
• Self-assessment by ESG category • Collection of supporting documents	• Review of submitted documents • Identification of high ESG risk sites	• Conduct on-site inspections • Facilitate Focus Group Interviews (FGIs) with supplier managers and on-site employees	• Provide improvement plans based on on-site findings and deliver ESG diagnostic reports	• Allow a one-year improvement period and conduct ongoing monitoring

Supplier ESG Evaluation Items

Issue area	No. of indicators	Details
Ethics	6	Integrity and anti-corruption, information disclosure, intellectual property protection, personal data protection, fair trade, protection of whistleblowers
Human rights	10	Voluntary labor, compliance with working hours, protection of child and adolescent workers, wages and welfare, humane treatment, prohibition of discrimination
Environment	9	Compliance with regulations and permit management, pollution prevention and resource reduction, hazardous materials, waste and wastewater, air pollution, regulated and properly labeled product ingredients, energy consumption and greenhouse gas emissions
Safety	8	Record of industrial accident rates, organizational chart of safety and health management at HQ and site, annual safety and health plan, risk assessment procedure and results, personal protective equipment (PPE) provision procedure and records, emergency response procedures and contact system, appointment of certified safety and health managers for workplaces with fewer than 300 employees, external safety and health management system certification

METRICS AND TARGETS

SUPPLY CHAIN MANAGEMENT GOALS AND PERFORMANCE

Supplier ESG Assessment Results

CJ Logistics conducts ESG risk assessments and consulting, including human rights, targeting major suppliers across each business unit. In 2024, we expanded the scope of supply chain due diligence beyond subcontractors to include transportation, manufacturing, and IT suppliers, conducting evaluations for a total of 53 suppliers. Since 2022, we have cumulatively assessed 83 suppliers, and we are steadily expanding the number of suppliers covered by these evaluations each year.

Based on the minimum ESG management standards by industry and company size, the average compliance rate across suppliers reached 51%. Following this evaluation, 18 suppliers (6 top performers and 12 lower performers) were selected for additional on-site interviews. These suppliers received a detailed ESG assessment report including areas for improvement and recommended actions. Furthermore, for 14 suppliers identified as needing improvement in the 2023 evaluation, we conducted a follow-up in Q3 2024 to verify corrective actions. The results confirmed that necessary improvements were completed, particularly in key areas such as safety and health. Looking ahead to 2025, we plan to conduct ESG assessments for 100 key suppliers and will continue supporting supply chain evaluations and improvement initiatives to strengthen our suppliers' ESG capabilities.

Supply Chain Assessment – Improvement Measures

Issue area	Improvement measures	Target sites
Supply Chain Management	• Provided consulting to address gaps in the overall ESG management systems of suppliers • Offered ongoing communication, ESG training, and guidance to establish and enhance ESG management foundations (via interviews, phone calls, emails, etc.)	All 53 suppliers

Supply Chain Evaluation Target

Category	Performance		Mid- to long-term target				
			FY-1	Reporting year	Short-term	Mid-term	Long-term
	2023	2024	2023	2024	2025	2027	2030
Due Diligence Coverage of Key Suppliers[1]	5.5%	16.8%	8.5%	15%	25%	50%	100%

1) Suppliers that fall within the top 30% in terms of transaction value; the number may vary annually (based on 544 suppliers in 2023 and 465 suppliers in 2024).

CUSTOMER SATISFACTION

GOVERNANCE

CUSTOMER-CENTRIC MANAGEMENT

CJ Logistics operates a dedicated customer satisfaction department under the leadership of the Chief Customer Officer (CCO), ensuring rapid response to customer inquiries and needs. Each year, we establish a Consumer Centered Management (CCM) strategy, setting relevant goals and linking them to performance outcomes. For B2C customers, we are actively building brand awareness and positioning ourselves as an "innovative logistics technology company" through integrated brand campaigns and systematic digital marketing efforts. In the first half of 2025, we launched the second phase of the integrated campaign for our consumer-facing brand "ONE" to strengthen recognition as a daily delivery brand.

In addition, we introduced a new integrated fulfillment brand, "THE FULFILL," offering full-lineup services covering B2B, B2C, and B2B2C logistics. This enables us to deliver customized logistics solutions, enhance brand awareness, and increase customer retention. To improve customer response quality and operational efficiency, we reorganized our customer service centers. By dividing responsibilities between the Seoul and Daejeon centers, we are now able to provide faster and more specialized services. Going forward, we will continue to enhance consumer satisfaction through customer-centric service operations.

Korea Integrated Fright Terminal

Korea Integrated Freight Terminal continuously strives to enhance customer satisfaction, build trust, and strengthen overall safety management by swiftly identifying improvement areas and proactively carrying out maintenance through on-site, customized facility safety management and regular safety inspections for its tenant companies. To this end, it implements key strategic initiatives to ensure systematic management that enhances both convenience and safety for our tenants.

Key Strategic Initiatives

1. Strengthen on-site safety management through real-time communication channels (SNS) between safety managers of each tenant company by business site
2. Improve facilities and services based on customer satisfaction survey results
3. Provide on-demand safety training for tenant facility personnel and collect feedback through online bulletin board QR codes by building
4. Enhance customer satisfaction through continuous repair and maintenance of aging facilities
5. Install designated smoking areas for each building to improve tenant convenience and reinforce fire prevention through targeted safety campaigns
6. Provide rapid 24 / 7 response to maintenance and service requests and enhance parking management by deploying on-site personnel from partner companies during night shifts

Consumer Rights Protection Policy

CJ Logistics promotes and sells its ONLYONE products and services in an ethical and honest manner. We prioritize customer satisfaction, listen closely to customer feedback, and strive to protect personal information with the utmost care. These principles are clearly outlined in our Code of Conduct, which was established based on the CJ Group Code of Conduct enacted in April 2020, and is transparently disclosed to the public. In alignment with the standards set forth in this code, we are committed to conducting business fairly and responsibly, continuously working to provide trusted and exemplary services to our customers.

CJ Group Code of Ethics – CJ Member's Promise: Our Commitment to Customers

We provide ONLYONE products and services to our customers.
- Innovation for customer satisfaction
- Sustainable production and consumption
- Quality and safety management

We promote and sell our products and services ethically and honestly.
- Ethical marketing
- Accurate information provision
- Honest sales practices

We listen to our customers and place their satisfaction as our top priority.
- Easy access and communication with customers
- Compliance with customer communication procedures
- Active reflection of customer feedback

We securely protect our customers' personal information.
- Compliance with personal data protection laws
- Lawful processing of personal information
- Secure management of personal information

CUSTOMER SATISFACTION

Response Strategy

Product and Service Quality Management

Internal Evaluation of Customer Service Quality

CJ Logistics conducts the Consumer Experience Tracking Study (CETS) annually to measure and manage the service quality of our brand offerings. From October 21 to November 15, 2024, we carried out an online panel survey targeting 600 users of courier services living in Seoul and the five major regions. The questionnaire covered areas such as non-face-to-face services, parcel requests, collection, delivery stages, courier attitude, call center use, and general service areas. In the 2024 CETS, our overall customer satisfaction index scored 76.3 points, showing a 0.9-point increase compared to the previous year. Among our internal metrics, the "brand trust" indicator showed the greatest improvement, rising from 78.6 to 79.7. Leveraging our strengths in non-contact channels (e.g., chatbot, app), we are focusing on improving areas such as on-time delivery and the convenience of connecting with call center representatives. Thanks to these efforts, CJ Logistics was recognized in 2024 as a Korea Brand Star and Korea Highest Brand, further solidifying our reputation as a trusted company among consumers.

In the Resort Business Unit, we conduct an annual Customer Satisfaction Index (CSI) survey among members and perform a comprehensive evaluation of golf course quality. In particular, our golf brand "Heasley Nine Bridges" was ranked 19th in the 2024–2025 World Platinum Clubs, recognized for excellence in course quality and club culture. Additionally, "Club Nine Bridges" was ranked 87th in Golf Magazine's 2023–2024 "World Top 100 Courses," proving our global competitiveness.

External Evaluation of Customer Service Quality

CJ Logistics participates annually in the parcel service evaluation conducted by the Korea Institute for Industrial Policy Studies to improve service quality and enhance customer satisfaction. We have taken part in this evaluation since 2014, which targets both individual and corporate courier service providers. In 2024, the evaluation criteria were refined to assess process and outcome quality from the perspectives of both consumers and service personnel. New evaluation items were added, including delivery performance in underserved areas, workers' compensation and employment insurance coverage rates, and courier working conditions. As a result, we received an "Excellent" rating and earned high marks in multiple categories such as reliability, friendliness, and physical environment, demonstrating our competitiveness in parcel service quality.

However, areas such as return item handling procedures, courier working conditions, and the ease of reaching call center representatives were identified as needing improvement. In response, we have enhanced the accessibility and visibility of our service channels (App, website, ARS) to improve customer convenience and operational efficiency. We are also actively working to improve courier working conditions through ongoing dialogue with the agency association. Going forward, we will continue strengthening our core competencies and systematically improving weaker areas to achieve even higher service quality.

Parcel Service Evaluation Results (Unit: Points)

Category	2021	2022	2023	2024
Parcel service evaluation results	91.5	90.5	93.5	**91.3**

AI Chatbot 2.0 Advancement

CJ Logistics first introduced its chatbot service in 2017 to enhance consumer convenience and has continued to upgrade its capabilities ever since. In June 2022, we launched AI Chatbot 2.0 with significantly improved user interface (UI) and user experience (UX). The chatbot features sentence analysis of customer inquiries, quick menus, and auto-complete functionality, enabling customers to receive accurate and prompt service 24 / 7, 365 days a year. In 2024, while the chatbot response rate slightly decreased from 98.1% to 97.9%, the usage rate increased from 27.5% to 30.2%, indicating a higher overall utilization. Customer satisfaction with the chatbot reached 81.8%, up 0.7 percentage points from the previous year, showing that customers are experiencing improvements in service quality. Additionally, starting in the second half of 2024, we introduced a live chat support feature, allowing agents to step in when the chatbot is unable to provide immediate answers. This has improved response accuracy and increased customer satisfaction. In the second half of 2025, we plan to adopt a new solution to further enhance our live chat service and maximize the effectiveness of our chatbot.

Chatbot Usage and Satisfaction (Unit: %)

CATEGORY	2021	2022	2023	2024
Usage rate	21.7	20.6	27.5	**30.2**
Response rate	95.9	97.7	98.1	**97.9**
Customer satisfaction	25.4	75.6	81.1	**81.8**

CUSTOMER SATISFACTION

RESPONSE STRATEGY

PRODUCT AND SERVICE QUALITY MANAGEMENT

Enhancing Customer Convenience

CJ Logistics provides differentiated fulfillment services to enhance customer convenience. We offer integrated logistics services that cover the entire process, from product storage to outbound delivery, shipping, and inventory management, through a one-stop system that helps reduce our clients' logistics burdens. In particular, we have established a converged e-fulfillment center linked to our large-scale parcel HUB terminals to ensure faster delivery to end consumers. Currently, we operate fulfillment centers at nine logistics hubs nationwide, including Gonjiam, Gunpo, Yongin, and Icheon. We also manage the entire fulfillment process systematically through our customer-dedicated portal, the eFLEXs system, delivering customized services tailored to each client's needs. We will continue to lead the advanced logistics industry and remain committed to enhancing customer-centered convenience.

Customer Satisfaction Enhancement Initiatives

CJ Logistics selects and rewards outstanding branches based on customer service (CS) evaluation indicators. We awarded a total of 36 branches in 2024. Branches are grouped according to delivery volume, and the top branch in each group receives a prize of KRW 300,000. We operate an incentive program with an annual budget of approximately KRW 10 million to boost motivation and provide faster delivery services to our customers. We also conduct service quality improvement initiatives aimed at identifying and mitigating risks related to customer rights violations. As part of these efforts, we reduced the damage rate from 60.7 ppm to 46.3 ppm. While we do not provide separate awards to our partner companies due to regulatory restrictions, we offer monthly performance-based service certification incentives to motivate improvements in job satisfaction and service quality. All delivery personnel are graded into Levels 1, 2, and 3 based on tenure and service evaluation scores, and incentives are automatically calculated accordingly. In 2024, a total of KRW 3.65 billion in incentives was distributed.

Enhancing Web and App Accessibility

CJ Logistics is continuously implementing various improvements to enhance accessibility on our official website and parcel delivery application. We have applied alternative text on our website to improve information accessibility for visually impaired users, and our mobile applications (Android and iOS) have acquired "ICT Accessibility" certification to support the convenience of a diverse user base. Through these efforts, we are ensuring that all customers, including those in information-vulnerable groups, can easily access our services, and we remain committed to enhancing customer satisfaction from an accessibility standpoint.

PRODUCT AND SERVICE INNOVATION

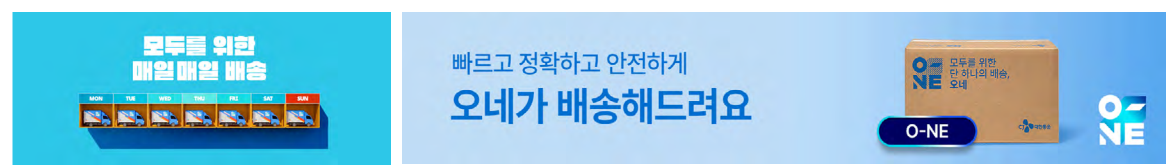
Deployment of Next-Generation Parcel System "Lois Parcel"

To address the surge in data resulting from growing parcel volumes, CJ Logistics began developing the next-generation parcel system "LoIS Parcel" in 2021 and completed the development on July 3, 2023.

LoIS Parcel is a system designed to centrally manage all data generated throughout the parcel delivery process. It is capable of stably processing up to 20 million parcel records per day. We distributed what was previously a single server into four independent servers to ensure uninterrupted service even in the event of a failure, and transitioned the system to a cloud-based environment to enable efficient handling during peak delivery seasons. The system also enhances user convenience and incorporates two-factor authentication to strengthen personal data protection. LoIS Parcel was fully rolled out to parcel sites across the country in the first half of 2024. Through this, we are enhancing operational efficiency and service quality to ensure stable deliveries even during high-demand periods such as holidays, while proactively responding to the evolving logistics environment.

Daily Delivery for Everyone, "O-NE"

CJ Logistics' integrated delivery solution, O-NE, offers trusted delivery services through a dense logistics infrastructure, an extensive delivery network, and advanced automation powered by AI and big data. O-NE, meaning "the only (ONE) delivery," embodies the excitement and joy at the heart of delivery services. It is a differentiated solution that maximizes customer satisfaction through best-in-class service. In 2024, we significantly improved our service competitiveness, such as next-day delivery rates and guaranteed arrival performance, by innovating the logistics network structure and expanding transport capacity. The average guaranteed arrival rate reached 98%. Starting in 2025, we will launch the "Everyday O-NE" service, enabling deliveries even on Sundays and public holidays, adding approximately 70 more delivery days per year. This aims to enhance selling opportunities for merchants and expand purchase options for consumers, ultimately boosting overall customer satisfaction. We will continue to strengthen our market competitiveness through advanced delivery services and cutting-edge logistics infrastructure, while taking the lead in creating continuous value for our customers.



O-NE Banner

CUSTOMER SATISFACTION

RISK MANAGEMENT

COMMUNICATION WITH CUSTOMERS

Operation of VOC Channels

CJ Logistics actively engages with customers through a robust Voice of Customers (VOC) system, leveraging diverse channels, such as call centers and chatbots to promptly capture and respond to their needs. In particular, our call center offers not only voice consultations but also visual ARS, providing differentiated services with enhanced convenience and accessibility.

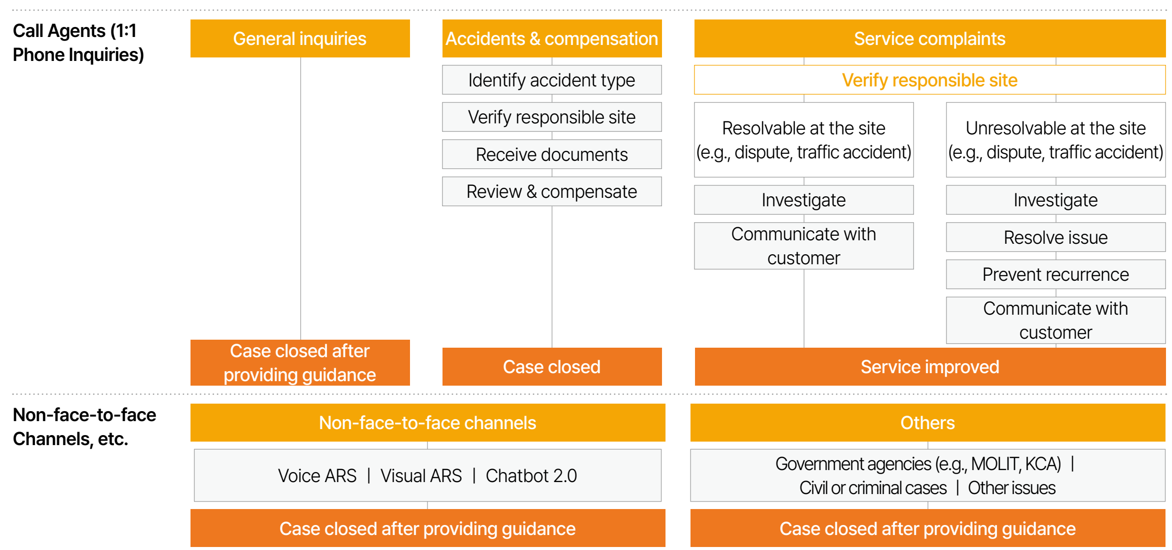
Customer Communication Channels

CJ Telenix Call Centers	• Utilizing CJ Telenix, CJ Group's specialized customer service provider • Assigning advisors with expertise in parcel delivery services • Ensuring stable customer response through the operation of two centers in Seoul and Daejeon
Website and Chatbot	• Accepting VOC submissions 24/7, 365 days a year • Routing inquiries to dedicated teams by service type (CVS pickup, fulfillment, e-commerce, cross-border delivery, etc.) • Providing customized support based on inquiry purpose
Mobile App	• Adopting the latest UX and UI for improved usability • Offering one-stop service functionality • Enabling automatic integration with external couriers and shopping platforms for seamless parcel tracking • Achieving about 15 million downloads • Obtaining the "Mobile App Accessibility and Value Certification" from the Korea Institute of Web Accessibility Certification and Value in 2022

VOC Handling Process

We are running a structured VOC (Voice of Customers) process that enables the active collection of customer feedback and the swift resolution of concerns. Customer input received through various channels is categorized into general inquiries, compensation claims, and service complaints, and is addressed swiftly and accurately through dedicated hotlines by department. Assigning dedicated staff at the customer service center to handle external complaints from organizations, such as the Korea Consumer Agency, e-People, and the Ministry of Land, Infrastructure and Transport, we are actively responding to consumer disputes. In 2024, we handled around 1.16 million cases out of 1.32 million total call center inquiries, achieving a response rate of 87.6%. In October of the same year, we joined the Business Council for Consumer Complaint Resolution hosted by the Korea Consumer Agency, collaborating on case analysis, preventive actions, and the protection of consumer rights. As we move forward, we will continue to strengthen our VOC handling process based on a customer-oriented approach, ensuring that every voice of our customers is heard and addressed.

Detailed VOC Handling Process



CUSTOMER SATISFACTION

METRICS AND TARGETS

CUSTOMER SATISFACTION GOALS AND PERFORMANCES

VOC Handling

CJ Logistics reflects the results of VOC analysis in its internal evaluation systems and continuously drives improvement initiatives to enhance service quality. In 2024, customer inconveniences were recognized as potential factors infringing on consumer rights and were further categorized into damage, loss, and customer complaints. Each category has been subject to focused management efforts to mitigate related risks.

For major issues such as damage and loss, we introduced an automated inspection system for parcel loading and enhanced our customer service response system. As a result, the damage rate[1] improved from 46.3 ppm to 46.0 ppm, the loss rate[2] decreased from 14.5 ppm to 11.8 ppm, and the number of customer complaints dropped from 465 to 392. These achievements reflect our commitment to listening to our customers and translating their feedback into actual improvements, contributing to a tangible reduction in consumer rights infringement risks. We will continue to strengthen our VOC management to proactively address customer concerns.

1) Damage rate = (Number of damaged cases ÷ Total deliveries) × 1,000,000
2) Number of complaints per 10,000 shipments = (Number of complaints ÷ Total sales volume) × 10,000

Parcel and Courier Service Evaluation by the Ministry of Land, Infrastructure and Transport

In 2024
Grade **A**

Mid- to Long-term Goals for Consumer Rights Protection

Item	Performance			Mid- to long-term goals[2]				
				FY-1	Relevant year	Short-term	Mid-term	Long-term
	2022	2023	2024	2023	2024	2025	2027	2030
Parcel and Courier Service Evaluation by the Ministry of Land, Infrastructure and Transport[1]	A	A+	A	A	A+	A	A	A+

1) It has been conducted annually since 2014 under the supervision of the Ministry of Land, Infrastructure and Transport with the aim to protect the rights of workers and consumers and enhance service quality. It is carried out through the development of evaluation materials and surveys administered to expert panels and client companies, with general courier services (14 companies) and corporate courier services (10 companies) evaluated separately.
2) The 2024 target was set at A+, based on the 2023 result A. However, considering the difficulty of surpassing the top-rated institution under the current evaluation system and the fact that A+ ratings are rarely awarded beyond the top performer, the mid- and short-term targets remain at A, while the long-term goal is to achieve A+. This approach also reflects the average rating of A over the past five years.

LOCAL COMMUNITY ENGAGEMENT

COMMUNITY IMPACT

COMMUNITY IMPACT MANAGEMENT

CJ Logistics makes concerted efforts to minimize any adverse impact its operations may have on surrounding communities. In the Construction Business Unit, we identify potential direct and indirect environmental impacts prior to project implementation and actively reflect the opinions of nearby residents. Draft environmental impact assessment reports are publicly disclosed through national and local newspapers, allowing formal collection of community feedback.

We recognize residents' concerns about noise, dust, and safety risks arising from construction activities and are committed to minimizing such impacts through thorough management and public briefings. For sites with high noise potential, soundproof walls are installed, and noise meters are placed near gates and perimeter fences to monitor and manage daily noise levels. In particular, for sites where significant noise is anticipated during the groundbreaking phase, we hold community briefings to share information in advance and proactively prevent complaints. We have also reviewed the possibility of establishing on-site grievance channels that allow local residents to directly raise concerns, and have developed a step-by-step response process encompassing complaint receipt, handling, and result notification. Once a noise-related complaint is received, we respond swiftly and work to resolve the issue as quickly as possible.

We are also taking a variety of control measures to reduce fugitive dust emissions from construction sites. Mobile wheel washers and high-pressure water spray systems are installed to suppress dust during operations, and mobile dust collectors and vertical dust barriers are deployed to prevent dust from spreading beyond the site.

On top of that, at sites near sensitive areas such as schools, we make our utmost effort to prevent accidents by restricting vehicle access during school hours, partially limiting the use of nearby gates, establishing temporary school access routes, and deploying dedicated safety personnel.

Noise meter

community briefings

SOCIAL CONTRIBUTION FRAMEWORK

STRATEGIES FOR CORPORATE SOCIAL RESPONSIBILITY

We promote social contribution initiatives that maximize social value by aligning three key strategic pillars; "green logistics," "creating a win-win ecosystem," and "spreading a culture of volunteerism," with our industry characteristics and core capabilities. We have established mid- to long-term goals through 2030 and quantitatively monitor community engagement levels to systematically track progress against our targets. Donations for social contribution activities are managed through the donation review and execution process of the Social Contribution Committee, ensuring transparency and reliability in fund utilization.

Our Social Contribution Strategies

Category	Initiative themes	Main activities
Green logistics	• Expanding eco-friendly social contribution programs to realize green logistics	• "EarthCare Together" campaign • "Green Delivery Plus" for small businesses • Resource circulation campaign (e.g., waste mobile phones)
Creating a win-win ecosystem	• Strengthening social responsibility by building community safety nets • Creating a sustainable sharing environment	• Supporting parcel delivery for the Salvation Army donation campaign • Donating daily necessities to vulnerable groups (e.g., "Heartwarming Package") • Promoting job creation programs (e.g., "Silver Parcels ")
Spreading a culture of volunteerism	• Fostering a culture of voluntary employee participation to create social value	• Engaging in cultural and social contribution activities in collaboration with CJ Donors Camp • Conducting local environmental cleanups and blood donation activities near business sites

Community Volunteer Engagement and Goals

Volunteer participation rates have steadily declined over the past three years, which is attributed to a combination of factors, including the voluntary nature of the program rather than mandatory involvement, and operational conditions. In response, we set a mid- to long-term goals reflecting practical feasibility and current operational circumstances. In order to achieve this goals, we will foster a culture of participation and expand in-house campaigns to revitalize voluntary engagement.

(Unit: %)

Category	Performance	Goals		
	2024	2025	2027	2030
Employee volunteer participation rate	17.0	17.5	18.0	19.5

LOCAL COMMUNITY ENGAGEMENT

CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

GREEN LOGISTICS

EarthCare Together Campaign

Donation of Secondhand Goods to the Milal Welfare Foundation Goodwill Store

We contributed to job creation for people with disabilities and resource circulation by donating secondhand goods, taking part in protecting the environment. Throughout May 2024, employees collected gently used items such as home appliances, books, toys, clothing, and bags, and donated them to the Goodwill Store operated by the Milal Welfare Foundation. These items were refurbished and sold at the Goodwill Store, with proceeds used to create jobs and provide wages for people with disabilities. A total of 91 employees participated in this initiative, contributing 320 volunteer hours and donating 1,597 items, helping to realize sustainable social value.

Employee Volunteer Activity, Plogging

As part of our eco-friendly social contribution efforts, we carried out community clean-up activities in regions where our logistics centers and branch offices are located. In celebration of our 94th anniversary, we launched the Environmental Protection O-NE Plogging Day , during which activities were held across eight designated plogging courses near our headquarters. A total of 327 employees, including senior executives, participated, contributing 654 volunteer hours. Later, we organized the "employee volunteer plogging challenge ," a second round of clean-up activities around our business sites, with 145 employees participating and recording a total of 580 volunteer hours. Through these initiatives, our employees were able to directly contribute to addressing environmental issues and enhancing the local community by helping reduce negative environmental impacts and create a more positive environmental footprint. For participants, the experience also served as a meaningful opportunity to connect with the community. We are committed to continuing our environmental protection efforts going forward.

Social Impact of EarthCare Together Campaign

Activities	Social impact
Goodwill Store Donation Campaign	• 91 employee participants • 1,597 items donated • 320 total volunteer hours
Employee Volunteer Plogging Challenge	• 145 employee participants • 580 total volunteer hours
Environmental Protection O-NE Plogging Day	• 327 employee participants • 654 total volunteer hours


Employee volunteer activity, "Plogging"

Green Delivery Plus for Small Business Owners

With an aim to alleviate the financial burden on small business owners and promote the value of green logistics, we launched the second phase of the "Green Delivery Plus" program in collaboration with the Korea Federation of Micro Enterprise and the Community Chest of Korea. Amid economic slowdown and rising costs, we selected 30 small businesses facing operational challenges and provided support for logistics expenses and eco-friendly packaging materials to help stabilize and revitalize their businesses. The program also included educational sessions to raise awareness of green logistics. During the training, we introduced our own eco-friendly packaging solutions, such as the one-touch box, recyclable paper cushioning, and paper tape, and shared packaging methods that can reduce tape usage by up to 50%. By guiding participating businesses in transitioning to sustainable packaging practices, we helped reduce waste generation and promoted interest in eco-conscious logistics. Additionally, the temporary logistics subsidies provided through this program contributed to easing both financial and psychological burdens on small business owners.

Social Impact of Green Delivery Plus

Activity	Social impact
Parcel delivery cost support for small businesses	• Logistics cost support: KRW 36 million • Eco-friendly packaging materials: KRW 14,729,381 (for 30 business owners) • Green logistics training: KRW 1,378,600 (for 30 business owners)


Second Phase of Green Delivery Plus

LOCAL COMMUNITY ENGAGEMENT

Corporate Social Responsibility Activities

Creating a Win-Win Ecosystem

Job Creation for the Local Community and Marginalized Groups

CJ Logistics is committed to providing quality employment opportunities and encouraging social participation for vulnerable groups who are often excluded from the job market, including the elderly, women with career interruptions, and persons with disabilities. These efforts not only contribute to job creation but also support the creation of shared value by fostering inclusive growth for both society and the company.

Social Impact of Our Job Creation Activities

Activity	Social impact
Blue Parcels	• Employed 5 parcel delivery personnel with hearing impairments
Silver Parcels	• Created 391 jobs for senior citizens
Orange Parcels	• Employed 9 women returning to the workforce
Support for employment and self-sufficiency of persons with disabilities	• Provided job training for 15 high school seniors and vocational students with disabilities in Incheon • Created 2 self-sufficiency jobs


Blue Parcels


Orange Parcels


Silver Parcels

Blue Parcels: Job Creation for the Hearing-impaired

Blue Parcels is a program launched in 2021 to create sustainable job opportunities for persons with hearing impairments. In this initiative, parcels delivered to designated hubs within apartment complexes are then delivered to individual households by hearing-impaired delivery personnel. As of 2024, a total of five hearing-impaired delivery workers are employed, each working five hours per day and delivering an average of 150 parcels per day, totaling about 4,000 parcels per month. In addition, we support these employees by offering customized training through a CS Academy based on disability levels, enhancing their job capabilities and ensuring safety. We remain committed to providing high-quality employment and strengthening support systems for inclusive workplace practices.

Silver Parcels: Job Creation for Senior Citizens

Launched in 2013 to address elderly poverty and promote senior employment, Silver Parcels is a delivery service in which senior couriers aged 60 and above use eco-friendly equipment to deliver packages from designated hubs in apartment complexes, traditional markets, and subway stations. Aiming to improve the working environment, we operate sorting centers, offices, and rest areas, and provide easy-to-use equipment such as electric carts and bicycle trolleys to reduce physical strain. As of 2024, Silver Parcels has created 391 jobs for seniors across the country and is recognized as a practical solution to challenges in an aging society. In partnership with community life centers, we are also developing new job models, such as wheel sorter helpers, while leveraging our operational expertise to create opportunities that help seniors pursue meaningful work.

Orange Parcels: Job Creation for Women Returning to the Workforce

Orange Parcels is a delivery service launched in 2021 in collaboration with the Hwaseong Center for Newly Working Women and other partners to create jobs for women who have experienced career interruptions. In this program, women residing in the delivery area are hired to deliver parcels from residential complex hubs directly to households. In 2024, a total of nine women were employed as Orange Parcels delivery workers. The program offers flexible working hours through part-time positions and promotes a safe work environment by adopting a two-person team system, installing surveillance cameras, and operating a safety manual tailored for female workers. Just like the color orange, which symbolizes independence and adventures, Orange Parcels continues to support women in taking bold steps toward a new beginning by offering sustainable employment opportunities.

Collaboration and Solidarity for the Empowerment and Employment of Persons with Disabilities

We signed a business agreement with the Korea Employment Agency for Persons with Disabilities, the Office of Education at the Incheon Metropolitan City, and SL Logistics to provide practical job training opportunities in the logistics industry for students with disabilities in the Incheon area. By allowing students to experience CJ Logistics' on-site operations firsthand, we helped them develop interest in logistics-related careers and gain structured, hands-on experience. We also supported their transition into the workforce through a corporate-linked internship program, with 15 senior high school and vocational school students in Incheon participating in 2024. Additionally, we partnered with the Yongin Self-Sufficiency Center to manage the collection of used mobile phones using safety pouches, thereby creating stable employment for local self-sufficiency workers.
Through these efforts, we not only facilitated the smooth operation of the mobile phone recycling initiative but also expanded job opportunities for persons with disabilities and other vulnerable groups, thereby creating social value.

LOCAL COMMUNITY ENGAGEMENT

CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

CREATING A WIN-WIN ECOSYSTEM

Logistics Support for Salvation Army Donation Items

Since 2014, CJ Logistics has supported the Salvation Army's year-end fundraising campaign by providing free delivery of about 1,000 donation-related items to over 316 Salvation Army locations across the country each year. Through this initiative, we are promoting a culture of giving by leveraging the strengths of our logistics operations. Moving forward, we will further strengthen our social contribution initiatives by fully leveraging our core logistics capabilities.

Social Impact of Our Logistics Support for Salvation Army's Campaign

Activity	Social impact
Logistics support for salvation army donation items	• About 1,000 items delivered free of charge to 316 + Salvation Army sites in 17 regions (2024) • About 11,000 items delivered for over 11 years (cumulative total)

Heartwarming Package Delivery

Since 2021, our Construction Business Unit has been actively engaged in the Heartwarming Package delivery program to support vulnerable households in blind spots within the Bangbae area, Seocho-gu. In partnership with the Caritas Bangbae Community Center, which identifies and selects households in need, we purchased and delivered food and health supplements worth KRW 5.7 million in 2024. These packages were delivered monthly from March to December, with additional gifts provided to all supported households during key occasions such as Family Month (May), Chuseok (September), and the year-end holidays (December). Over the past three years, a total of 638 employees have participated in approximately 280 visits to 31 households, including elderly individuals living alone, grandparent-grandchild households, and single-parent families raising children or adolescents. The cumulative value of support reached KRW 21 million. In recognition of these ongoing efforts, we received a plaque of appreciation from the Caritas Bangbae Community Center in November 2023 and an award from the Seocho District as an outstanding donor in December 2023. Going forward, we will continue to strengthen our ties with the local community and remain committed to supporting vulnerable groups through our corporate social responsibility initiatives.

Social Impact of Heartwarming Package Delivery

Activity	Social impact
Heartwarming package delivery	• Heartwarming Packages: 7 households × 10 months = 70 deliveries • Visited 21 households during Family Month (May), Chuseok, and the year-end season (including additional support for previously served households)


Heartwarming package delivery

Social Contribution for the Regions nearby Resorts

Our Resort Business Unit carries out social contribution activities in Yeoju and Jeju, where our golf courses are located. We deliver snack gift sets and other items to local children's welfare centers in both regions. Haesley Nine Bridges donated 2.5 tons of Kimchi to the Yeoju Welfare Center for the Disabled, while The Club Nine Bridges contributed about KRW 10.7 million in designated donations to the Jeju Community Chest of Korea to support neighbors in need. On top of that, we took part in a charity event co-hosted by the Jeju Council of the Korea Golf Course Business Association and the social enterprise, Beautiful Store. At the event, donated items from employees were sold, and all proceeds were used to support underprivileged groups in the local community.

Social Impact of Our Social Contribution Activities

Activity	Social impact
Children's Day volunteer activity	• Donated items: Snack gift sets worth about KRW 2 million • Beneficiaries: 195 local children • No. of employee participants: 10
Donation to Beautiful Store ("Beautiful Sharing Kit")	• No. of donated items: 998 • No. of employee participants: 48 • Beneficiaries: 210 vulnerable households
Year-end volunteer activity	• Beneficiaries: 1,741 individuals in total, including persons with disabilities, children, and senior citizens • No. of employee participants: 12


Beautiful Sharing Package


Employees volunteer activities

LOCAL COMMUNITY ENGAGEMENT

Corporate Social Responsibility Activities

Creating a Win-Win Ecosystem

O-NE Super Race Championship

Since 2016, CJ Logistics has served as the title sponsor of the Super Race, the largest motorsports competition in Korea, promoting the dynamic culture of motorsports to a broader audience. We support the Super Race Championship not only as a popular spectator sport that families can enjoy together, but also as an emerging business platform that captures corporate interest. By offering both on-site experiences and broadcast and online coverage, we have strengthened brand familiarity among our customers. In 2023, we launched our integrated delivery brand "O-NE," and in 2024, we renewed the championship emblem for the first time in eight years and rebranded the competition as the O-NE Super Race Championship, further enhancing brand awareness.

2024 O-NE Super Race

Korea Integrated Fright Terminal

Korea Integrated Freight Terminal (KIFT) has engaged in donation and sponsorship initiatives every year to foster community sharing and fulfill its social responsibility across diverse areas such as education, welfare, and culture. Such efforts demonstrate KIFT's dedication to creating positive impact across education, welfare, and culture, and to supporting the sustainable growth of the communities. In order to strengthen its role as a trusted corporate citizen, KIFT has been providing steady financial support in key areas. In the field of education, KIFT contributes a total of KRW 43.2 million annually through the Korea Integrated Freight Terminal Scholarship Program. This program offers scholarships twice a year to 36 high school students, supporting talent development and helping underprivileged youth continue their academic pursuits. In addition, KIFT donates KRW 45.4 million annually to promote regional coexistence and well-being. This includes KRW 32.4 million to seven nonprofit welfare organizations, such as care facilities for persons with disabilities, and KRW 4 million to a local cultural foundation to help revitalize regional arts and cultural events. Through these social contribution activities, KIFT is continuously working to deepen trust with the local community and build a sustainable win-win partnership.

LOCAL COMMUNITY ENGAGEMENT

CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

ENCOURAGING GREATER EMPLOYEE ENGAGEMENT

Major Activities of CJ Sharing Foundation in 2024

CJ Logistics collaborates with the CJ Sharing Foundation to carry out a wide range of social contribution activities that support the healthy development of children, who represent the next generation, while contributing to the sustainable advancement of society.

Activity	Overview and performance	Social impact
Dream-Building Wonder Walk	• Promoted physical and emotional well-being through walking exercises and cultural experiences with children from local community centers • Conducted environmental clean-up and cultural activities at historical sites and tourist attractions near local children's centers nationwide	• About 200 CJ Logistics employee volunteers participated • Around 3,200 children and adolescents from over 140 local children's centers took part
Teacher's Day Event	• Delivered health supplements and provided cultural experience opportunities in celebration of Teacher's Day to express appreciation and encouragement to teachers at child welfare facilities such as local community centers, group homes, childcare facilities, and youth shelters across the country	• Gifts were delivered to over 4,400 institutions nationwide • A total of 600 teachers from local children's centers participated in a special CGV movie event
CJ Donors Camp Sports Day	• Selected participants with consideration for cultural diversity, reflecting the growing number of children from multicultural families in local community centers • Expanded group activities such as cooperative shuttlecock kicking and two-person jump rope	• About 2,300 children from 110 local children's centers nationwide participated • Around 190 CJ Logistics employees took part
Youth Cultural Club Showcase	• Held under the theme 'Dreamland of Hopes and Excitement,' the showcase featured film screenings, performances, tasting sessions, and runway events across various categories	• 26 advanced-level youth cultural club teams participated • About 1,000 visitors attended the showcase
Dream-Building Cultural Diversity Classroom	• A social contribution program aimed at fostering global citizenship by helping children and youth in local community centers, where the number of children from multicultural families is increasing, recognize and respect cultural differences through sustainable cultural diversity education • Expanded teacher training locations to five additional cities beyond Seoul (Daejeon, Gwangju, Daegu, Busan, and Jeju), and structured the training program into five specialized sessions to provide a professional teaching and learning framework • Developed hands-on curricula using diverse teaching tools tailored to each center, including cultural diversity education, creative workshops, and cultural performances designed for children	• Engaged about 7,000 children and 400 teachers from 400 local children's centers nationwide, doubling the number of participating institutions compared to the previous year
2024 CJ X Berklee Music Concert - Pop Mosaic: Masterclass for Aspiring Musicians	• Since 2011, CJ has supported aspiring global talents in the music industry through the "CJ Music Scholarship Program," offering financial aid to students majoring in popular music at Berklee College of Music and other leading music graduate schools worldwide	• Masterclass held for approximately 30 students participating in the music division of youth cultural clubs
Presidential Award for Excellence in Youth Development and Protection (2024)	• Awarded each May by the Ministry of Gender Equality and Family to individuals, organizations, and companies that have made outstanding contributions to fostering youth development and creating a youth-friendly society, as well as to exemplary young individuals • In 2024, CJ Sharing Foundation was recognized for its efforts to nurture talent and support the future of young people	• Since its founding in 2005, CJ Sharing Foundation has provided structured cultural education and experiences to over 2 million youths through 19 years of continuous cultural sharing programs

GOVERNANCE

SOUND CORPORATE GOVERNANCE

BOARD OF DIRECTORS

BOARD COMPOSITION

The Board of Logistics, the top decision-making body, comprises six directors, three inside and three outside. Each director serves a three-year term, with reappointment permitted. In compliance with relevant regulations, outside directors may serve no longer than six years. As of December 2024, inside directors have held their positions for an average of 2.6 years, with three continuing into extended terms following reappointment. The Chairman of the Board is selected through a formal Board resolution, following internal governance procedures. That role is currently held by the CEO, whose extensive experience and proven leadership in the logistics industry support effective decision-making aligned with the industry's ongoing transformation. Pursuant to Article 542-11, Paragraph 2 of the Commercial Act and Article 37, Paragraph 2 of its Enforcement Decree (Audit Committee), our Board is composed of professionals with expertise in accounting and finance, each bringing over five years of experience in oversight roles within governmental institutions. Yeo Mi-suk, Lee Eok-won, and Kim Myung-joon bring valuable backgrounds in public administration. The appointment of outside directors is based on proven proficiency and experience in the field of public governance.

Borad Composition Overview

(As of December 2024)

Director Type	Name	Gender	Position and Role	Area of Specialty	Major Career		Tenure	Reappointment
Inside Director	Shin Young soo	Male	Oversight of overall business management (CEO) Board Chairman	Business management	• Former Manager of BIO HR Support Corps at CJ CheilJedang • Former Executive Vice President of Bioresources Business Headquarter at CJ CheilJedang	• Former CEO of CJ Feed & Care • Current CEO of CJ Logistics	Mar. 2024 ~ Mar. 2027	Reappointed (once)
Inside Director	Min Young-hak	Male	Oversight of overall business management (CEO)	Business management	• Former Executive Vice President of Technology Headquarter at CJ Engineering & Construction • Former Officer of Technology Sales at CJ Logistics	• Current CEO of the Construction Business Unit at CJ Logistics	Mar. 2022 ~ Mar. 2025	-
Inside Director	Lee Han-mae	Male	Strategic planning for group-wide business operations	Strategy	• Former Center Director of Business Solution at SK Gas • Former Head of Ferrero Business Unit at Maeil Dairies	• Former Director of Innovation, CSO, CFO, at CJ Logistics • Current Head of Portfolio Strategy 1 at CJ	Mar. 2024 ~ Mar. 2027	-
Outside Director	Yeo Mi-suk	Female	Oversight of comprehensive management affairs	Legal advice	• Former Chief Judge of Seoul Central District Court • Former Chief Judge of Seoul High Court	• Current Professor at Hanyang University School of Law • Outside Director at LG Energy Solution	Mar. 2021 ~ Mar. 2027	Reappointed (once)
Outside Director	Lee Eok-won	Male	Oversight of comprehensive management affairs	Financial and economic advisory support - Professional background in financial institutions, government, and related securities organizations (type 4 category)	• Former Secretary for Economic Policy at the Office of the President's Chief Secretary for Economic Affairs • Former 1st Vice Minister of the Ministry of Economy and Finance	• Current Visiting Research Fellow at the Korea Capital Market Institute • Outside Director at LF Corporation	Mar. 2024 ~ Mar. 2027	-
Outside Director	Kim Myung-joon	Male	Oversight of comprehensive management affairs	Advisory support on taxation, including national taxation	• Former Director of Investigation Bureau 1 at Seoul Regional Tax Office • Former Commissioner of Seoul Regional Tax Office	• Current Advisor at Gaon Law Firm	Mar. 2024 ~ Mar. 2027	-

SOUND CORPORATE GOVERNANCE

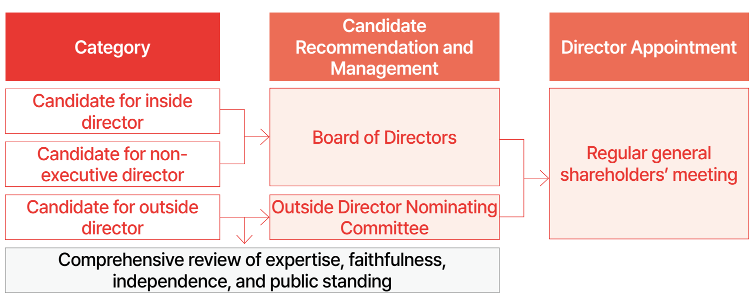
BOARD OF DIRECTORS

DIRECTOR APPOINTMENT

To ensure the independence of the Board, CJ Logistics appoints directors with strong professional credentials and diverse backgrounds. Inside directors have a proven record of their capabilities within the company and externally. Outside directors also possess expertise along with extensive experience in various fields including academia, urban affairs and media, law, and finance. Outside directors constitute the majority of the Board and are appointed through a resolution at the general shareholders' meeting, based on recommendations from the the Non-executive Director Candidates Nomination Committee. This committee carries out an annual candidate review, taking into account a comprehensive range of criteria, such as professional experience, area of specialization, qualifications, potential conflicts of interest, number of reappointments, and concurrent roles at other companies. Candidates are thoroughly screened to determine whether they are subject to disqualification under the Commercial Act or other applicable laws. Our Board of Directors Operating Regulations clearly stipulates that no discrimination shall be made based on gender, age, academic background, religion, race, ethnicity, nationality, disability, or cultural elements in the selection of directors, contributing to enhanced diversity and balance. In appointing directors, we ensure full compliance with Article 382, Paragraph 3 of the Commercial Act (Director Appointment, Relationship with the Company, and Outside Directors), Article 542-9, Paragraph 2 (Appointment of Outside Directors), and Article 34, Paragraph 5 of the Enforcement Decree of the Commercial Act (Outside Directors of Listed Companies).

CJ Logistics Board of Directors Operating Regulations

Director Appointment Process



Non-executive Director Candidates Nomination Committee Operations

Date of Convocation	Agenda Item	Approval Status	No. of Attendants (Attendance Rate)
7.Mar.24	Outside director recommendation	Passed	4 directors (100%)
25.Mar.24	Appointment of the Chair of the Non-executive Director Candidates Nomination Committee	Passed	4 directors (100%)

Board Skill Matrix

Director Type	Name	Gender	Capabilities						
			Position and Role	Area of Specialty	Experiences in logistics and construction	Experiences in organization operations	Global experiences	Administration / policy / Laws	Economy / Finance / Taxation
Inside Director	Shin Young-soo	Male	Oversight of overall business management (CEO) Board Chairman	Business management	● CJ Logistics	● CEO	● Business		
Inside Director	Min Young-hak	Male	Oversight of overall business management (CEO)	Business management	● CJ Logistics	● CEO			
Inside Director	Lee Han-mae	Male	Strategic planning for group-wide business operations	Strategy	● CJ Logistics	● Executive	● Degree		
Outside Director	Yeo Mi-suk	Female	Oversight of comprehensive management affairs	Legal advice		● Judge	● Training	● Seoul High Court	
Outside Director	Lee Eok-won	Male	Oversight of comprehensive management affairs	Financial and economic advisory support - Professional background in financial institutions, government, and related securities organizations (type 4 category)		● 1st Vice Minister	● Degree	● Ministry of Economy and Finance	● Ministry of Economy and Finance
Outside Director	Kim Myung-joon	Male	Oversight of comprehensive management affairs	Advisory support on taxation, including national taxes		● Commissioner	● Expatriate	● Seoul Regional Tax Office	● Seoul Regional Tax Office

SOUND CORPORATE GOVERNANCE

BOARD OF DIRECTORS

DIRECTOR APPOINTMENT

CEO Succession Policy

CJ Logistics has enacted regulations governing the appointment and succession of the CEO, aiming to minimize management gaps and reduce uncertainty during leadership transitions. From a long-term perspective, we have identified and cultivated core talent with proven management expertise to ensure stability and continuity in business operations. Succession-related matters are overseen by the HR department in coordination with other supporting departments, covering key areas such as candidate identification, evaluation, and verification. In the event that the CEO is unable to fulfill his duties, due to expiration of tenure, resignation, or dismissal, the succession process is activated immediately.

In cases of retirement due to the expiration of tenure, the succession process is initiated at least two months in advance. CEO candidates are evaluated based on a comprehensive set of criteria, including performance over the past three years, managerial competencies, suitability of experience, and professional expertise. The Board selects and recommends the most qualified candidate for appointment as an internal director, and the new CEO is officially appointed from among the internal directors at the general shareholders' meeting. If a candidate is not serving as a director, they are first appointed as a director at the general shareholders' meeting, followed by a resolution for CEO appointment. CJ Logistics regards the cultivation of world-class executives as a core strategic priority, focusing on structured development of internal talent alongside the recruitment of external professionals. Candidates are supported through a multifaceted approach that includes customized career path development, rotational assignments, and challenging tasks, as well as educational programs offered by CJ HumanVille and companies. This comprehensive cultivation framework helps minimize management risks.

Key Highlights of Revisions to the CEO Succession Regulations

Category	Details
Candidate Recommendation and Succession Process	**Article 5 (Succession Process)** ① The company selects candidates for the CEO position through a comprehensive review of performance over the past three years, managerial competencies, relevant experience, and professional expertise. ② The company recommends the most suitable and qualified candidate among the candidates for an inside director at the Board of Directors. ③ The Board of Directors appoints the CEO from among the appointed inside directors at the general shareholders' meeting.
Lead Department Responsible for Succession Procedures	**Article 6 (Contingency Plan)** ① A qualified executive shall temporarily perform the duties of the CEO in the event of CEO vacancy, in accordance with the resolution of the Board of Directors. ② If the candidate for CEO is a director, the Board of Directors appoints the candidate as CEO. ③ If the candidate for CEO is not a director, procedures for convening a shareholders' meeting, as prescribed by the Commercial Act, shall be carried out as swiftly as possible. The candidate shall first be appointed as a director, and subsequently appointed as CEO by resolution of the Board of Directors. **Article 8 (Responsible Departments)** ① CEO succession-related tasks are handled by the departments supporting the Board of Directors and the HR department. ② The responsible departments are tasked with the following: 1. Ongoing management, assessment, and verification of CEO candidates 2. Support in evaluating CEO candidates 3. Assistance with other operational tasks related to CEO succession
Lead Department Responsible for Succession Procedures	**Article 2 (Qualifications of the CEO)** ① The CEO shall possess strategic thinking and expertise required for company operations, grounded in a deep understanding and diverse experience across CJ businesses. The CEO must share the CJ management philosophy, contribute to the company's development, and enhance the interests of shareholders and stakeholders. ② The CEO is equipped with the following capabilities: 1. An individual with outstanding managerial competency derived from business insight 2. An individual possessing business ethics, ability to execute CJ's management philosophy, and organizational leadership skills 3. An individual with a strong drive to achieve breakthrough capabilities for the company's sustainable growth
CEO Candidate Training and Development Programs	**Article 7 (Candidate Training and Development)** ① The company promotes the cultivation of world-class executives as a core strategy, alongside structured internal talent development and the recruitment of external professionals. ② Candidates are continuously identified and developed to minimize risks of management gaps due to CEO vacancy. ③ The company secures the most suitable CEO for its business through a multifaceted approach, including customized career path planning, personal growth support, and educational programs provided by the CJ Group Talent & Leadership Development Center and affiliated companies. ④ Development efforts may include role expansion, job rotations, and participation in challenging assignments and projects.
Methods for Assessing CEO Candidates	**Article 5 (Succession Process)** ① The company selects candidates for the CEO position through a comprehensive review of performance over the past three years, managerial competencies, relevant experience, and professional expertise.

SOUND CORPORATE GOVERNANCE

BOARD OF DIRECTORS

BOARD OPERATIONS

Board Meeting Convocation

CJ Logistics convenes regular Board meetings on a monthly basis, with ad-hoc meetings held as needed to enable agile decision-making. In 2024, a total of nine Board meetings were held, during which 32 agenda items were reported and resolved. All inside and outside directors attended every meeting without exception. Each committee and the relevant supporting departments are responsible for reviewing questions and requests raised by directors in advance, thereby ensuring the Board's efficient operations. They also provide additional explanations and reports related to agenda topics as required. The outcomes of Board operations, including annual summaries of proceedings, resolutions, and director attendance, are transparently disclosed in our business report each year.

Meeting	Date of Convocation	Agenda Item	
1st	Feb. 7, 2024	• Report on the operations of the internal accounting control system • Approval of the 114th financial statements and sales report	• Establishment of the 2024 Safety and Health Plan
2nd	Mar. 7, 2024	• Report on the implementation results of the 2023 compliance standards • Approval of corporate bond issuance • Report on the operations of the internal accounting control system	• Resolution to convene the 114th General Shareholders' Meeting • Amendment to the internal accounting control system regulations
3rd	Mar. 25, 2024	• Appointment of the Board Chairman and CEO	• Appointment of committee members under the Board of Directors
4th	Apr. 15, 2024	• Approval of corporate donations	• Delegation of approval authority related to freight vehicle permit modification applications
5th	May 9, 2024	• Report on business performance for Q1 2024	• Launch of new branch
6th	Aug. 8, 2024	• Report on review results of the compliance management system • Report on compliance in appointing an external auditor • Report on the plan for compliance activities and control (internal control)	• Report on regulations related to external auditor appointment • Report on management performance for H1 2024 • Report on ESG materiality issues and publication of the sustainability report
7th	Oct. 17, 2024	• Report on the Committee Chairperson under the Board of Directors	• Approval of corporate bond issuance • Approval of construction contract signed
8th	Nov. 7, 2024	• Report on management performance for Q3 2024	• Investments in overseas subsidiaries
9th	Dec. 19, 2024	• Report on operational regulations for the dedicated Audit Committee department • Change in stakeholder transactions for 2024 • Report on follow-up assessment of compliance with external auditor policies	• Approval of stakeholder transactions for 2025 • Report on external auditor appointment • Approval of bond and short-term borrowing limits for 2025 • Report on special rewards for executives in 2024

Board Education and Training

CJ Logistics regularly provides training to outside directors to enhance their understanding of business management and strengthen their professional expertise. In 2024, two training sessions were conducted, one each by the Audit Committee Secretariat and the Finance Department, covering topics such as compliance and revisions to the enforcement rules related to external auditor regulations.

Outside Director Training

Date of Education	Hosted by	Specialized Training Institute	Details	No. of attendants (attendance rate)
Nov. 7, 2024	Audit Committee Secretariat and Finance Division	Samil PwC	Compliance for outside directors	3 directors (100%)
Dec. 19, 2024	Audit Committee Secretariat and Finance Division	Samil PwC	Impact and responses to revisions to the enforcement rules related to external auditor regulations	3 directors (100%)

SOUND CORPORATE GOVERNANCE

BOARD OF DIRECTORS

BOARD PERFORMANCE ASSESSMENT AND REMUNERATION

Board Performance Assessment

To ensure accountability and transparency of the Board, CJ Logistics conducts performance assessments of directors twice a year (first and second halves). In accordance with Article 10 of the Executive Rules, inside directors undergo both performance and capability assessments. The performance assessment evaluates contributions to the company and KPIs, such as safety, health, and compliance. The results are reflected in remuneration. The capability assessment examines realization of core values and leadership effectiveness, with outcomes incorporated into personnel decisions. Outside directors are assessed by factoring in attendance rates at Board and committee meetings, independence, professional expertise, and contributions. The results of these evaluations are incorporated into the reappointment review conducted by the Non-executive Director Candidates Nomination Committee. Additionally, internal regulations have been established that explicitly state that directors cannot be exempted from liability through Board resolutions if business losses occur due to inappropriate managerial judgment. This provision is designed to reinforce responsible decision-making and strengthen governance oversight.

Expected Effects of Performance Assessment

Performance Assessment of Management

- Metrics

Financial Value Creation

- Sales
- Operating income
- Profit before tax
- Net borrowings

Non-financial Value Creation

- Widened competitive gaps in the market
- Enhanced execution in innovation and growth
- Secured future growth drivers
- Cultivation of top-tier talent

Director Remuneration Policy

CJ Logistics determines and pays director remuneration and bonuses within the compensation limit approved at the shareholders' meeting, pursuant to the Articles of Incorporation. For inside directors, basic salary, short-term incentives, long-term incentives, and welfare subsidies are paid in accordance with the applicable regulations, while severance pay (retirement bonus) is calculated and paid based on separate rules. The remuneration of outside directors is set at an appropriate level, taking into account the company's financial position, the roles and responsibilities of directors, and prevailing social norms. In addition to base salary, other payments are strictly limited to expenses related to business activities, business trip expenses, and training expenses in accordance with the regulations governing outside director-related matters. To safeguard the independence of outside directors, CJ Logistics does not provide bonuses, stock options, or severance payments.

Inside Director Compensation Regulations

Basic salary	• Based on the salary table by rank • Comprehensively factoring in salary adjustment rates, promotion status, scope of roles and responsibilities, and individual contributions, as reviewed by the Compensation Committee
Short-term incentives	• Comprehensive assessment of both metrics (sales, operating income) and non-metrics (contribution to the company)
Long-term incentives	• Long-term performance evaluation over the past three years (market capitalization and cumulative operating income) • Final decision made by the Compensation Committee through assessment of target achievements against goals between 2021 and 2023, and payments were made in July 2024
Welfare subsidies	• Payments are made in accordance with the executive rules approved by the Board of Directors

SOUND CORPORATE GOVERNANCE

Committees Under the Board

Committee Composition and Operations

To ramp up governance transparency and enhance the efficiency of decision-making, CJ Logistics has in place the Compensation Committee, Internal Accounting Management Committee, ESG Committee, Audit Committee, and Non-executive Director Candidates Nomination Committee. All committees consist of more than 51% outside directors, demonstrating their independence and fairness. In particular, the Internal Accounting Management Committee, Non-executive Director Candidates Nomination Committee, and Audit Committee are composed entirely of outside directors, enabling mutual oversight and independent deliberation functions. Each committee operates under its own set of regulations. In 2024, committee meetings were held to deliberate and report on a total of 31 agenda items. All inside and outside directors attended these meetings and engaged in in-depth discussions. Resolutions and attendance records are transparently disclosed in the annual business report, demonstrating CJ Logistics' commitment to responsible governance practices.

Committee	Purpose and Delegated Authority	Committee Member and Position			Operations in 2024
Compensation Committee	• Purpose: Ensure fairness in KPI evaluations for executive remuneration policies and long-term incentive payments • Authority: Assess executive remuneration policies and executives' KPIs for long-term incentives	Shin Young-soo	Member		• Five meetings held • 100% attendance rate
		Yeo Mi-suk	Member		
		Lee Eok-won	Member		
		Kim Myung-joon	Chairman		
Internal Accounting Management Committee	• Purpose: Deliberate on ways to enhance transparency in transactions among subsidiaries and related parties • Authority: Deliberate on transactions among subsidiaries and related parties approved by the Board, in accordance with the Commercial Act and the Fair Trade Act, as well as other matters that the Board or committees determine require deliberation	Yeo Mi-suk	Chairman		• Four meetings held • 100% attendance rate
		Lee Eok-won	Member		
		Kim Myung-joon	Member		
ESG Committee	• Purpose: Improve stakeholder interests and corporate value through the management of environmental, social, and governance affairs • Authority: Identify and analyze a range of topics and key issues across environmental, social, and governance domains, review the company's ESG management strategies, and assess related performance and challenges	Shin Young-soo	Member		• Five meetings held • 100% attendance rate
		Min Young-hak	Member		
		Yeo Mi-suk	Member		
		Lee Eok-won	Member		
		Kim Myung-joon	Chairman		
Audit Committee	• Purpose: Conduct audits of the company's accounting and operations • Authority: Oversee and carry out accounting audits across the organization	Yeo Mi-suk	Member		• Seven meetings held • 100% attendance rate
		Lee Eok-won	Chairman		
		Kim Myung-joon	Member		
Non-executive Director Candidates Nomination Committee	• Purpose: Recommend candidates for outside director positions in a fair manner • Authority: Recommend outside director candidates for appointment at the shareholders' meeting	Yeo Mi-suk	Chairman	Vote in favor, 100% attendance rate	• Two meetings held • 100% attendance rate
		Lee Eok-won	Member	Vote in favor, 100% attendance rate	
		Kim Myung-joon	Member	Vote in favor, 100% attendance rate	

Audit Committee Operations

CJ Logistics has established and operated the Audit Committee to promote transparent and responsible management and to build stakeholder trust. The committee is composed entirely of outside directors, in accordance with Article 415-2, Paragraph 2 of the Commercial Act, reflecting a high level of independence. Pursuant to applicable laws, the committee includes experts in accounting and finance. An outside director serves as Committee Chair, a manifestation of the committee's commitment to professional audit practices and objectivity.

Furthermore, affiliated persons of the largest shareholder or individuals subject to disqualification are excluded from committee membership, contributing to enhanced transparency in committee operations. For efficient functioning of the Audit Committee, a dedicated organization is responsible for collecting and managing agenda items, analyzing relevant laws, reviewing the basis for Board resolutions, and preparing meeting minutes. The Audit Committee and auditors also pre-review contracts related to non-audit services provided by external auditors and go through an approval process, which is a testament to the rigorous management of external audit independence and reliability.

In addition, the Audit Committee Secretariat plays a key role in facilitating mutual support and checks among its members. The secretariat is composed of six members, including business leaders, directors, and managers from diverse fields, such as finance, legal affairs, and management diagnostics. It is fully responsible for supporting the operations of the Audit Committee. Its organizational separation from internal management, including the CEO, ensures its independence.

SHAREHOLDER-FRIENDLY MANAGEMENT

Shareholder Value Enhancement

Shareholder Status

As of December 31, 2024, CJ Logistics has issued a total of 22,812,344 common shares. Pursuant to Article 18 of the Articles of Incorporation (shareholders' voting rights), each share carries one voting right. All shareholder rights and voting rights are protected under applicable laws and the Articles of Incorporation.

Shareholding Status

(As of December 31, 2024)

Shareholder	Number of Shares Owned	Shareholding Ratio (%)
CJ CheilJedang Corp.	9,162,522	40.16
National Pension Service	2,494,715	10.94
NAVER Corporation	1,791,044	7.85
Treasury stock	2,867,215	12.57
Minority shareholders (shareholders with less than 5%)	6,496,848	28.48
Total	22,812,344	100

Protection of Shareholder Rights

Shareholder Communication

CJ Logistics' Corporate Governance Charter clearly outlines matters pertaining to the protection of shareholders' rights and their active exercise of those rights, transparently providing information and strives to reflect shareholder opinions through the general shareholders' meeting, earnings presentation, ongoing shareholder communication, regular disclosures (quarterly, semiannual, and annual business reports), and timely disclosures (quarterly operating results and other key management information fair disclosures). CJ Logistics introduced an electronic voting system in 2021 to enable shareholders to exercise their voting rights without attending the shareholders' meeting in person. In addition to on-site participation or submitting a proxy, this system provides more accessible voting options. To support its implementation, the company does not adopt a written voting system in accordance with the Articles of Incorporation. However, if a shareholder wishes to exercise voting rights, they may do so by submitting a proxy through a shareholder representative.

The status of voting rights exercised at the regular general shareholders' meeting is disclosed through public filings and available on our official website. In addition, various communication channels are in place for shareholders to express their opinions and engage in the company's business activities. CJ Logistics strives to ensure that all shareholders are fairly provided with information that may have a significant impact on corporate value.

SHAREHOLDER-FRIENDLY MANAGEMENT

PROTECTION OF SHAREHOLDER RIGHTS

DIVIDEND

Dividend Policy

With the objective to raise the accuracy of dividend projections and establish a transparent dividend policy, CJ Logistics approved its dividend plan for the 2024 to 2026 fiscal years at the Board meeting held on February 10, 2025. Dividends for each fiscal year are determined within no more than 20% of surplus cash flow based on the consolidated financial statements, following a review of the annual business environment and investment plans. CJ Logistics aims for the gradual expansion of dividend payments. Moreover, CJ Logistics has defined a minimum dividend per share of KRW 800, increasing the scale of shareholder returns compared to previous years and ensuring dividend stability. These matters were also disclosed through timely disclosures (fair disclosure) titled “guidance on the dividend policy for business years 2024–2026 to enhance shareholder value” on February 10, 2025.

In addition, we improved our dividend procedures to set the dividend record date through Board resolution, following an amendment to the Articles of Incorporation at the 113th shareholders’ meeting held on March 27, 2023, in accordance with the 「Dividend Procedure Improvement Plan in Line with Global Standards」(issued by the Financial Services Commission and related agencies on January 31, 2023), to provide greater dividend predictability. Accordingly, we have set the dividend record date as the date approved through Board resolution, rather than closing date (December 31), starting from the 2023 fiscal year. This was followed by a revision to the Articles of Incorporation at the 115th shareholders’ meeting held on March 25, 2025, aimed at improving dividend procedures. As a result, quarterly dividends are now also paid based on the dividend record date approved through Board resolution, consistent with year-end dividends.

Recent Five-Year Dividend History

Category	Unit	2020	2021	2022	2023	2024
Total dividend paid[1]	KRW million	-	-	9,973	9,973	**15,967**
Dividend per share	KRW	-	-	500	500	**800**
(Consolidated) Dividend payout ratio	%	-	-	5.5	4.4	**6.4**
Dividend yield	%	-	-	0.5	0.4	**1**

1) No dividend payments were made in the fiscal years 2019 to 2021

Mid- to Long-term Dividend Policy

We establish a three-year dividend policy (fiscal years 2024 to 2026) to enhance dividend predictability.
Dividends for each fiscal year are determined using no more than 20% of surplus cash flow based on consolidated financial statements, following a review of the annual business environment and investment plans. We also aim for the gradual expansion of dividend payments.
A minimum dividend of KRW 800 per share has been set, reflecting our commitment to increasing shareholder returns and ensuring dividend stability.

ETHICAL MANAGEMENT

GOVERNANCE

FRAMEWORK FOR ETHICS AND COMPLIANCE

CJ Code of Business Conduct

For the sake of ethical and fair business operations, CJ Logistics established, CJ Code of Business Conduct in alignment with CJ's management philosophy. The Code was approved by the Board on March 12, 2020 and is publicly disclosed on the company website. It serves as a guide for ethical and lawful behavior, as well as sound value judgment in interactions with all stakeholders, including customers, shareholders, suppliers, governments, and local communities. CJ Logistics faithfully ensures compliance with the Code in its daily operations. This code sets standards that are more stringent than statutory requirements, as approved by the Board. In response to growing global markets, it is also provided in English, Chinese, Vietnamese, and Indonesian for overseas subsidiaries. CJ Logistics has been playing a pivotal role in promoting social and economic sustainable growth, and practicing ethical management, highlighting its commitment to becoming a company deserving respect from all.

Ethical Management Practice Guide

CJ Logistics has drawn up a set of practice guidelines governing fair trade and anti-corruption to guide all employees toward systematic ethical management aligned with principles of desirable conduct. Currently, six policies are in place, including the CJ Global Anti-Corruption Policy and the CJ Global Fair Competition Policy. In 2025, we enacted the CJ Global Supply Chain Ethics Policy. These guidelines are transparently disclosed through our website. And we are embedding the Code of Conduct to ensure that ethical practices take root across every corner of the organization.

Details of the Code of Conduct

Commitment to customers	Commitment to Shareholders and Investors	Commitment to CJ Colleagues	Commitment to Partners	Commitment to the Global Community
• Provide ONLYONE products and services • Promote and sell ethically and honestly • Listen to customers and prioritize customer satisfaction • Keep personal information secure	• Report and manage accurate company records • Comply with disclosure principles and manage insider information • Protect and lawfully use company assets • Adhere to our policies regarding confidential information	• Create an enjoyable work environment • Build a healthy and safe working environment • Conduct business honestly and lawfully • Respect coworkers and protect their privacy	• Establish fair and healthy competition and trade practices • Create a win-win industrial ecosystem through fair trade with suppliers	• Create shared value and fulfill social responsibilities • Respect human rights and protect the environment • Comply with anti-corruption laws and regulations around the world • Respect the international trade order

Ethical and Compliance Policies

CJ Global Anti-Corruption Policy	Standards that comply with anti-corruption laws and regulations around the world and can be applied uniformly and collectively regardless of the country in which we operate.
CJ Global Fair Competition Policy	Guidelines for preventing illegal acts such as collusion, information exchange, and abuse of dominant market position, and for the formation of proper relationships in a competitive society.
CJ Global Privacy Policy	Standards applicable to all employees around the world to ensure the privacy and rights of customers and safely handle personal information.
Compliance of CJ Global Economic Sanctions	Guidelines to identify international trade regulations such as import and export controls, trade restrictions, and embargoes enforced by each country or international organization in advance.
CJ Global Supply Chain Ethics Policy	Outlines behavioral principles and standards for business partners to help prevent legal and ethical risks that may arise within the supply chain.
Compliance of Improper Solicitation and Graft Act	Provides the main contents of the Anti-Graft Act with examples to help employees prevent and address corruption independently.
CJ Fair Trade Best Practices Guidelines	Guidelines that provide employees with easy-to-understand statutory interpretations and examples on the regulated areas of domestic fair trade laws.
Other Policies	• Supplier Code of Conduct • Unfair Joint Conduct Guidelines • Subcontracting Guidelines • Compliance Manual

ETHICAL MANAGEMENT

GOVERNANCE

FRAMEWORK FOR ETHICS AND COMPLIANCE

Compliance Organizational Structure

With the aim of ensuring fair and transparent business operations, CJ Logistics established a Compliance Management Committee and a dedicated organization in 2016. Since then, we have expanded and upgraded these structures, embedding ethics and compliance into every facet of our operations. A Compliance Office (formerly a judge at the Seoul High Court) was appointed through a Board resolution. Our Compliance Support Unit, consisting of 30 members, is responsible for monitoring adherence to compliance control standards, operating compliance training programs, and managing other related affairs.

In the Construction Business Unit, the Compliance Management Committee convenes at least once annually.

Compliance Management Committee Operational Process

Set our approach to compliance management and declare our commitment to compliance > Monitor and check our compliance management > Deliberate on and resolve remedial measures > Formulate compliance regulations and support operational plans > Report on compliance management status and verify the assessment results

Certified Compliance Management System

CJ Logistics has acquired ISO 37301 certification for its compliance management system as defined by the International Organization for Standardization (ISO), covering all logistics operations (including parcel services). All business sites under each organization have in pace their compliance management systems. In 2021, the acquisition of ISO 37301 marked a milestone in the logistics industry. This was followed by recertification in September 2024, recognizing our excellence in areas such as the pre-identification and prevention of legal and regulatory risks and compliance training for employees.

RESPONSE STRATEGY

COMPLIANCE TRAINING

Employee Compliance Training

To instill the desired compliance culture throughout the company, CJ Logistics provides employees with training sessions that cover a diverse range of topics, aligned with our annual education plan. In 2024, 95% of employees in the Logistics Business Unit and 98% in the Construction Business Unit completed the compliance training program group-wide.

In the Logistics Business Unit, training for the prevention of violations of the Subcontracting Act was conducted in both the first and second halves of 2024, totaling two sessions for business units and relevant departments. Outside directors also received training on supply chain management and compliance. Additionally, practical training sessions were held to help employees prepare for legal risks that may arise in the course of their duties, such as updates to the electronic seal system, prevention of Road Act violations by vehicle under consignment agreement with assigned numbers, the revised guidelines from the Ministry of Environment on labeling and advertising, and legitimate waste management. Through these initiatives, CJ Logistics supports employees in strengthening their compliance capabilities.

2024 Compliance Training in the Logistics Sector[1)]

Training	Details	Completion Rate and No. of Participants
CJ Code of Business Conduct, and Subcontracting Act	CJ Code of Business Conduct, Subcontracting Act, and cooperation for co-prosperity	97%
All About Contract	Practical guide to contract drafting and seal management regulations	96%
CJ Group Compliance Training	Generative AI and associated legal issues and legal information system user guide	98%

1) Targeting all logistics employees excluding technical workers, inspection staff, technicians, and employees on leave

In the Construction Business Unit, the business units and relevant departments received training on preventing violations of the Subcontracting Act. Management leaders also completed compliance training. Additional training sessions were also offered, covering topics such as the reform of the electronic seal system, subcontract payment, unfair special agreements, and the Serious Accidents Punishment Act. These trainings were designed to help employees proactively identify and mitigate potential legal risks in their work, and to strengthen their compliance capabilities.

ETHICAL MANAGEMENT

REPONES STRATEGY

COMPLIANCE TRAINING

Compliance Training Overview in Construction Sector[1)]

Category		Topic	Target Audience	Completion Rate (completers / targeted personnel) and No. of Participants
Online	1st	CJ Code of Business Conduct & Employee Stock Trading Guidelines	All employees	98% (585 / 600)
	2nd	Understanding of ISO 37301 and Risk Identification	All employees	99% (574 / 582)
	3rd	Fair Transactions in Subcontracting Act	All employees	98% (574 / 587)
Offline	1st	Response Measures for the Serious Accidents Punishment Act	Safety officers and team leaders from partner companies	-
	2nd	Understanding of Criminal Procedures	CEO, and business leaders and leaders	14
	3rd	Case-based Training on Subcontract Payment Violations	On-site employees (Manager)	33
	4th	Training on Subcontracting Act	Compliance Coordinators and personnel responsible for subcontracting	33
	5th	Specialized Training on Subcontract Payment Practices	PE (Principal Engineer)	10
	6th	Key Learnings from Precedent Analysis on the Serious Accidents Punishment Act	CEO, business leaders	7
	7th	Case-based Training on Compliance Violations	On-site administrative personnel	37

1) Targeting at all employees in the Construction Business Unit, with the exception of on-site clerical staff

Compliance Training Content Development

We conduct an annual ethical management pledge for all employees to strengthen ethical awareness across the organization. To support informed decision-making in daily operations, we regularly distribute business guidelines and updates on relevant legislation and regulatory trends. Additionally, we publish CJ Logistics THE CP NEWS on our internal portal, CJ World, providing employees with convenient access to compliance information anytime, anywhere. The content includes recent legal precedents in various areas of fair trade and highlights key regulatory requirements, such as the prohibition of unjust cancellations under the Fair Transactions in Subcontracting Act. In 2024, we revised our Compliance Program (CP) and uploaded the updated version to CJ World to promote voluntary compliance. To further embed the CJ Management Philosophy and Code of Conduct, we issued monthly Healthy Letters, each covering a different topic, such as data protection and improper financial transactions, resulting in a total of 12 communications throughout the year.

In the Construction Business Unit, we also provide employees with round-the-clock access to compliance information. The division develops and shares "Construction CP NEWS," featuring updates on fair trade precedents and cases of unfair subcontracting practices, through CJ World. Furthermore, in 2024, anti-corruption training was conducted at a total of 14 construction sites.

Monthly Themes of "Healthy Letters" Based on CJ Management Philosophy

Month	Theme	Month	Theme	Month	Theme
January	Receipt of bribes and entertainment	May	False reporting	September	Employee welfare programs
February	Information leakage	June	Operational losses	October	Personal financial transactions
March	Embezzlement and misappropriation	July	Side jobs and decline in work engagement	November	False reporting and profit distortion
April	Misuse of employee welfare programs	August	Misuse of membership cards	December	Decline in work engagement

CP NEWS

ETHICAL MANAGEMENT

REPONES STRATEGY

COMPLIANCE PROGRAM

Compliance Coordinator Program

We operate a Compliance Coordinator Program to embed a culture of compliance across the organization. Compliance Coordinators are responsible for monitoring compliance status and identifying risks within their respective departments, either independently or in collaboration with the compliance department. Coordinators are appointed by the CEO based on recommendations from the Compliance Team in the Logistics Business Unit and the Legal Support Corps and Compliance Team in the Construction Business Unit. As of 2024, a total of 60 coordinators in the Logistics Business Unit and 10 in the Construction Business Unit are actively serving in this role.

We support the coordinators' practical activities and strengthen their capabilities and expertise, by holding compliance risk identification workshops. Through this initiative, we aim to empower employees to actively engage in compliance efforts and promote a strong, organization-wide compliance culture.

2024 Compliance Guidelines and Information Sharing

Category		Implementation month
Logistics Business Unit	Distributed internal newsletters to all employees	Monthly
	Provided legislation monitoring materials to key executives	Monthly
	Created and distributed waste disposal process guidelines	February
	Developed and shared employee guidelines for sending and receiving official correspondence	February
	Distributed guidelines to ensure compliance with the written approval process for subcontracting	May
	Established standards for signing contracts with suppliers: - Revised 14 standard contracts to reflect amendments to the Subcontracting Act - Established and announced the standard contract for waste outsourcing and disposal	January -December (ongoing)
	Revised guidelines for stamping and use of the corporate seal	June
	Distributed internal control guidelines related to the Road Act	September
	Announced new and renewal processes for waste disposal contracts	December

Category		Implementation month
Construction Business Unit	Distributed internal newsletters to all employees	January, March, June, July, November
	Developed and shared guidelines for stamping and use of the corporate seal	January
	Created and distributed guidelines for subcontract payment	July
	Created and distributed guidelines on unfair special terms	November

ETHICAL MANAGEMENT

RESPONSE STRATEGY

REPORTING CHANNELS

CJ Group Integrated Reporting System

With the objective of preventing unlawful acts and promptly responding in the event of violations, CJ Logistics operates a reliable internal and external reporting system accessible to all employees and external stakeholders. Employees may submit reports either anonymously or under their real names through the internal CJ Group Integrated Reporting System. For external parties, reports can be submitted through various channels including email, postal mail, fax, and the third-party platform "K-Whistle." All reports received externally are handled independently by CJ's responsible departments, and the identity and confidentiality of whistleblowers are strictly protected in accordance with the company's reporting policy. Furthermore, all report content and related data are encrypted and securely managed to ensure complete data protection.

Reporting subjects	Corruption & misconduct	Grievances from partner companies & unfair trade practices	Disruption to organizational culture	Product and service quality issues	Safety management issues

Reporting policy	Whistleblower protection policy	The identity and confidentiality of whistleblowers are strictly protected, and all submitted evidence is securely managed. Any attempt to identify the whistleblower, including informal inquiries, is strictly prohibited.
	Protection against retaliation	Whistleblowers are protected by law from any form of discrimination or disadvantage related to their report. If any disadvantage arises as a result of the report, the whistleblower may request appropriate corrective measures, including full restitution.
	Reward policy	If a report contributes to the company's operations or the prevention of misconduct, a reward may be granted upon approval by the internal review committee. However, rewards will not be granted for false reports, information already confirmed through other channels such as investigations or media coverage, or in cases where the committee deems a reward inappropriate.
Report handling process	1. Report submission	Reports may be submitted anonymously or under a real name, with evidence and factual details based on the 5Ws and 1H (who, what, when, where, why, how).
	2. Review and investigation by the person in charge	• Report intake: The person in charge receives and processes the submitted report • Content review: The report is reviewed and, if necessary, additional information may be requested • Investigation: Investigations are conducted in the order received; duration may vary depending on the scope and subject • Completion: The investigation is concluded after verifying the facts based on objective evidence
	3. Confirmation of investigation results	The outcome of the investigation can be checked through the reporting system used for submission.

Procedure for Handling Ethical Misconduct

With an aim to prevent ethical violations and promote ethical management practices, CJ Logistics operates a disciplinary and performance management system for addressing misconduct by employees. An integrated online reporting platform, along with the external reporting channel K-Whistle, is available to all stakeholders, including employees and external parties. In addition, reports may be submitted through various other channels such as telephone, mail, fax, email, or in-person visits. The regulations on the reporting and handling of misconduct are posted on the CJ Group intranet's policy management system, and all reports are investigated and verified independently in accordance with these internal regulations. If misconduct is confirmed through investigation, disciplinary actions are taken in accordance with internal policies and the decision of the HR Committee. Furthermore, we analyze the root causes of issues to prevent recurrence, and verify the implementation and effectiveness of follow-up measures. If a report is found to have contributed meaningfully to the company's operations or to the eradication of misconduct, the internal review committee may decide to award a reward to the whistleblower. In 2024, a total of 213 ethical violation reports were received through the integrated reporting system, of which 176 valid cases were reviewed and addressed.

ETHICAL MANAGEMENT

RISK MANAGEMENT

COMPLIANCE RISK MANAGEMENT

Compliance Risk Identification and Assessment

CJ Logistics conducts annual internal audits based on a compliance risk identification and assessment process, reporting the results and risk management plans to the Board. These audits review each department's compliance with legal and internal regulatory requirements and assess the likelihood and severity of potential compliance risks. Based on the findings, we implement control measures such as training and monitoring, and evaluate their effectiveness using a five-level scale. This approach allows us to analyze residual risk levels and enhance our overall risk response. Each department also sets its own compliance risk management goals and engages in continuous monitoring to proactively address emerging risks.

Our Construction Business Unit conducts annual assessments of compliance status and risk exposure across departments, based on applicable laws and internal regulations. In 2023, the division adopted the newly launched CJ Compliance Portal to strengthen risk management. We will continue to take a proactive approach to identifying and assessing potential risks, minimizing potential losses, and safeguarding the value of the company, employees as well as our stakeholders.

Compliance Risk Identification and Assessment Process

Organizational and Context Analysis	We categorize internal and external stakeholders into three tiers (e.g., employees, partner companies, financial institutions) and assess our organizational context using risk cases based on legal and regulatory obligations.
Inherent Risk Assessment	We determine inherent risk levels by evaluating the likelihood and severity of impact, using five levels (minor, moderate, significant, critical, and severe).
Risk Control	We decide on and implement control types, methods, and timing (e.g., training, monitoring, tone-at-the-top, financial controls, non-financial controls, outsourcing).
Residual Risk Assessment	We assess residual risk levels based on the effectiveness of control measures, using five levels (highly effective, effective, moderate, ineffective, and not effective).
Objective Setting by Each Department	We establish objectives, assign responsible persons, allocate necessary resources, set deadlines, and define evaluation methods for each risk at the departmental level.
Monitoring	We monitor each risk based on predefined measurement and evaluation methods and conduct assessments according to the scheduled timeline.

Compliance-Related Board Resolutions in 2024

Board meeting date	Agenda item
Mar. 7, 2024	Report on 2023 compliance standards implementation progress
Aug. 8, 2024	Report on management review of the compliance management system Report on 2024 compliance and internal control activities plan

Ethical Management Audits

Aiming to strengthen ethical management, we operate an independent department responsible for internal audit, Business Audit Division, which conducts audits on ethical violations. When misconduct is identified, disciplinary action is taken in accordance with internal regulations and the decision of the HR Committee. In order to ensure that ethical management is implemented systematically across the company, we operate the CJ Group Integrated Reporting System, which allows reports of ethical violations to be submitted from all departments and business areas. This also reinforces monitoring capabilities at the operational level. On top of that, we have put in place a system that links compliance performance evaluations with rewards to encourage ethical leadership at the executive level.

ETHICAL MANAGEMENT

METRICS AND TARGETS

ETHICAL MANAGEMENT GOALS AND PERFORMANCE

Linking Disciplinary Actions and Performance-based Rewards

Aiming to embed an effective compliance culture, CJ Logistics evaluates compliance-related KPIs for executives to promote proactive and engaged leadership. In 2024, we introduced a penalty-based system to accelerate execution of the Group's mid-term strategy and developed individualized criteria tailored to each executive's role and business characteristics. Key evaluation indicators include leadership commitment to compliance, implementation of training programs, and risk monitoring activities. The results of these KPI evaluations are reflected in salary adjustment rates, thereby reinforcing executive accountability and encouraging responsible participation in ethical management.

Ethical Management Goals and Performance by Sector

Logistics Business Unit		
Mid- to long-term goals	Establishing a group-wide culture of compliance	
	Conducting annual training on the CJ Code of Business Conduct and subcontracting-related laws	
	Advancing the system of Ethical Management Pledge targeting all employees in the Group	
	Monitoring on collusion and the compliance to laws related to subcontracting, serious accident, etc.	
Performance in 2024	Monitoring on waste management, and the compliance to laws related to subcontracting, serious accident, etc.	3 times
	Training on the CJ Code of Business Conduct and subcontracting-related laws	97% completion rate

Construction Business Unit		
Mid- to long-term goals	Operating Compliance Academy	
	Strengthening field-oriented compliance activities	
Performance in 2024	Reviewing compliance risks (e.g., subcontract payment, payment guarantees, unit price indexation system)	4 times
	Number of fair trade violations	0 cases
	Violation of the Foreign Trade Act[1]	1 cases

1) Case involving omission of a strategic goods export application

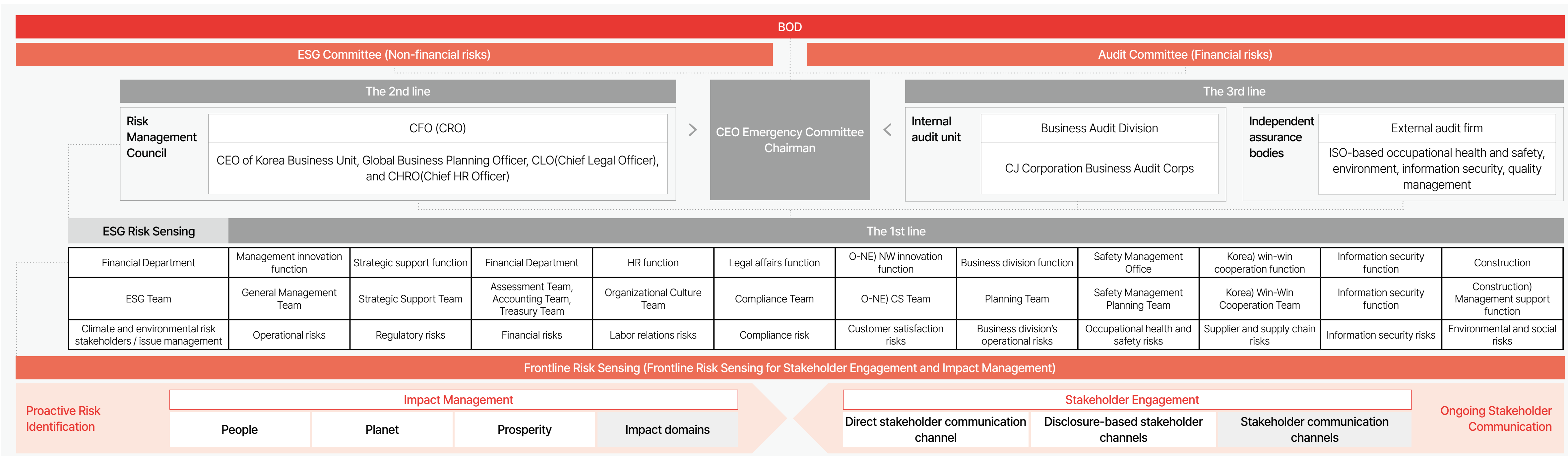
RISK MANAGEMENT

ENTERPRISE RISK MANAGEMENT FRAMEWORK

RISK GOVERNANCE STRUCTURE

In strengthening our enterprise-wide risk resilience rooted in ESG principles, we have implemented an expanded risk governance framework that incorporates frontline risk sensing and double materiality assessment as core elements preceding the traditional Three Lines of Defense model. This integrated approach allows us to proactively identify and address stakeholder-specific impact issues, establishing a comprehensive, impact-driven risk management system that reinforces the effectiveness of conventional defense structures. Under this model, the first line of defense consists of operational departments that manage specific risk categories through direct, business-centered response activities. The second line comprises the enterprise risk management departments and executive leadership, who are responsible for strategic oversight and supervisory functions. The third line is composed of the internal audit unit and independent assurance bodies, which carry out objective evaluations and performance assessments. Together, these lines form a layered, accountable system that ensures both the integrity and completeness of our organization-wide risk response. Stakeholder feedback is continuously integrated into our risk management processes. ESG-related risks and mitigation activities are transparently disclosed through our Annual Report and Sustainability Report, reinforcing trust and accountability with stakeholders. Through this advanced and integrated risk governance system, we continue to enhance our ability to manage risks in alignment with long-term sustainability objectives.

Risk Management Governance Structure



RISK MANAGEMENT

RISK MANAGEMENT STRATEGY

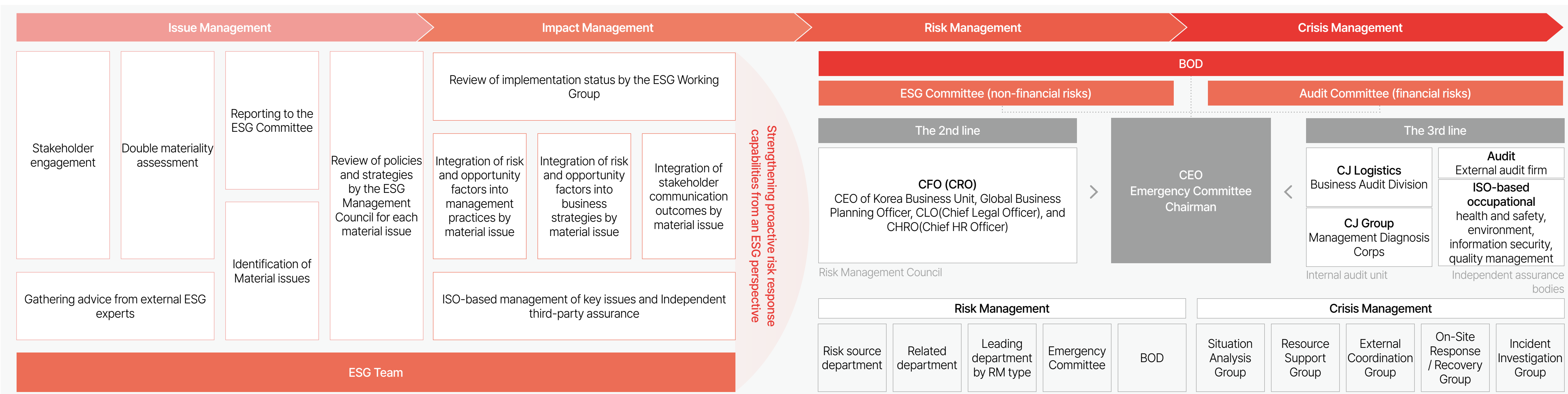
ENTERPRISE RISK RESPONSE PROCESS

We operate an expanded risk governance framework that enhances the efficiency and transparency of our enterprise risk management system by evolving the traditional Three Lines of Defense model into an impact-based risk management framework aligned with ESG principles. This advanced approach goes beyond control-centered responses, enabling proactive identification and strategic management of negative impact factors across the business.

Specifically, we conduct a double materiality assessment incorporating ESG stakeholder input, focused on the three core impact domains of People, Planet, and Prosperity. Through our Frontline Risk Sensing System, we have established an integrated response structure that facilitates early detection, assessment, and mitigation of not only short-term financial risks but also long-term and less visible non-financial risks.

Each risk, evaluated based on its likelihood and severity, is shared company-wide via a continuous reporting system hosted on our intranet. These risks are regularly reviewed and prioritized as agenda items at the weekly Risk Management Council meetings. Furthermore, key risk matters are formally reported to the Board at least twice a year, ensuring oversight at the highest executive level. The effectiveness of risk management and enterprise-wide processes, as well as performance reviews, are independently evaluated at least once annually by both the internal audit unit and external assurance bodies, focusing on the level of risk control and achievement of key performance indicators (KPIs).

Risk Response Process



RISK MANAGEMENT

RISK MANAGEMENT STRATEGY

ENTERPRISE RISK RESPONSE PROCESS

Risk Control Framework

Risk Definitions	Defining risk as any potential event negatively impacting business objectives and corporate management, considering internal / external issues and stakeholder expectations
Risk Categories	Risks including those arising from business operations, markets, and regulations; labor-management issues involving employees and partners; misconduct or illegal acts; safety and environmental incidents; customer complaints and data breaches; as well as non-financial risks identified through ESG materiality assessments
Risk Policy	Classifying risks into three levels (R1, R2, R3) to establish response guidelines for each level, including management processes and action protocols
Risk Evaluation Criteria	Assessing risks by likelihood and severity, with risk levels assigned based on a 5-point scale scoring from 1 to 25 points. (Very Low: 1 point, Low: 2–4 points, Medium: 2–4 points, High: 2–4 points, Extreme: 25 points)
Risk Evaluation Frequency	Conducting annual risk assessments and post-evaluations after improvements, with timing based on risk severity
Risk Reporting	Ongoing: In principle, reporting all incidents through the Incident Report and Share (RM) Online System Regular: • Weekly Risk Management Council meetings • Annual monitoring and audits by internal and external audit bodies • Semiannual reporting and resolution of major financial and non-financial risk agenda items by the Board or relevant committee (Audit Committee and ESG Committee)

Risk Categories

Category	Risk type	Risks
Business	Operational Risk	Investments, business plans, internal processes
	Financial Risk	Interest rates, liquidity, non-performing loans (NPLs)
	Regulatory Risk	Changes in relevant systems and government policies
	Compliance Risk	Violations of applicable laws and regulations, including the Capital Markets Act and financial legislation
Employees and Partners	Labor relations risk	Strikes, work stoppages and slowdowns, labor-management conflicts
	Supplier risk	ESG risks of suppliers (environmental regulation violations, strikes, work stoppages and slowdowns)
	Ethical misconduct risk	Unfair trade practices, embezzlement, bribery, sexual harassment
	Occupational health and safety risk	Personnel incidents, equipment accidents, fires, infectious diseases
	Environmental risk	Climate change, biodiversity loss, environmental pollution, natural disasters, sea level rise
Customer	Customer satisfaction risk	Handling of complaints and grievances
	Information security risk	Data breaches and external cyberattacks

RISK MANAGEMENT

RISK MANAGEMENT STRATEGY

RISK AND IMPACT MANAGEMENT PROCESS

We define risk as a strategic concept that encompasses all internal and external issues and potential events that may adversely impact our business, extending beyond the scope of control. This definition is further refined by incorporating the expectations and demands of stakeholders and systematically integrating them into our business operations. Internally, our risk management covers operational risks associated with business activities, as well as risks arising from labor relations with employees and partners, misconduct and corruption, and issues related to safety, health, and the environment. Externally, we address a wide range of factors that could affect stakeholder trust and corporate reputation, including rapidly changing market conditions, regulatory and tax risks, customer complaints, data breaches, and non-financial and emerging risks identified through ESG materiality assessments. Through double materiality assessments, we analyze all factors that may affect our business, financially or non-financially, across resources, processes, and the value chain, incorporating the evolving expectations of both internal and external stakeholders. The insights gained from this analysis inform our business strategy and risk management framework and are embedded into our risk assessment system through regular monitoring processes. By identifying and addressing enterprise-wide risks, including long-term and indirect ESG-related risks, we are strengthening the foundation for sustainable management through a proactive and integrated risk response system.

Tax Risk Management

We are committed to fulfilling our tax obligations with integrity by thoroughly understanding and strictly complying with applicable tax laws and regulations. In response to any requests from tax authorities, we provide accurate explanations and relevant supporting documentation in a timely and transparent manner, thereby contributing to the establishment of a sound and transparent tax culture. We also operate a dedicated tax function that closely monitors and interprets annual revisions to tax legislation, ensuring a clear understanding of both the intent and implications of such changes. As a global company, we proactively prevent and systematically manage tax-related risks through these measures.

Risk and Impact Management Process

Impact management > Risk definition, evaluation, monitoring and reporting > Risk management

Impact Management

We conduct value chain analysis to identify key stakeholders and to detect Impacts, Risks, and Opportunities (IROs) at an early stage, in alignment with global sustainability disclosure standards. A two-step materiality assessment is carried out to develop our Double Materiality Matrix. The material topics identified through this process are prioritized and translated into targeted response strategies, which are then integrated into our internal risk governance framework.

1. Integrating ESG Policies into Global Operations (Enhancing awareness, providing training, and building capacity)

Joining accredited sustainability standards	Integrating the CJ Code of Conduct across global operations	Detailing policy frameworks tailored to each market
Selecting key global issues within each sustainability domain (Planet: Climate Change / People: Human Rights / Prosperity: SDGs)	Embodying the CJ Logistics Way through an issue-focused approach CJ Code of Conduct (ONLYONE) / CJ CSV Way	Localizing issue-specific policies by market and region Environmental & Energy Policy, Diversity & Inclusion Policy, EHS Policy

2. Ongoing Issue Monitoring through Double Materiality Assessments	3. Linking Identified ESG Material Issues to Risk Definitions
Materiality assessment process	Material issue management

4. Internal Communication for Risk Management of ESG Material Issues

ESG Committee (Non-financial risks)	ESG Team	Double materiality assessments
		Internal and external communication
	Risk Management Team	Leading department by RM type

RISK MANAGEMENT

Risk Management Strategy

Risk and Impact Management Process

Risk Definition, Evaluation, Monitoring and Reporting

We have established an enterprise-wide risk management system that integrates both internal risks, such as operational risks related to business activities, labor relations issues, misconduct and corruption, and safety, health, and environmental concerns, and external risks, including market fluctuations, regulatory changes, information security, customer complaints, as well as non-financial risks identified through ESG materiality assessments. Focusing on the key impact domains of People, Planet, and Prosperity, we proactively detect and strategically address risks by incorporating stakeholder input and the outcomes of double materiality assessments within our Frontline Risk Sensing system.

1. Risk Definitions

Risk management	Operational, financial, regulatory, compliance, supplier, ethical misconduct, Occupational health and safety, environmental, customer satisfaction, information security risks	On-going Evaluation and Audit
Incident management	Potential incidents that may cause negative impacts	Post Evaluation
Impact management	Issues related to impacts	Stakeholder management and double materiality assessment

Category	Risk type	Material issues	Risk overview and impact
Business	Operational Risk	Climate Action, GHG Emissions	• Occurrence of investment costs during the transition process due to eco-friendly regulations and policy changes • Slower economic growth caused by decline in the working-age population and labor shortages owing to low birth rates and aging demographics
	Financial Risk	-	• Financial impacts from macroeconomic fluctuations (commodity prices, exchange rates, interest rates), liquidity, and credit risks
	Regulatory Risk	Climate Action, GHG Emissions	• Costs arising from compliance with evolving laws and regulatory requirements • Increased carbon reduction costs due to corporate GHG emissions under national regulations
	Compliance Risk	Ethical Management	• Imposition of fines and penalties resulting from violations of applicable laws and regulations, including the Capital Markets Act and financial legislation
	Tax Risk		• Risk of fines arising from violations of domestic and international tax laws related to transactions or tax structures aimed at improper tax reduction
Employees and Partners	Labor relations risk	Labor practices	• Potential cost burdens resulting from disputes such as wage negotiations
	Supplier risk	Supply Chain Sustainability, Labor Practices	• Cost burdens arising from conflicts related to labor rights in the supply chain, including strikes, work stoppages, and slowdowns
	Ethical misconduct risk	Ethical Management	• Financial losses caused by unethical practices such as unfair transactions, embezzlement, or bribery
	Occupational health and safety risk	Health and Safety Management	• Regulatory penalties resulting from serious or industrial accidents involving exposure to hazardous chemicals or occupational illnesses • Negative impacts on corporate reputation and stakeholder trust due to inadequate safety and health management systems
	Environmental risk	Climate Action, GHG Emissions	• Environmental degradation and pollution associated with the production and processing of packaging materials • Potential asset loss from rising sea levels or natural disasters, along with increased safety and insurance-related costs • Heightened demand from clients and consumers for environmentally responsible practices, requiring enhanced sustainability-oriented service offerings
Customer	Customer satisfaction risk	Customer Satisfaction	• Reputational damage and financial underperformance resulting from customer dissatisfaction and complaints caused by negative experiences with products and services
	Information security risk		• Increased cybersecurity investment to prevent data breaches involving sensitive customer information, along with greater financial exposure due to the introduction of punitive damages regulations.

RISK MANAGEMENT

RISK MANAGEMENT STRATEGY

RISK AND IMPACT MANAGEMENT PROCESS

Risk Definition, Evaluation, Monitoring and Reporting

2. Risk Evaluation and Monitoring

Assessing risks by likelihood and severity, based on a 5-point scale

Likelihood

Evaluating based on past occurrences and likelihood of future occurrence

① VERY LOW
② LOW
③ MEDIUM
④ HIGH
⑤ EXTREME

Severity

Assessing the extent of impact on general management, reputation, financial loss, compliance, and stakeholder relations

① VERY LOW
② LOW
③ MEDIUM
④ HIGH
⑤ EXTREME

3. Risk Reporting

Weekly risk review and response monitoring by the Risk Management Council
(including weekly business reports and enterprise risk management meetings)

Annual risk assessment and audit by internal and external audit bodies
(including financial audits, ISO certifications)

Semiannual reporting and resolution of major financial and non-financial risk agenda items by the Board or relevant committee
(including safety, internal controls over financial reporting, ESG issues)

• Risk Assessment and Audit by Internal and External Audit Bodies

Category	Organization	Year	Audit details
Internal	Internal management audit function	2024	Ongoing management audit and monitoring, with in-depth investigations upon issue occurrence
External	Samil PWC Accountings	2024	Financial audits (quarterly, semi-annual, branch interim audits, year-end audit)
	International Organization for Standard-ization (ISO)	2023	ISO 14001: Environmental Management System certification
		2023	ISO 45001: Occupational Health and Safety Management System certification
		2022	ISO 9001: Quality Management System certification
		2021	ISO 37301: Compliance Management System certification
		2021	ISO / IEC 27001: Information Security Management System certification

• Reporting and Resolution of Risk-Related Agenda Items by the Board or Relevant Committee

Date	Agenda Item	Resolution	Committee
February 7, 2024	Establishment of 2024 Safety and Health Plan	Approved	BOD
	Report on the Operation Status of the Internal Accounting Management System	Reporting	Audit Committee
	Approval of ESG Evaluation Results for 2022 and Improvement Measures	Approved	ESG Committee
March 7, 2024	Report on 2023 Compliance Control Standards Implementation	Reporting	BOD
	Report on the Evaluation of the Internal Accounting Management System Operation	Reporting	Audit Committee
	Approval of ESG Evaluation Results for 2023 and Improvement Measures	Approved	ESG Committee
	Approval of 2023 ESG Performance and 2024 Implementation Plan	Approved	ESG Committee
August 8, 2023	Report on the ESG Committee's Review of the Compliance Management System Management System Review	Reporting	BOD
	Report on Compliance Activities and Internal Control Plan	Reporting	BOD
	Report on ESG Material Issue Selection and Sustainability Report Publication	Approved	ESG Committee
December 19, 2024	Report on 2024 Carbon Emissions and Resource Circulation Project Outcomes	Reporting	ESG Committee

RISK MANAGEMENT

RISK MANAGEMENT STRATEGY

RISK AND IMPACT MANAGEMENT PROCESS

Risk Management

We operate an integrated risk management system that covers the entire risk lifecycle, aiming to enhance the effectiveness of enterprise-wide risk oversight and strengthen our capacity for proactive response. The system incorporates a comprehensive Business Continuity Plan (BCP) along with post-incident evaluation and refinement procedures, and is anchored by a continuous reporting platform hosted on our intranet. This framework allows us to manage not only conventional risks, including those related to operations, markets, regulations, labor relations, occupational health and safety, and information security, but also ESG-related issues, emerging and non-financial risks identified through sensitivity assessments and scenario-based analyses, all of which are addressed through an integrated management approach.

1. Risk Response Process

Risk source department > Related department > Leading department by RM type > Emergency Committee > BOD

2. Risk Evaluation and Improvement Activities

STEP	Plan	Do	Check	Action
Responsible department (related department)	Training on risk evaluation methods		Risk evaluation Improvement planning	Follow-up and corrective measures
Leading department (ESG Team)	Development of risk evaluation methodology	Risk evaluation planning	Risk evaluation planning	
Output	Training records on risk evaluation	Risk evaluation plans	Risk evaluation report	Risk mitigation results

3. Embedding a Risk Management Culture

At CJ Logistics, all executives and employees regularly receive training on a wide range of enterprise-wide risks, including sexual harassment, disability awareness, information security, fair trade, compliance, climate change, workplace safety, anti-corruption, and abuse of authority. For safety-related risks in particular, we conduct hands-on simulation drills to strengthen risk preparedness.

To proactively identify and prevent potential workplace risks, we hold regular roundtable discussions between management and employees. Risk-related guidelines and response protocols are also disseminated through the intranet to ensure timely and easy access. Risk management training is conducted annually for outside directors. In addition, risks are systematically reviewed when evaluating new product and service investments, with relevant departments consulted in accordance with internal approval procedures. Safety and compliance risks are also reflected in executive KPIs and linked to their performance-based incentives.

Intranet platform for organization-wide incident reporting and dissemination

DATA SECURITY

DATA SECURITY FRAMEWORK

DATA SECURITY POLICIES AND GUIDELINES

CJ Logistics establishes and operates its own information security policies, rules, guidelines, and procedures based on CJ Group's overarching information protection policy. These internal policies are reviewed and revised annually to address relevant laws and regulations, security incidents, technological advancements, and changes in the business environment. In line with CJ Group's personal data protection principles and related laws such as the Act on Promotion of Information and Communications Network Utilization and Information Protection, and the Personal Information Protection, we have also established a privacy policy to safeguard the personal information of all stakeholders, including customers and employees. This policy is transparently disclosed on our corporate website, allowing stakeholders to easily access our standards and procedures for handling personal data. In order to ensure prompt and effective response to privacy-related complaints or inquiries, we have designated a Chief Privacy Officer (CPO) and a dedicated team, and provide guidance on how to request assistance or file a report. We also operate an integrated reporting system that enables external parties to report information security violations. Internally, we have established a company-wide incident reporting system in accordance with Article 5 of our Security Incident Response Guidelines to enhance the prevention and handling of security breaches. Going forward, we will remain committed to fulfilling our responsibility as a trusted company through systematic information security management and ongoing improvement.

Personal Data Protection Principle

Lawfulness, Fairness and Transparency

We process personal data in a lawful, fair, and transparent manner. Transparency means clearly informing data subjects in an accessible and understandable way about how their data is processed.

Purpose Limitation

We must inform data subjects of the specific and explicit purpose of data collection and collect personal data only for legitimate purposes. The data must be used strictly within the scope of the stated purpose.

Data Minimization

We collect personal data only to the extent that it is adequate, relevant, and limited to what is necessary for the intended purpose.

Accuracy

We ensure that personal data is accurate and free from error. If a data subject requests correction or deletion of inaccurate information, we take appropriate action.

Storage Limitation

We retain personal data only for as long as necessary for the stated processing purposes. Once the purpose is fulfilled, the data must be deleted or anonymized.

Integrity and Confidentiality

We implement appropriate administrative and technical measures to protect personal data from unauthorized access, unlawful processing, accidental loss, destruction, or damage.

Accountability

All CJ Logistics employees are responsible for complying with and upholding these principles to earn and maintain the trust of data subjects.

DATA SECURITY

DATA SECURITY FRAMEWORK

DATA SECURITY GOVERNANCE

Data Security Governance Structure

In response to the evolving information technology environment and emerging cybersecurity challenges brought by the expansion of smart logistics services, CJ Logistics has established a dedicated information security governance structure based on its internal Security Organization Operating Guidelines. We have designated a CISO[1] and a CPO[2] in accordance with the qualifications mandated by relevant laws and regulations. The information security department is responsible for protecting information assets and handling inquiries related to personal data. We also operate an Information Security Committee and related councils to ensure systematic allocation of resources needed for information protection initiatives. Leveraging this robust governance framework, we proactively navigate the risks posed by technological evolution and are unwavering in our pursuit of a stable and trusted smart logistics environment.

1) Chief Information Security Officer
2) Chief Privacy Officer

Organizations for Data Security

CEO

CISO
Information Security Division

CISO
Information Security Division

Dedicated information security organization

Information Security Department
Person responsible for data security

Person responsible for data security by working-level department
HR Support Office personnel (human and physical security), TES (Technology, Engineering, Systems & Solutions) Lab. personnel (technical security)

Person responsible for data security by organization
Representative person responsible for data security by organization, person responsible for data security by department, and person responsible for personal and location data by department

Information Security Committee
- Chairman: CEO
- Secretary: Chief Information Security Officer (CISO)
- Members: Chief Finance Officer and other executive leaders
- Role: Highest decision-making body for information security and personal data protection
- Meeting frequency: Once a year

Information Security Committee
- Chairman: Chief Information Security Officer (CISO)
- Secretary: Person responsible for data security
- Members: Head of TES (Technology, Engineering, Systems & Solutions) LAB, Vice President of The Unban)Digital Platform Division, and other IT department leaders
- Role & purpose: Review and approve technologies related to IT and R&D organizations
- Meeting frequency: Twice a year or more

Information Security Council
- Chairman: Chief Information Security Officer (CISO)
- Secretary: Person responsible for data security
- Members: Person responsible for data security by department, representative person responsible for data security by organization
- Role & purpose: Deliberate and decide on data security issues, and align on roles and training regarding data security and personal data protection
- Meeting frequency: Once a quarter

DATA SECURITY

Data Security Protection Activities

Embedding Data Security into Every Operations

Data Security Simulation Drills

With the purpose to minimize the impact of cybersecurity breaches caused by malicious emails, and to raise data security awareness among employees, CJ Logistics regularly conducts information security simulation drill. In 2024, all employees in the logistics center participated in an internal phishing simulation once in each half of the year. In the Construction Business Unit, employees attended the first-half cyber crisis response simulation, hosted by the Ministry of Science and ICT and the Korea Internet & Security Agency, along with an internal exercise held annually. CJ Logistics' internal training program sparked curiosity by simulating phishing content designed to prompt users to enter account information. This weeklong exercise led to a notable reduction in link click rates during the second half of 2024 compared to the previous drill, demonstrating tangible improvement. Employees who clicked on simulated phishing links received tailored security guides with warning messages to strengthen their cybersecurity awareness. Moving forward, CJ Logistics will continue regular simulation training to proactively address evolving data security risks, including hacking and phishing.

Data Security Inspection and Improvement

CJ Logistics proactively blocks service discontinuation and information leakage caused by external attacks, such as hacking, through regular inspections of company-wide data security, including that of suppliers. In 2024, an Operational Technology (OT) security control system was completed across our logistics business sites, and the scope of security inspections was expanded to include overseas organizations. This expansion enabled us to diagnose vulnerabilities in security services and take appropriate remedial actions. During service provision such as delivery, CJ Logistics signs outsourcing agreements with suppliers who handle customers' personal data. To ensure all suppliers are fully aware of our data protection policies and adhere to them, we provide training for personal data handlers. Agreement signing and education status are comprehensively managed through the system. Additionally, suppliers entrusted with personal data undergo seamless verification for compliance through a personal data protection checklist and pre-assessment.

In the construction Business Unit, data inflow and outflow are managed in a structured manner to safeguard personal information. The data inflowed includes employees' personal details, and any unnecessary collected data is securely disposed of. We conduct on-site visits to assess the status of personal data protection management, taking prompt and appropriate measures as needed.

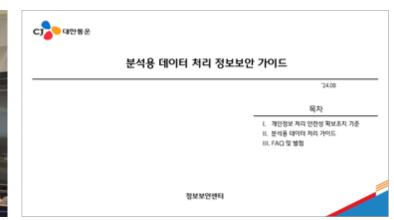
Alongside this, CJ Logistics invested approximately KRW 1.1483 trillion in information technology, including around KRW 9.1 billion in data protection in 2024, clearly demonstrating our commitment to strengthening data security. These investments enabled us to complete network separation across logistics business sites and replace VPN systems at key business bases. As a result, we've significantly upgraded our security infrastructure and established a more stable data protection environment.

Data Security Training for Awareness Enhancement

Aiming to raise employees' awareness of data protection, CJ Logistics regularly provides statutory education through multiple channels. In 2024, we provided one CJ Group-led common education session, two IT security training sessions, and issued a total of four Information Security Webcomic Newsletter. Group-wide security education targeted both CJ Logistics employees and supplier personnel, emphasizing the importance of personal data management, protection principles by processing stage, and preventive measures for cyber security, thereby instilling a mindset to practice data security. IT security training was provided to approximately 300 participants, including all TES LAB employees, R&D staff, and IT personnel. The sessions focused on enhancing TES data security and ensuring safe practices for data utilization.

Our construction Business Unit provides basic data security training to all employees through our internal training broadcast. Based on job characteristics and the required level of security, employees subject to advanced training are identified, while mandatory courses are managed in a systematic manner. On top of that, internal inspections for clean desk compliance are conducted on a regular basis. In cases where violations are identified, warning measures are issued and supplementary training is provided to raise security awareness.

On top of that, CJ Logistics distributes an Information Security Webcomic Newsletter themed around "types of phishing emails and guidelines for asset usage." Through interview content with information security officers, we infuse employees with a strong sense of responsibility for data protection. These multifaceted efforts help foster a culture where data security is actively practiced across the organization.



Data Security Training for Analytical Data Processing

Information Security Webcomic Newsletter

APPENDIX

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

ECONOMIC PERFORMANCE[1)]

Consolidated Statement of Financial Position

Category	Unit	2022	2023	2024
Total assets	KRW million	9,693,300	9,357,587	**9,743,856**
Current assets	KRW million	2,956,460	2,488,306	**2,783,267**
Quick assets	KRW million	2,922,161	2,458,470	**2,747,248**
Inventories	KRW million	34,299	29,836	**36,019**
Non-current assets	KRW million	6,736,840	6,869,281	**6,960,589**
Investment assets	KRW million	681,880	725,410	**695,523**
Tangible assets	KRW million	3,364,174	3,327,913	**3,323,597**
Right-of-use assets	KRW million	1,264,518	1,342,441	**1,406,100**
Investment property	KRW million	74,633	140,463	**170,143**
Intangible assets	KRW million	1,197,459	1,184,954	**1,229,798**
Other non-current assets	KRW million	154,176	148,100	**135,426**
Total liabilities	KRW million	5,658,991	5,314,491	**5,518,256**
Current liabilities	KRW million	3,108,760	2,622,292	**2,996,784**
Non-current liabilities	KRW million	2,550,231	2,692,199	**2,521,472**
Equity attributable to owners of the parent	KRW million	3,570,746	3,603,882	**3,948,805**
Capital stock	KRW million	114,062	114,062	**114,062**
Capital surplus	KRW million	2,872,923	2,675,757	**2,726,530**
Retained earnings	KRW million	924,839	1,112,394	**1,325,384**
Other components of equity	KRW million	-284,135	-284,912	**-296,314**
Accumulated other comprehensive income	KRW million	-56,943	-13,419	**79,143**
Non-controlling interests	KRW million	463,563	439,214	**276,795**
Total equity	KRW million	4,034,309	4,043,096	**4,225,600**

Consolidated Statement of Comprehensive Income

Category	Unit	2022	2023	2024
Revenue	KRW million	12,130,713	11,767,894	**12,116,761**
Operating profit	KRW million	411,787	480,235	**530,663**
Net income	KRW million	196,822	242,876	**268,320**
Basic earnings per share (EPS)	KRW	8,190	10,357	**12,088**
Profit attributable to owners of the parent	KRW million	181,553	224,803	**248,486**
Total comprehensive income	KRW million	48,578	278,016	**368,234**

Revenue by Business Unit

Category	Unit	2022	2023	2024
CL Business	KRW million	2,742,717	2,853,579	**2,985,726**
Parcel Services	KRW million	3,649,490	3,722,691	**3,728,937**
Global Business	KRW million	5,061,205	4,205,816	**4,432,855**
Construction Business	KRW million	677,301	985,808	**969,243**
Total	KRW million	12,130,713	11,767,894	**12,116,761**

* The reporting scope all our business units, including logistics, construction, and resort.
1) The basis for this data can be verified in the business report, and figures reflect the consolidated subsidiaries.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

ENVIRONMENTAL

GHG Emissions

Category	Unit	2022	2023	2024
Direct GHG emissions (Scope 1)	tCO_2eq	112,736	107,186	**105,745**
Indirect GHG emissions (Scope 2)	tCO_2eq	115,776	120,345	**123,023**
Other indirect GHG emissions (Scope 3)[1]	tCO_2eq	336,087	460,654	**1,061,244**
Total GHG emissions (Scope 1+2)[2]	tCO_2eq	228,492	227,513	**228,750**
Annual sales	KRW 100 million	121,307	117,679	**121,168**
GHG emissions intensity[3] (Scope 1+2)	tCO_2eq / KRW 100 million	1.88	1.93	**1.89**
GHG emissions intensity (Scope 1)	tCO_2eq / KRW 100 million	0.93	0.91	**0.87**
GHG emissions intensity (Scope 2)	tCO_2eq / KRW 100 million	0.95	1.02	**1.02**
GHG emissions reduction (Scope 1+2)[4]	tCO_2eq	-218	979	**-1,237**

1) From 2024, the Scope 3 emission categories used for calculation were adjusted from six (Categories 1 to 6) to three (Categories 1, 3, and 9). Due to the inclusion of Category 9 and the refinement of the calculation methodology, total Scope 3 emissions increased compared to the previous year.
2) Total emissions are based on the Emissions Trading Scheme statement. Due to rounding down of values below KRW 1 at each business site, the total may differ slightly from the sum of Scope 1 and Scope 2 emissions.
3) Emissions intensity is calculated based on consolidated annual sales. (GHG emissions intensity = GHG emissions / annual sales)
4) Emissions reductions are calculated using the formula (previous year's emissions - current year's emissions).

* The reporting scope all our business units, including logistics, construction, and resort.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

ENVIRONMENTAL

Energy Consumption

Category	Unit	2022				2023				2024			
		Logistics	Construction	Resort	Total	Logistics	Construction	Resort	Total	Logistics	Construction	Resort	Total
Total energy consumption	TJ	3,760	54	211	4,025	3,748	73	216	4,037	3,765	94	232	**4,077**
Non-renewable energy consumption1)	TJ	3,760	54	211	4,025	3,748	73	216	4,037	3,765	94	232	**4,077**
Non-renewable fuel-based energy consumption	TJ	1,565	8	50	1,622	1,488	6	49	1,542	1,470	3	48	**1,521**
Purchased non-renewable usage2)	TJ	2,211	46	162	2,419	2,278	68	169	2,515	2,295	92	184	**2,571**
Renewable energy consumption3)	TJ	0	0	0	0	0	0	0	0	0	0	0	**0**
Renewable fuel-based energy consumption	TJ	0	0	0	0	0	0	0	0	0	0	0	**0**
Purchased renewable energy usage	TJ	0	0	0	0	0	0	0	0	0	0	0	**0**
Self-produced renewable energy usage	TJ	0	0	0	0	0	0	0	0	0	0	0	**0**
Actual renewable energy consumption4)	%	0	0	0	0.00	0	0	0	0.00	0	0	0	**0.00**
Annual sales	KRW 100 million	121,307	0	0	121,307	117,679	0	0	117,679	121,168	0	0	**121,168**
Energy consumption intensity5)	TJ / KRW 100 million	0.03	0.00	0.00	0.03	0.03	0.00	0.00	0.03	0.03	0.00	0.00	**0.03**
Total power consumption	TJ	2,211	46	162	2,419	2,278	68	169	2,515	2,295	92	184	**2,571**
Purchased power consumption	TJ	2,211	46	162	2,419	2,278	68	169	2,515	2,295	92	184	**2,571**
Purchased non-renewable energy consumption2)	TJ	2,211	46	162	2,419	2,278	68	169	2,515	2,295	92	184	**2,571**
Purchased renewable energy consumption	TJ	0	0	0	0	0	0	0	0	0	0	0	**0**
Renewable power consumption	TJ	0	0	0	0	0	0	0	0	0	0	0	**0**
Self-generated renewable power consumption	TJ	0	0	0	0	0	0	0	0	0	0	0	**0**

1) Under the Emissions Trading Scheme, emissions from each site are rounded down to the nearest whole number before aggregation. As a result, the total by energy source may differ from the sum of individual emission types.
2) "Purchased non-renewable energy usage" is internally categorized in the same manner as "purchased non-renewable energy consumption." This figure includes electricity purchased from the grid (e.g., power KEPCO) as well as externally sourced steam.
3) Renewable energy consumption is the sum of renewable fuel-based energy consumption, purchased renewable energy usage, and self-produced renewable energy usage.
4) Actual renewable energy consumption is calculated as the percentage of renewable energy consumption relative to total energy consumption.
5) It is calculated based on consolidated annual sales. (Energy consumption intensity = Total energy consumption / Annual sales)
* The reporting scope includes all our business units, including logistics, construction, and resort.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

ENVIRONMENTAL

Waste Generation[1]

Category	Unit	2022	2023	2024
Total amount of wastes generated	Tonne	128,293	123,621	**118,093**
Total general waste	Tonne	1,733	11,263	**10,250**
Total designated waste	Tonne	1	6	**4**
Total construction waste	Tonne	126,559	112,353	**107,838**
Annual sales	KRW 100 million	121,307	117,679	**121,168**
Waste generation intensity[2]	Tonne / KRW 100 million	1.06	1.05	**0.97**
Total waste processed	Tonne	128,293	123,621	**118,093**
Volume of waste recycled[3]	Tonne	127,320	117,313	**110,986**
Volume of general waste recycled	Tonne	760	4,955	**3,144**
Volume of specific wastes recycled	Tonne	1	6	**4**
Volume of construction waste recycled	Tonne	126,559	112,353	**107,838**
Waste processed – incineration (without energy generation)[4]	Tonne	973	6,307	**7,106**
Volume of general waste incinerated (without energy generation)	Tonne	973	6,307	**7,106**
Volume of specific wastes incinerated (without energy generation)	Tonne	0	0	**0**
Volume of construction waste recycled	Tonne	0	0	**0**
Waste processed – incineration (energy recovered)	Tonne	0	1	**1**
Volume of general waste incinerated (energy recovered)	Tonne	0	1	**1**
Volume of specific wastes incinerated (energy recovered)	Tonne	0	0	**0**
Volume of construction waste recycled	Tonne	0	0	**0**

Category	Unit	2022	2023	2024
Waste processed - landfilled	Tonne	0	1	**0**
Volume of general waste landfilled	Tonne	0	1	**0**
Volume of hazardous waste landfilled	Tonne	0	0	**0**
Volume of construction waste landfilled	Tonne	0	0	**0**
Waste processed – other methods	Tonne	0	0	**0**
Volume of general waste processed by other methods	Tonne	0	0	**0**
Volume of specific wastes processed by other methods	Tonne	0	0	**0**
Volume of construction waste processed by other methods	Tonne	0	0	**0**

1) Starting in 2024, the waste data management system was changed from the Environmental Information Disclosure System to the Allbaro System. As a result, the scope of business sites subject to waste management has been expanded, and the waste generations for 2022-2023 have been recalculated and disclosed in this report.
2) It is calculated based on the consolidated annual sales.
3) Until 2023, only waste categorized as "reused" was included in the volume of recycled general and designated waste. Starting in 2024, the calculation also includes waste treatment methods labeled with "(re)" in classification. The 2022-2023 data has been recalculated using the same method and corrected in this report.
4) Due to errors in the volume of waste incinerated (without energy recovery) in the Resort Business Unit for 2022-2023, the data has been corrected in this report.

Water Pollutant Emissions[1]

Category	Unit	2022	2023	2024
Total water pollutants discharged[2]	Tonne	81,490	75,417	**74,799**

1) Only the amounts of water pollutants generated by the Resort Business Unit are disclosed.
2) The total water pollutants discharged was calculated based on the Ministry of Environment's Total Maximum Daily Load (TMDL) methodology (based on tons per year), and includes annual discharges of COD, T-N, and T-P from the Resort Business Unit.

* The reporting scope includes all our business units, including logistics, construction, and resort.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

ENVIRONMENTAL

Water Usage and Wastewater Discharge

Category	Unit	2022				2023				2024			
		Logistics	Construction	Resort	Total	Logistics	Construction	Resort	Total	Logistics	Construction	Resort	Total
Total water withdrawal[1]	Tonne	106,847	21,488	642,057	**770,392**	119,771	279,017	635,663	**1,034,451**	119,216	123,351	668,873	**911,440**
Tap water usage[2]	Tonne	106,847	21,488	10,148	**138,483**	119,771	275,129	10,575	**405,475**	119,216	119,463	14,532	**253,211**
Residential water usage	Tonne	106,847	21,488	10,148	**138,483**	119,771	275,129	10,575	**405,475**	119,216	119,463	14,532	**253,211**
Industrial water usage	Tonne	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
Recycled water usage	Tonne	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
Surface water usage	Tonne	0	0	260,340	**260,340**	0	0	329,715	**329,715**	0	0	363,258	**363,258**
Groundwater usage	Tonne	0	0	371,569	**371,569**	0	3,888	295,373	**299,261**	0	3,888	291,083	**294,971**
Rainwater usage	Tonne	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
Seawater usage	Tonne	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
Total volume of recycled and reused	Tonne	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
Total water usage	Tonne	106,847	21,488	642,057	**770,392**	119,771	279,017	635,663	**1,034,451**	119,216	123,351	668,873	**911,440**
Total water consumption	Tonne	0	0	556,094	**556,094**	0	0	560,246	**560,246**	0	0	588,314	**588,314**
Total water discharge	Tonne	106,847	21,488	85,963	**214,298**	119,771	279,017	75,417	**474,205**	119,216	123,351	80,559	**323,126**
Water recycled	Tonne	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
Water recycling ratio[3]	%	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
Water recycling rate[4]	%	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**
Amount of water withdrawal in water-stressed areas	Tonne	0	0	381,361	**381,361**	0	0	0	**0**	0	0	0	**0**
Percentage of water withdrawal in water-stressed areas[5]	%	0	0	59	**50**	0	0	0	**0**	0	0	0	**0**
Total water usage in water-stressed areas	Tonne	0	0	332,986	**332,986**	0	0	0	**0**	0	0	0	**0**
Percentage of water consumption in water-stressed areas	%	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**

1) The total water withdrawal rose in 2023 due to the expanded data collection scope, which now includes 6 additional sites (construction sites and logistics facilities), bringing the total to 12 sites reporting water usage in accordance with the Environmental Information Disclosure System.
2) Tap water usage = Residential water usage + Industrial water usage + Recycled water usage
3) Water recycling ratio = Water recycled/ Total water withdrawal
4) Water recycling rate = Water recycled/ Total water usage
5) Since 2023, Haesley Nine Bridges has been excluded from the list of regions classified as water stress areas.

* The reporting scope all our business units, including logistics, construction, and resort.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

ENVIRONMENTAL

Environmental Protection Investment

Category	Unit	2022	2023	2024
Total purchase amount of raw materials and supplies / consumables	KRW million	697,766	677,377	**676,825**
Total purchase amount of certified eco-friendly raw materials and supplies / consumables	KRW million	273	18,231	**16,145**
Purchase amount of eco-friendly products	KRW million	0	0	**25**
Purchase amount of eco-friendly supplies / consumables[1]	KRW million	273	18,231	**16,120**
Proportion of certified eco-friendly supplies / consumables purchases[2]	%	0.0	2.5	**2.4**
Total eco-friendly business investment	KRW million	260	1,431	**446**

1) Purchase costs of equipment and consumables such as A4 paper, laptops, and monitors that have received eco-friendly certifications, including the Eco-Label, low carbon certification, and Good Recycled (GR) certification
2) Proportion of the total purchase amount of certified eco-friendly raw materials and equipment / consumables to the total purchase amount of raw materials and equipment / consumables

Environmental Violations[1]

Category	Unit	2022	2023	2024
No. of environmental law and regulation violations	Case	0	0	**0**
Amount of fines	KRW 1,000	0	0	**0**
Environmental-related liabilities	KRW	0	0	**0**

1) Only violations involving USD 10,000 (about KRW 12 million) or more are reported.

Business Sites Certified for Environmental Management Systems[1]

Category	Unit	2022	2023	2024
Certification rate for environmental management systems (ISO 14001)	%	100	100	**100**
No. of business sites certified with ISO 14001	Site	All Business Sites	All Business Sites	**All Business Sites**
No. of business sites subject to the certification	Site	All Business Sites	All Business Sites	**All Business Sites**

1) Until 2022, ISO 14001 certification was obtained by 14 sites after sampling. Starting in 2023, we acquired the certification for 56 key domestic business sites with representative operations. We have also established and operated environmental management systems across all sites under each organization.

* The reporting scope includes all our business units, including logistics, construction, and resort.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

SOCIAL

Human Resources[1]

Category	Unit	2022	2023	2024
Total no. of employees	Person	6,883	7,044	**7,006**
Employees without fixed term contracts (permanent employees, non-fixed term contract employees)	Person	6,739	6,785	**6,759**
Employees with fixed term contracts (short-term contract employees)	Person	75	200	**186**
Executives (registered + unregistered)	Person	69	59	**61**
Total no. of employees (by gender)	Person	6,883	7,044	**7,006**
No. of employees - Female	Person	1,000	1,072	**1,107**
No. of employees - Male	Person	5,883	5,972	**5,899**
Ratio of female employees[2]	%	15	15	**16**
Total no. of employees (by age group)	Person	6,883	7,044	**7,006**
No. of employees - Under 30	Person	1,173	1,127	**1,001**
No. of employees - 30-50	Person	4,620	4,869	**4,678**
No. of employees - Over 50	Person	1,090	1,048	**1,327**

1) Based on FTE (full-time equivalent) as of December 31, 2024.
The figure disclosed in the business report has been revised in this report, as it has been recalculated to include executives.
2) Ratio of female employees = (No. of employees - Female / Total no. of employees Total no. of employees) × 100

Diversity by Job Level

Category	Unit	2022	2023	2024
Total no. of employees by gender	Person	6,883	7,044	**7,006**
Total no. of employees by age group	Person	6,883	7,044	**7,006**
Total no. of employees by region	Person	6,883	7,044	**7,006**
Executives (by gender)	Person	69	59	**61**
Female executives	Person	0	1	**0**
Male executives	Person	69	58	**61**
Executives (by age group)	Person	69	59	**61**
Executives aged under 30	Person	0	0	**0**
Executives aged 30–50	Person	31	34	**26**
Executives aged over 50	Person	38	25	**35**
Executives (by region)	Person	69	59	**61**
Executives (Korea)	Person	69	59	**61**
Executives (North America and Europe)	Person	0	0	**0**
Executives (Asia)	Person	0	0	**0**
Managers and Directors (by gender)	Person	2,149	2,161	**2,211**
Female managers and directors	Person	279	312	**353**
Male managers and directors	Person	1,870	1,849	**1,858**
Managers and Directors (by age group)	Person	2,149	2,161	**2,211**
Managers and directors aged 30 or under	Person	4	1	**6**
Managers and directors aged 31-50	Person	1,751	1,750	**1,840**
Managers and directors aged over 50	Person	394	410	**365**
Managers and Directors (by region)	Person	2,149	2,161	**2,211**
Managers and directors (Korea)	Person	2,142	2,154	**2,204**
Managers and directors (North America and Europe)	Person	3	3	**5**
Managers and directors (Asia)	Person	4	4	**2**

* The reporting scope includes all our business units, including logistics, construction, and resort.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

SOCIAL

Diversity by Job Level

Category	Unit	2022	2023	2024
Associates and specialists (by gender)	Person	2,657	2,810	**2,768**
Female associates and specialists	Person	689	715	**711**
Male associates and specialists	Person	1,968	2,095	**2,057**
Associates and specialists (by age group)	Person	2,657	2,810	**2,768**
Associates and specialists aged 30 or under	Person	1,089	985	**1,150**
Associates and specialists aged 31-50	Person	1,492	1,729	**1,530**
Associates and specialists aged over 50	Person	76	96	**88**
Associates and specialists (by region)	Person	2,657	2,810	**2,768**
Associates and specialists (Korea)	Person	2,649	2,802	**2,763**
Associates and specialists (North America and Europe)	Person	1	3	**2**
Associates and specialists (Asia)	Person	7	5	**3**
Skilled, contract, and advisory employees (by gender)	Person	2,008	2,014	**1,966**
Female skilled, contract, and advisory employees	Person	32	44	**43**
Male skilled, contract, and advisory employees	Person	1,976	1,970	**1,923**
Skilled, contract, and advisory employees (by age group)	Person	2,008	2,014	**1,966**
Skilled, contract, and advisory employees aged 30 or under	Person	118	141	**129**
Skilled, contract, and advisory employees aged 31-50	Person	1,308	1,356	**1,165**
Skilled, contract, and advisory employees aged over 50	Person	582	517	**672**
Skilled, contract, and advisory employees (by region)	Person	2,008	2,014	**1,966**
Skilled, contract, and advisory employees (Korea)	Person	2,008	2,013	**1,963**
Skilled, contract, and advisory employees (North America and Europe)	Person	0	1	**3**
Skilled, contract, and advisory employees (Asia)	Person	0	0	**0**

* The reporting scope includes all our business units, including logistics, construction, and resort.

Employees by Nationality

Category		Unit	2022	2023	2024
Total no. of employees by nationality		Person	6,883	7,044	**7,006**
Total no. of employees at manager level or above		Person	2,080	2,222	**2,273**
Total no. of employees under manager level		Person	4,803	4,822	**4,733**
Korea	Total Korean employees	Person	6,865	7,025	**6,991**
	Korean employees (manager and above)	Person	2,070	2,212	**2,265**
China	Total Chinese employees	Person	6	4	**3**
	Chinese employees (manager and above)	Person	4	3	**2**
USA	Total U.S. employees	Person	5	7	**4**
	U.S. employees (manager and above)	Person	4	4	**2**
New Zealand	Total New Zealand employees	Person	1	1	**1**
	New Zealand employees (manager and above)	Person	0	0	**0**
Taiwan	Total Taiwanese employees	Person	1	1	**0**
	Taiwanese employees (manager and above)	Person	0	0	**0**
Vietnam	Total Vietnamese employees	Person	1	1	**1**
	Vietnamese employees (manager and above)	Person	0	0	**0**
U.K.	Total U.K. employees	Person	1	1	**1**
	U.K. employees (manager and above)	Person	1	1	**1**
Australia	Total Australian employees	Person	1	1	**2**
	Australian employees (manager and above)	Person	0	0	**1**
Canada	Total Canadian employees	Person	1	2	**2**
	Canadian employees (manager and above)	Person	1	2	**2**
Philippines	Total Filipino employees	Person	1	1	**1**
	Filipino employees (manager and above)	Person	0	0	**0**
Other countries	Total employees of other countries	Person	0	0	**0**
	Employees of other countries (manager and above)	Person	0	0	**0**

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

SOCIAL

Minority Groups

Category	Unit	2022	2023	2024
Total no. of social minority members[1]	Person	450	552	**598**
No. of employees with disabilities	Person	72	72	**69**
No. of veterans employed	Person	63	62	**57**
No. of foreign employees	Person	18	19	**15**
No. of senior employees (aged 55 or above)	Person	297	399	**457**
Ratio of employees with disabilities	%	16	13	**12**
Ratio of veterans employed	%	14	11	**10**
Ratio of foreign employees	%	4	3	**3**
Ratio of senior employees (aged 55 or above)	%	66	72	**76**

1) Social minority members include employees with disabilities, veterans, foreign employees, and senior employees aged 55 or above.

Equal Pay among Employees[1]

Category	Unit	2022	2023	2024
Gender pay gap[2]	%	79	71	**77**
Average wage for male employees	KRW million	71	79	**82**
Average wage for female employees	KRW million	56	56	**63**

1) It is based on the separate financial statements of CJ Logistics.
2) The gender pay gap was calculated by aggregating average monthly wages, including both base salary and monetary incentives, in line with the business report.

Maternity and Parental Leave[1)]

Category	Unit	2022	2023	2024
Maternity leave users	Person	190	194	**222**
No. of employees that returned to work after maternity leave	Person	167	192	**173**
Return-to-work ratio after maternity leave	%	88	99	**78**
Total eligible employees for parental leave	Person	1,575	1,505	**1,459**
Male employees subject to parental leave	Person	1,414	1,344	**1,287**
Female employees subject to parental leave	Person	161	161	**172**
Employees who used parental leave	Person	66	72	**95**
Male employees who use the parental leave program	Person	32	31	**32**
Female employees who use the parental leave program	Person	34	41	**63**
Percentage of employees who have returned from parental leave[2)]	%	77	91	**95**
Employees who returned to work after parental leave	Person	50	61	**83**
Male employees who returned to work	Person	14	25	**33**
Female employees who returned to work	Person	36	36	**50**
Employees to be returned after parental leave	Person	65	67	**87**
Total no. of male employees to be returned from parental leave (those to be reinstated in the relevant year)	Person	28	31	**37**
Total no. of female employees to be returned from parental leave (those to be reinstated in the relevant year)	Person	37	36	**50**
Employees who have worked for at least 12 months after returning from parental leave in the reporting year	Person	46	51	**57**
Male employees who have continuously worked for 12 months or longer after returning from parental leave	Person	8	21	**22**
Female employees who have continuously worked for 12 months or longer after returning from parental leave	Person	38	30	**35**

* The reporting scope includes all our business units, including logistics, construction, and resort.

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QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

SOCIAL

Maternity and Parental Leave[1)]

Category	Unit	2022	2023	2024
Retention rate after returning from parental leave (12 months or more)[3)]	%	98	98	**98**
Total no. of employees that returned from parental leave in the previous year	Person	47	52	**58**
Total no. of male employees who returned from parental leave	Person	14	21	**20**
Total no. of female employees who returned from parental leave	Person	33	31	**38**

1) Figures disclosed in this report have been revised following the redefinition* of indicators and calculation formula for maternity and parental leave.
* Duplicate counting has been prevented by using employee ID as the basis, taking into account multiple leave cases in a single year, employees with the same name, and married couples working within the company.
2) Percentage of employees who have returned from parental leave = [(Number of male employees that returned from parental leave + Number of female employees that returned from parental leave) / (Number of male employees to be returned from parental leave + Number of female to be returned from parental leave)] × 100
3) Retention rate after returning from parental leave = [(Number of male employees who have worked for more than 12 months after returning from parental leave in the previous year + Number of female employees who have worked for more than 12 months after returning from parental leave in the previous year) / (Number of male employees who returned from parental leave in the previous year + Number of female employees who returned from parental leave in the previous year)] × 100

Female Workforce

Category		Unit	2022	2023	2024
Female executives	Total no. of executives	Person	69	59	**61**
	No. of female executives	Person	0	1	**0**
	Percentage of female executives	%	0	2	**0**
Female managers	Total no. of managers	Person	710	725	**714**
	No. of female managers	Person	41	44	**43**
	Percentage of female managers	%	6	6	**6**
Female junior managers	Total no. of junior managers	Person	1,585	1,766	**1,785**
	No. of female junior managers	Person	249	295	**326**
	Percentage of female junior managers	%	16	17	**18**
Female employees in STEM departments	Total no. of staff in STEM departments	Person	249	290	**306**
	No. of female staff in STEM departments	Person	61	69	**79**
	Percentage of female staff in STEM departments	%	24	24	**26**
Female employees in revenue-generating departments	Total no. of employees in revenue-generating departments	Person	3,588	5,164	**5,448**
	No. of female employees in revenue-generating departments	Person	676	561	**693**
	Ratio of female employees in revenue-generating departments	%	19	11	**13**

Employee Performance Evaluation

Category	Unit	2022	2023	2024
Total no. of employees	Person	6,883	7,044	**7,006**
No. of employees subject to MBO	Person	6,688	6,872	**6,806**
Percentage of employees subject to MBO (Management By Objectives)[1)]	%	97	98	**97**
No. of employees subject to multidimensional performance appraisal	Person	6,659	6,872	**6,806**
Percentage of employees subject to multidimensional performance appraisal[1)]	%	97	98	**97**
No. of employees subject to relative evaluation	Person	6,685	6,872	**6,806**
Percentage of employees subject to relative evaluation[1)]	%	97	98	**97**

1) The percentage of employees by evaluation type is calculated based on the number of employees evaluated out of the total number of employees.

* The reporting scope includes all our business units, including logistics, construction, and resort.

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QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

SOCIAL

New Hires

Category	Unit	2022	2023	2024
Total no. of new hires (by employment type)	Person	1,188	653	409
New hires without fixed term contracts	Person	1,188	511	340
New hires with fixed term contracts	Person	0	142	69
Total no. of new hires (by age group)	Person	1,188	653	409
No. of new hires (by age) - Under 30	Person	527	339	199
No. of new hires (by age) - 30-50	Person	646	289	196
No. of new hires (by age) - Over 50	Person	15	25	14
Total no. of new hires (by gender)	Person	1,188	653	409
No. of new hires (by gender) - Male	Person	980	514	305
No. of new hires (by gender) - Female	Person	208	139	104

Recruitment through Job Posting

Category	Unit	2022	2023	2024
No. of employees hired through job posting	Person	35	5	0
Ratio of recruitment through job posting	%	2.95	0.77	0.00

Employee Turnover

Category	Unit	2022	2023	2024
Total no. of employees	Person	6,883	7,044	7,006
Voluntary and involuntary turnover	Person	371	509	507
No. of voluntary turnovers	Person	339	425	327
No. of involuntary turnovers	Person	32	84	180
Voluntary turnover rate	%	4.93	6.03	4.67
Involuntary turnover rate	%	0.46	1.19	2.57
Overall turnover rate	%	5.39	7.23	7.24

Employee Engagement

Category	Unit	2022	2023	2024
Positive response rate of organizational engagement[1]	%	82	87	88
No. of employees engaged	Person	2,415	2,660	2,919
No. of respondents in the engagement survey	Person	2,932	3,051	3,328

1) The percentage of employees who responded that they are "engaged in their work" in the VOICE ON and job engagement survey.
※ For surveys using a 5-point scale, this includes responses of 3 points or higher ("strongly engaged" and "engaged").

* The reporting scope includes all our business units, including logistics, construction, and resort.

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QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

SOCIAL

Employee Training

Category		Unit	2022	2023	2024
No. of training sessions held		Case	688	1,471	**1,828**
Total no. of employees		Person	6,883	7,044	**7,006**
Total no. of employees (by age group)		Person	6,883	7,044	**7,006**
No. of employees - Under 30		Person	1,173	1,127	**1,001**
No. of employees - 30-50		Person	4,620	4,869	**4,678**
No. of employees - Over 50		Person	1,090	1,048	**1,327**
Total no. of employees (by gender)		Person	6,883	7,044	**7,006**
No. of employees - Male		Person	5,883	5,972	**5,899**
No. of employees - Female		Person	1,000	1,072	**1,107**
Total training hours		Hour	187,166	126,028	**154,078**
Total training hours (by age group)		Hour	187,166	126,028	**154,078**
Training hours (age under 30)		Hour	54,793	32,275	**49,069**
Training hours (30 to 49)		Hour	114,236	80,044	**90,912**
Training hours (age 50 or above)		Hour	18,138	13,709	**14,096**
Total training hours (by gender)		Hour	187,166	126,028	**154,078**
Training hours (male)		Hour	149,777	102,106	**121,389**
Training hours (female)		Hour	37,389	23,922	**32,689**
Training hours per employee		Hour / Person	27	18	**22**
Average training hours per employee (by age group)	Training hours per person (age under 30)	Hour / Person	47	29	**49**
	Training hours per person (30 to 49)	Hour / Person	25	16	**19**
	Training hours per person (age 50 or above)	Hour / Person	17	13	**11**

Category		Unit	2022	2023	2024
Average training hours per employee (by gender)	Training hours per person (male)	Hour / Person	25	17	**21**
	Training hours per person (female)	Hour / Person	37	22	**30**
Total training cost		KRW 10,000	204,053	242,749	**288,111**
Total training cost (by age group)		KRW 10,000	204,053	242,749	**288,111**
Training cost (age under 30)		KRW 10,000	30,570	64,508	**75,533**
Training cost (30 to 49)		KRW 10,000	159,187	148,111	**185,607**
Training cost (age 50 or above)		KRW 10,000	14,296	30,130	**26,971**
Total training cost (by gender)		KRW 10,000	204,053	242,749	**288,111**
Training cost (male)		KRW 10,000	166,300	192,118	**220,547**
Training cost female)		KRW 10,000	37,753	50,631	**67,564**
Training cost per employee		KRW 10,000 / Person	30	34	**41**
Average training cost per employee (by age group)	Training cost per person (age under 30)	KRW 10,000 / Person	26	57	**75**
	Training cost per person (30 to 49)	KRW 10,000 / Person	34	30	**40**
	Training cost per person (age 50 or above)	KRW 10,000 / Person	13	29	**20**
Average training cost per employee (by gender)	Training cost per person (male)	KRW 10,000 / Person	28	32	**37**
	Training cost per person (female)	KRW 10,000 / Person	38	47	**61**

* The reporting scope includes all our business units, including logistics, construction, and resort.

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SOCIAL

Human Rights

Category	Unit	2022	2023	2024
Percentage of employees covered by collective bargaining agreements[1)]	%	100	100	**100**
Total no. of employees	Person	6,883	7,044	**7,006**
Employees covered by collective bargaining agreements	Person	6,883	7,044	**7,006**
Total no. of reports related to human rights	Case	16	34	**28**
No. of reported cases related to external abuse of power	Case	11	22	**10**
No. of reported cases related to sexual harassment	Case	1	1	**0**
No. of reported cases related to workplace bullying	Case	4	8	**17**
No. of reported cases related to safety accidents	Case	0	3	**1**
No. of valid and resolved reports related to human rights	Case	5	32	**24**
No. of valid and resolved cases external related to abuse of power	Case	2	22	**8**
No. of valid and resolved cases related to sexual harassment	Case	0	1	**0**
No. of valid and resolved cases related to workplace bullying	Case	3	6	**15**
No. of valid and resolved cases related to safety accidents	Case	0	3	**1**

1) Election of employee representatives (e.g., labor union representatives) in accordance with the procedures set forth in Articles 16 (Resolutions of the General Meeting) and Article 17 (Delegates' Meeting) of the Trade Union and Labor Relations Adjustment Act

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Safety and Health

Category	Unit	2022	2023	2024
Employee injury rate	%	0.1	0.1	**0.1**
No. of employee accidents[1)]	Person	9	7	**7**
No. of injured employees (occupational accidents)	Person	9	6	**7**
No. of injured employees (occupational illnesses)	Person	0	1	**0**
Total no. of employees	Person	6,883	7,044	**7,006**
No. of employee fatality cases	Case	0	0	**0**
No. of employee fatalities (occupational accidents)	Person	0	0	**0**
No. of employee fatalities (occupational illnesses)	Person	0	0	**0**
No. of supplier fatality cases	Case	1	0	**1**
LTIFR (Lost Time Injury Frequency Rate)[2)]	Case / million hours	0.7	0.5	**0.5**
Employee LTIFR[1)]	Case	9	7	**7**
Total working hours of employees[3)]	Hour	13,766,000	14,088,000	**14,012,000**
Supplier lost time injury frequency rate (LTIFR)[2)]	Case / million hours	4.1	3.3	**2.5**
Supplier LTIFR[1)]	Case	59	88	**90**
Total working hours of suppliers[3)]	Hour	14,466,000	26,604,000	**35,632,000**
Employees occupational illness frequency rate (OIFR)	Case / million hours	0.0	0.1	**0.0**
Employee OIFR	Case	0	1	**0**
Total working hours of employees[3)]	Hour	13,766,000	14,088,000	**14,012,000**
No. of serious accidents[4)]	Case	1	0	**1**
Rate of hazard factor improvements[5)]	%	100	100	**100**

1) The data disclosed in 2022-2023 has been corrected in this report due to a revision in the internal management standard, which now reflects the number of cases approved by the Korea Workers' Compensation and Welfare Service.
2) LTIFR is defined as the "rate of lost time injuries per one million working hours." A lost time injury refers to an incident or accident that results in an employee being unable to return to work for at least one day, excluding the day of the incident.
3) The number of annual workdays has been revised from the previous standard of 300 days to 250 days under a new internal management standard (applied equally to employees and suppliers), and past data has been corrected accordingly in this report.
4) Due to a data error in the Construction Business Unit for the year 2022, the previously reported figure of zero serious accidents has been corrected to one. This correction is reflected in this report.
5) The "rate of hazard factor improvements" refers to the ratio of "the number of completed corrective actions" to "the number of identified nonconformities."

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SOCIAL

Mutual Growth with Partners

Category	Unit	2022	2023	2024
Amount of growth fund raised	KRW 100 million	150	150	**150**

Consumer Rights Protection

Category	Unit	2022	2023	2024
Courier / Parcel Service Evaluation by Ministry of Land, Infrastructure and Transport	Grade	A	A+	**A**

Community Engagement

Category	Unit	2022	2023	2024
Social contribution expenses: Donations	KRW 100 million	43	32	**34**
Total volunteer participation hours by employees	Hour	5,951	6,272	**6,267**
No. of employees who participated in volunteer activities	Person	1,710	1,380	**1,188**

Customer Satisfaction Survey

Category	Unit	2022	2023	2024
Percentage of satisfied customers	%	76	75	**76**
Cumulative mobile app downloads	10,000 cases	1,497	1,578	**1,645**
AI Chatbot 2.0 customer satisfaction	Point	76	81	**82**

Customer Complaint Handling

Category	Unit	2022	2023	2024
No. of complaints received	Case	601,430	561,170	**493,184**
No. of complaints resolved	Case	441,617	451,931	**351,875**
Complaint resolution success rate[1]	%	73	81	**71**

1) Complaint resolution success rate = (No. of complaints received / No. of complaints resolved)*100

Customer Complaint Resolution Rate

Category	Unit	2022	2023	2024
No. of incoming calls	Case	12,859,761	8,397,317	**7,411,053**
No. of resolved calls	Case	12,480,058	8,220,654	**7,232,164**
Response rate[1]	%	97	98	**98**
No. of complaints per sales volume[2]	Case	590	465	**392**

1) "Response rate" refers to the proportion of resolved calls out of the total number of incoming calls.
2) "No. of complaints per sales volume" refers to the proportion of complaints received per one million units of sales volume, and detailed breakdown by category will be disclosed gradually.

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SOCIAL

Purchasing from Suppliers

Category	Unit	2022	2023	2024
Total no. of suppliers	Company	20,009	21,229	**23,392**
No. of port and transport suppliers	Company	13,983	15,556	**17,761**
No. of warehousing and distribution suppliers	Company	356	173	**136**
No. of global forwarding suppliers	Company	1,488	1,336	**1,256**
No. of parcel service suppliers	Company	2,361	2,468	**2,435**
No. of construction suppliers	Company	1,286	1,113	**1,008**
No. of resort suppliers	Company	535	583	**796**
Total transaction amount with suppliers	KRW million	4,652,900	4,230,166	**3,894,446**
Transaction amount with port and transport suppliers	KRW million	1,083,845	1,404,429	**719,678**
Transaction amount with warehousing and distribution suppliers	KRW million	699,900	340,229	**403,330**
Transaction amount with global forwarding suppliers	KRW million	1,002,503	461,587	**584,405**
Transaction amount with parcel service suppliers	KRW million	1,793,074	1,958,366	**2,125,466**
Transaction amount with construction suppliers	KRW million	64,406	55,878	**47,557**
Transaction amount with resort suppliers	KRW million	9,172	9,677	**14,010**
Share of purchases from suppliers	%	100	100	**100**
Share of purchases from port and transport suppliers	%	23	33	**18**
Share of purchases from warehousing and distribution suppliers	%	15	8	**10**
Share of purchases from global forwarding suppliers	%	22	11	**15**
Share of purchases from parcel service suppliers	%	39	46	**55**
Share of purchases from construction suppliers	%	1	1	**1**
Share of purchases from resort suppliers	%	0	0	**0**

Purchasing from Key Suppliers

Category	Unit	2022	2023	2024
Total no. of key suppliers	Company	441	586	**452**
No. of key port and transport suppliers	Company	49	156	**152**
No. of key warehousing and distribution suppliers	Company	10	20	**10**
No. of key global forwarding suppliers	Company	3	10	**7**
No. of key parcel service suppliers	Company	118	123	**163**
No. of key construction suppliers	Company	209	220	**113**
No. of key resort suppliers	Company	52	57	**7**
Total transaction amount with suppliers	KRW million	1,185,346	1,478,614	**1,266,260**
Transaction amount with key port and transport suppliers	KRW million	325,884	677,471	**335,566**
Transaction amount with key warehousing and distribution suppliers	KRW million	225,634	279,895	**252,283**
Transaction amount with key global forwarding suppliers	KRW million	283,723	137,926	**172,591**
Transaction amount with key parcel service suppliers	KRW million	320,689	365,217	**460,553**
Transaction amount with key construction suppliers	KRW million	29,416	18,105	**40,995**
Transaction amount with key resort suppliers	KRW million	0	0	**4,272**
Share of purchases from suppliers	%	100	100	**100**
Share of purchases from key port and transport suppliers	%	27	46	**27**
Share of purchases from key warehousing and distribution suppliers	%	19	19	**20**
Share of purchases from key global forwarding suppliers	%	24	9	**14**
Share of purchases from key parcel service suppliers	%	27	25	**36**
Share of purchases from key construction suppliers	%	2	1	**3**
Share of purchases from key resort suppliers	%	0	0	**0**

* The reporting scope includes all our business units, including logistics, construction, and resort.

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SOCIAL

Compliance with the Supplier Code of Conduct among Annual Contract Suppliers

Category	Unit	2022	2023	2024
No. of partners contracted annually	Company	4,204	3,620	**4,178**
No. of annual contract port and transport suppliers	Company	3,683	3,233	**3,803**
No. of annual contract warehousing and distribution suppliers	Company	323	170	**130**
No. of annual contract global forwarding suppliers	Company	36	29	**34**
No. of annual contract parcel service suppliers	Company	95	125	**121**
No. of annual contract construction suppliers	Company	45	38	**33**
No. of annual contract resort suppliers	Company	22	25	**57**
No. of partners contracted annually subject to the Supplier Code of Conduct	Company	4,182	3,595	**4,121**
No. of annual contract port and transport suppliers	Company	3,683	3,233	**3,803**
No. of annual contract warehousing and distribution suppliers	Company	323	170	**130**
No. of annual contract global forwarding suppliers	Company	36	29	**34**
No. of annual contract parcel service suppliers	Company	95	125	**121**
No. of annual contract construction suppliers	Company	45	38	**33**
No. of annual contract resort suppliers[1]	Company	0	0	**0**

Category	Unit	2022	2023	2024
Percentage of contracts subject to the Supplier Code of Conduct[2]	%	99	99	**99**
Ratio of annual contract port and transport suppliers with contracts applying the Supplier Code of Conduct	%	100	100	**100**
Ratio of annual contract warehousing and distribution suppliers with contracts applying the Supplier Code of Conduct	%	100	100	**100**
Ratio of annual contract global forwarding suppliers with contracts applying the Supplier Code of Conduct	%	100	100	**100**
Ratio of annual contract parcel service suppliers with contracts applying the Supplier Code of Conduct	%	100	100	**100**
Ratio of annual contract construction suppliers with contracts applying the Supplier Code of Conduct	%	100	100	**100**
Ratio of annual contract resort suppliers with contracts applying the Supplier Code of Conduct	%	0	0	**0**

1) The number of resort suppliers with contracts incorporating the Supplier Code of Conduct was revised from 22 (in 2022) and 25 (in 2023) to 0, as it was confirmed that the Code had not been attached to the contracts. This correction has been reflected in the current report.
2) Ratio of annual contract suppliers with contracts applying the Supplier Code of Conduct = Number of suppliers applying the Supplier Code of Conduct to newly signed or renewed contracts during the year / Total number of suppliers with newly signed or renewed contracts during the year (including simple service providers)

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GOVERNANCE

Shareholders

Category	Unit	2022	2023	2024
No. of shares held by registered executives	Share	9,165,322	9,166,622	**9,168,622**
No. of shares of common stock issued	Share	22,812,344	22,812,344	**22,812,344**
No. of common shares issued	Share	22,812,344	22,812,344	**22,812,344**
Ownership share of largest shareholder and related parties	%	40.18	40.18	**40.19**
No. of shares held by registered executives excluding the largest shareholder and his / her family members	Share	2,800	4,100	**5,000**
Ownership share of registered executives excluding largest shareholder and related parties	%	0.01	0.02	**0.02**
Dividend payout ratio	%	5.50	4.40	**6.40**
Total dividends paid	KRW million	9,973	9,973	**15,957**
Dividend per share (current year)	KRW 1,000	0.50	0.50	**0.80**

Board Composition

Category	Unit	2022	2023	2024
No. of members of Board of Directors	Person	7	7	**6**
No. of outside directors	Person	4	4	**3**
Ratio of outside directors on the Board of Directors	%	57.14	57.14	**50.00**
No. of female directors	Person	1	1	**1**
Ratio of female directors	%	14.29	14.29	**16.67**
Average tenure of Board members	Year	4	4	**2**
No. of outside / non-executive directors with industry experience	Person	1	0	**0**

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Board Efficiency

Category	Unit	2022	2023	2024
Minimum meeting attendance rate required for directors	%	More than a majority	More than a majority	**More than a majority**
No. of directors restricted to four or fewer outside jobs	Person	4	4	**3**
No. of jobs outside positions restricted per director	Job	2	2	**2**

Board Activities

Category	Unit	2022	2023	2024
No. of Board of Directors meetings	Number	8	7	**9**
Regular Board meetings	Number	7	7	**8**
Ad hoc Board meetings	Number	1	0	**1**
No. of agendas proposed to the Board of Directors	Case	24	22	**32**
No. of agendas objected/amended by outside directors	Case	0	0	**0**
Attendance Rate of inside directors for meeting of Board of Directors	%	97	100	**100**
Attendance Rate of outside directors for meeting of Board of Directors	%	100	100	**100**
Attendance Rate of all directors for meeting of Board of Directors	%	98	100	**100**

Committee Activities

Category	Unit	2022	2023	2024
Total no. of all committee[1] meetings	Meeting	10	18	**21**
No. of Audit Committee meetings	Case	6	6	**7**
No. of agenda items of all committees	Case	14	20	**31**
Attendance rate of outside directors in the Non-executive Director Candidates Nomination Committee	%	100	100	**100**
Attendance rate of outside directors in the Compensation Committee	%	100	100	**100**
Attendance rate of outside directors in the Audit Committee	%	100	100	**100**
Attendance rate of outside directors in the all committee[1] meetings	%	89	100	**100**

1) Compensation Committee, Internal Accounting Management Committee, ESG Committee, Audit Committee, and Non-executive Director Candidates Nomination Committee

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GOVERNANCE

Audit Committee

Category	Unit	2022	2023	2024
No. of Audit Committee members	Person	4	4	**4**
No. of outside directors out of Audit Committee members	Person	4	4	**4**
Percentage of outside directors out of Audit Committee members	%	100	100	**100**
Total remuneration for Audit Committee members	KRW million	302	299	**314**

Fees Paid for Audit and Non-audit Services

Category	Unit	2022	2023	2024
Non-audit service fee	KRW million	94	86	**217**
Audit service fee - tax review	KRW million	94	56	**35**
Audit service fee - accounting review	KRW million	0	30	**182**
Audit service fee	KRW million	1,080	1,150	**1,200**
Percentage of non-audit service fees to audit service fees	%	9	7	**18**

Board Remuneration

Category	Unit	2022	2023	2024
Total no. of Board members[1]	Person	7	7	**6**
Total Board remuneration	KRW million	4,032	5,963	**3,850**
Total remuneration for inside directors	KRW million	3,730	5,664	**3,536**
Total remuneration for outside directors[2]	KRW million	302	299	**314**
Average remuneration per person[3]	KRW million	576	852	**642**
Annual total compensation of the highest paid member	KRW 1,000	2,434,000	3,178,000	**2,724,000**
Median annual total compensation of all employees	KRW 1,000	576,000	852,000	**642,000**
Ratio of the highest paid member's compensation to the median[4]	%	423	373	**424**

1) Inside directors + Outside directors + Audit Committee members
2) The remuneration for outside directors in the previous year was omitted and has been corrected and disclosed in this report.
3) Total Board remuneration / Total number of Board members
4) It indicates how many times greater the annual total compensation of the highest paid member is compared to the median annual total compensation of all employees (Annual total compensation of the highest paid member / Median annual total compensation of all employees × 100)

CEO and Employee Compensation[1]

Category	Unit	2022	2023	2024
CEO compensation	KRW million	2,434	3,178	**2,724**
Median employee compensation	KRW million	68	64	**66**
Ratio of CEO to median employee compensation	Times	36	50	**41**
Average employee compensation	KRW million	69	75	**79**
Ratio of CEO to average employee compensation	Times	35	42	**34**

1) The basis is disclosed in the business report.

Major Membership Fees and Contributions

Category	Unit	2022	2023	2024
Association or non-taxable organization	KRW million	1,411	930	**993**
Fair Competition Federation	KRW million	5	5	**5**
Korea Integrated Logistics Association	KRW million	290	297	**365**
Seoul Chamber of Commerce and Industry	KRW million	103	157	**157**
Korea Port Logistics Association	KRW million	142	119	**157**
Korea Enterprises Federation	KRW million	37	37	**45**
Other associations or organizations	KRW million	834	315	**264**

* The reporting scope includes all our business units, including logistics, construction, and resort.

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QUANTITATIVE DATA OF DOMESTIC CORPORATIONS*

GOVERNANCE

Legal Violations

Category	Unit	2022	2023	2024
No. of violations of marketing & labeling related laws	Case	0	0	**0**
No. of personal information protection violations	Case	0	0	**0**
No. of violations of fair competition related laws[1]	Case	1	0	**2**
No. of violations of anti-corruption related laws	Case	0	0	**0**

1) The case that occurred in 2020 was corrected in FY2024 and disclosed in this report as well as business report.

Training on Ethical Management

Category	Unit	2022	2023	2024
Total hours of ethical and compliance management training completed	Hour	7,460	12,422	**13,157**
Total no. of personnel who completed ethical and compliance management training[1]	Person	6,360	6,940	**7,124**
Total no. of employees	Person	6,883	7,044	**7,006**
Ratio of ethics and compliance training completers to all employees	%	92	99	**102**

1) As it includes resigned and transferred employees, it exceeds the total number of employees at CJ Logistics.

Ethics and Compliance Violations[1]

Category	Unit	2022	2023	2024
Total no. of reports related to ethical and compliance management	Case	248	218	**237**
No. of reports on corruption / fraud[2]	Case	11	27	**29**
No. of reports on grievances of suppliers and unfair practices	Case	224	159	**156**
No. of reports on organizational culture disruptions[3]	Case	9	18	**35**
No. of reports on safety management	Case	4	14	**17**
No. of reports on other issues	Case	0	0	**0**
No. of valid and resolved reports related to ethical and compliance management	Case	161	165	**176**
Valid and resolved reports on corruption / fraud[2]	Case	8	20	**20**
Valid and resolved reports on grievances of suppliers and unfair practices	Case	143	120	**122**
Valid and resolved reports on organizational culture disruptions[3]	Case	7	14	**25**
Valid and resolved reports on safety management	Case	3	11	**9**
Other valid and resolved reports	Case	0	0	**0**

1) It includes cases related to corruption and bribery, customer personal data, conflicts of interest, money laundering, or insider trading.
2) Due to a change in the calculation criteria to include both internal and external whistleblowing, 2021-2022 data have been recalculated based on the same criteria and restated in this report.
3) It includes discrimination or harassment cases.

* The reporting scope includes all our business units, including logistics, construction, and resort.

ESG DATA CENTER

QUANTITATIVE DATA OF SUBSIDIARIES

REPORTING SCOPE OF SUBSIDIARIES*

Domestic Subsidiaries[1]

Category	Korea
Business site	Korea Integrated Freight Terminal

1) For domestic subsidiaries, the disclosure scope will be gradually expanded starting with Korea Integrated Freight Terminal in FY2024. As quantitative data has been collected since 2024, certain data for this subsidiary may be unavailable compared to the headquarters.

Overseas Subsidiaries - Main and Sub-business Sites[1]

Category	USA	India	Vietnam[2]	Malaysia[3]
Main business sites	• CJ LOGISTICS AMERICA, LLC	• CJ DARCL LOGISTICS LIMITED	• CJ GEMADEPT LOGISTICS HOLDINGS COMPANY LIMITED	• CJ Century Logistics Holdings Berhad
Sub-business sites	• CJ LOGISTICS FREIGHT AMERICA, LLC • CJ LOGISTICS TRANSPORTATION, LLC • CJ LOGISTICS CANADA CORPORATION	• TRANSRAIL LOGISTICS LIMITED • DARCL LOGISTICS NEPAL PRIVATE LIMITED • CJ KOREA EXPRESS INDIA PRIVATE LIMITED	• CJ GEMADEPT SHIPPING HOLDINGS COMPANY LIMITED • GEMADEPT LOGISTICS ONE MEMBER COMPANY LIMITED • GEMADEPT SHIPPING LIMITED COMPANY • Mekong Logistics Company	• Century Logistics Sdn. Bhd. • CJ Century Logistics Sdn. Bhd. • CJ Century Forwarding Sdn. Bhd. • CJ Century Technology Sdn. Bhd. • CJ KOREA EXPRESS MALAYSIA SDN. BHD • Century-YES Logistics (Yichun) Co. Ltd. • Tad Raya Offshore Sdn. Bhd. • EC DISTRIBUTION SDN BHD • CJ KOREA EXPRESS FORWARDING MALAYSIA SDN. BHD

1) Only annual consolidated data is disclosed for overseas subsidiaries.
2) For the Vietnam subsidiary, data has been collected since 2023. Therefore, data for 2022 is unavailable.
3) The Malaysian consolidated sub-business sites are reported under the name of CJ Century Logistics Holdings Berhad. Data has been collected since 2024. Therefore, data for 2022-2023 is unavailable.

* The reporting scope includes business sites in Korea, U.S., India, Vietnam, and Malaysia. Data for Korea Integrated Freight Terminal and the Malaysian business sites has been collected since FY2024, and it is disclosed starting with this report.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC SUBSIDIARIES

ENVIRONMENTAL

GHG Emissions[1)]

Category	Unit	2022	2023	2024
Direct GHG emissions (Scope 1)	tCO_2eq	-	-	17
Indirect GHG emissions (Scope 2)	tCO_2eq	-	-	-
Other indirect GHG emissions (Scope 3)[2)]	tCO_2eq	-	-	2,633
Total GHG emissions (Scope 1+2)[2)]	tCO_2eq	-	-	17
Annual sales	KRW 100 million	1,704	1,753	1,627
GHG emissions intensity (Scope 1)[3)]	tCO_2eq / KRW 100 million	-	-	0.01

1) Data marked with "-" is currently not being collected. It is scheduled to be collected as data management systems are further enhanced. The data of 2022-2023 only reflected India's performance.
2) Scope 3 Categories 1, 3, and 9 have been calculated since 2024.
3) Emissions intensity is calculated based on consolidated annual sales. (GHG emissions intensity = GHG emissions / annual sales)

Waste Generation

Category	Unit	2022	2023	2024
Total amount of wastes generated	Tonne	922	721	384
Total general waste	Tonne	922	721	384
Total designated waste	Tonne	0	0	0
Annual sales	KRW 100 million	1,704	1,753	1,627
Waste generation intensity[1)]	Tonne / KRW 100 million	0.54	0.41	0.24
Total waste processed	Tonne	929	719	386
Volume of waste recycled	Tonne	811	659	315
Volume of general waste recycled	Tonne	811	659	315
Volume of specific wastes recycled	Tonne	0	0	0
Waste processed – incineration (without energy generation)	Tonne	117	60	71
Volume of general waste incinerated (without energy generation)	Tonne	117	60	71
Volume of specific wastes incinerated (without energy generation)	Tonne	0	0	0

1) It is calculated based on the consolidated annual sales.

Water Usage and Wastewater Discharge

Category	Unit	2022	2023	2024
Total water withdrawal[1)]	Tonne	19,476	22,654	23,158
Tap water usage[2)]	Tonne	12,543	13,275	10,176
Residential water usage	Tonne	12,543	13,275	10,176
Industrial water usage	Tonne	0	0	0
Recycled water usage	Tonne	0	0	0
Surface water usage	Tonne	0	0	0
Groundwater usage	Tonne	6,933	9,379	12,982
Rainwater usage	Tonne	0	0	0
Seawater usage	Tonne	0	0	0
Total volume of recycled and reused	Tonne	0	0	0
Total water usage	Tonne	19,476	22,654	23,158
Total water consumption	Tonne	19,476	22,654	23,158
Total water discharge	Tonne	0	0	0

1) Total water withdrawal = Tap water usage (Residential water usage + Industrial water usage + Recycled water usage) + Surface water usage + Groundwater usage + Rainwater usage + Seawater usage
2) Tap water usage = Residential water usage + Industrial water usage + Recycled water usage

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QUANTITATIVE DATA OF DOMESTIC SUBSIDIARIES

SOCIAL

Human Resources[1)]

Category	Unit	2022	2023	2024
Total no. of employees[2)]	Person	43	44	41
No. of executives (registered and unregistered)	Person	2	1	1
No. of locally hired employees (regular + non-regular positions)	Person	0	0	0
Total no. of employees (by gender)	Person	43	44	41
No. of employees - Female	Person	8	8	8
No. of employees - Male	Person	35	36	33
Ratio of female employee[3)]	%	19	18	20
Total no. of employees (by age group)	Person	43	44	41
No. of employees - Under 30	Person	5	3	5
No. of employees - 30-50	Person	32	32	29
No. of employees - Over 50	Person	6	9	7

1) Based on FTE (full-time equivalent) as of December 31, 2024.
2) Total number of employees includes executives.
3) Ratio of female employees = (Total number of female employees / Total number of employees) × 100

Diversity by Job Level

Category	Unit	2022	2023	2024
Total no. of employees by gender	Person	43	44	41
Total no. of employees by age group	Person	43	44	41
Total no. of employees by region	Person	43	44	41
Executives (by gender)	Person	2	1	1
Female executives	Person	0	0	0
Male executives	Person	2	1	1
Executives (by age group)	Person	2	1	1
Executives aged under 30	Person	0	0	0
Executives aged 30–49	Person	1	0	0
Executives aged 50 or above	Person	1	1	1
Executives (by region)	Person	2	1	1
Executives (Korea)	Person	2	1	1
Managers and directors (by gender)	Person	24	26	23
Female managers and directors	Person	2	3	3
Male managers and directors	Person	22	23	20
Managers and directors (by age group)	Person	24	26	23
Managers and directors aged 30 or under	Person	0	1	0
Managers and directors aged 31-50	Person	19	20	18
Managers and directors aged over 50	Person	5	5	5
Managers and directors (by region)	Person	24	26	23
Managers and and directors (Korea)	Person	24	26	23
Associates and specialists (by gender)	Person	17	17	17
Female associates and specialists	Person	6	5	5
Male associates and specialists	Person	11	12	12
Associates and specialists (by age group)	Person	17	17	17
Senior associates and specialists aged 30 or under	Person	7	4	5
Senior associates and specialists aged 31-50	Person	9	12	11
Senior associates and specialists aged over 50	Person	1	1	1
Associates and specialists (by region)	Person	17	17	17
Associates and specialists (Korea)	Person	17	17	17
Associates and specialists (North America and Europe)	Person	0	0	0
Associates and specialists (Asia)	Person	0	0	0

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC SUBSIDIARIES

SOCIAL

Diversity by Job Level

Category	Unit	2022	2023	2024
Skilled, contract, and advisory employees (by gender)	Person	0	0	**0**
Female skilled, contract, and advisory employees	Person	0	0	**0**
Male skilled, contract, and advisory employees	Person	0	0	**0**
Skilled, contract, and advisory employees (by age group)	Person	0	0	**0**
Skilled, contract, and advisory employees aged 30 or under	Person	0	0	**0**
Skilled, contract, and advisory employees aged 31-50	Person	0	0	**0**
Skilled, contract, and advisory employees aged over 50	Person	0	0	**0**
Skilled, contract, and advisory employees (by region)	Person	0	0	**0**
Skilled, contract, and advisory employees (Korea)	Person	0	0	**0**
Skilled, contract, and advisory employees (North America and Europe)	Person	0	0	**0**
Skilled, contract, and advisory employees (Asia)	Person	0	0	**0**

Minority Groups

Category	Unit	2022	2023	2024
Total no. of social minority members[1]	Person	1	4	**3**
No. of employees with disabilities	Person	0	0	**0**
No. of veterans employed	Person	0	0	**0**
No. of foreign employees	person	0	0	**0**
No. of senior employees (aged 55 or above)	person	1	4	**3**
Ratio of employees with disabilities	%	0	0	**0**
Ratio of veterans employed	%	0	0	**0**
Ratio of foreign employees	%	0	0	**0**
Ratio of senior employees (aged 55 or above)	%	100	100	**100**

1) Social minority members include employees with disabilities, veterans, foreign employees, and senior employees aged 55 or above.

Gender Pay Gap among Employees[1]

Category	Unit	2022	2023	2024
Gender pay gap[2]	%	80	85	**77**
Average wage for male employees	KRW million	75	88	**88**
Average wage for female employees	KRW million	60	75	**68**

1) It is based on the separate financial statements of Korea Integrated Freight Terminal.
2) The gender pay gap was calculated by aggregating average monthly wages, including both base salary and monetary incentives, in line with the business report.

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC SUBSIDIARIES

SOCIAL

Maternity and Parental Leave

Category	Unit	2022	2023	2024
Maternity leave users	Person	0	2	**1**
No. of employees that returned to work after maternity leave	Person	0	2	**1**
Return-to-work ratio after maternity leave	%	0	100	**100**
Total eligible employees for parental leave	Person	9	8	**8**
Male employees subject to parental leave	Person	1	1	**1**
Female employees subject to parental leave	Person	8	7	**7**
Employees who used parental leave	Person	0	0	**0**
Male employees who use the parental leave program	Person	0	0	**0**
Female employees who use the parental leave program	Person	0	0	**0**
Percentage of employees who have returned from parental leave[1)]	%	0	0	**0**
Employees who returned to work after parental leave	Person	0	2	**1**
Male employees who returned to work	Person	0	2	**1**
Female employees who returned to work	Person	0	0	**0**

Category	Unit	2022	2023	2024
Employees to be returned after parental leave	Person	0	0	**0**
Total no. of male employees to be returned from parental leave (those to be reinstated in the relevant year)	Person	0	0	**0**
Total no. of female employees to be returned from parental leave (those to be reinstated in the relevant year)	Person	0	0	**0**
Employees who have worked for at least 12 months after returning from parental leave in the reporting year	Person	0	0	**0**
Male employees who have continuously worked for 12 months or longer after returning from parental leave	Person	0	0	**0**
Female employees who have continuously worked for 12 months or longer after returning from parental leave	Person	0	0	**0**
Retention rate after returning from parental leave (12 months or more)[2)]	%	0	0	**0**
Total no. of employees that returned from parental leave in the previous year	Person	0	0	**2**
Total no. of male employees who returned from parental leave	Person	0	0	**2**
Total no. of female employees who returned from parental leave	Person	0	0	**0**

1) Percentage of employees who have returned from parental leave = [(Male employees who returned to work + Female employees who returned to work) / (Number of male employees to be returned after parental leave + Number of female employees to be returned after parental leave)] × 100

2) Retention rate after returning from parental leave (12 months or more) = [(Male employees who have continuously worked for 12 months or longer after returning from parental leave + Female employees who have continuously worked for 12 months or longer after returning from parental leave) / (Total no. of male employees who returned from parental leave + Total no. of female employees who returned from parental leave)] × 100

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QUANTITATIVE DATA OF DOMESTIC SUBSIDIARIES

SOCIAL

Female Workforce

Category		Unit	2022	2023	2024
Female executives	Total no. of executives	Person	3	3	**3**
	No. of female executives	Person	0	0	**0**
	Percentage of female executives	%	0	0	**0**
Female junior managers	Total no. of junior managers	Person	2	1	**1**
	No. of female junior managers	Person	1	0	**0**
	Percentage of female junior managers	%	50	0	**0**
Female employees in revenue-generating departments	Total no. of employees in revenue-generating departments	Person	21	22	**21**
	No. of female employees in revenue-generating departments	Person	3	3	**3**
	Percentage of female employees in revenue-generating departments	%	14	14	**14**

Employee Performance Evaluation

Category	Unit	2022	2023	2024
Total no. of employees	Person	43	44	**41**
No. of employees subject to MBO	Person	0	0	**0**
Percentage of employees subject to MBO (Management By Objectives)[1]	%	0	0	**0**
No. of employees subject to multidimensional performance appraisal	Person	42	43	**40**
Percentage of employees subject to multidimensional performance appraisal[1]	%	98	98	**98**
No. of employees subject to relative evaluation	Person	42	43	**40**
Percentage of employees subject to relative evaluation[1]	%	98	98	**98**

1) The percentage of employees by evaluation type is calculated based on the number of employees evaluated out of the total number of employees.

New Hires

Category	Unit	2022	2023	2024
Total no. of new hires (by employment type)	Person	8	3	**5**
New hires without fixed term contracts	Person	8	3	**5**
New hires with fixed term contracts	Person	0	0	**0**
Total no. of new hires (by age group)	Person	8	3	**5**
No. of new hires (by age) - Under 30	Person	1	0	**4**
No. of new hires (by age) - 30-50	Person	7	3	**1**
No. of new hires (by age) - Over 50	Person	0	0	**0**
Total no. of new hires (by gender)	Person	8	3	**5**
No. of new hires (by gender) - Male	Person	7	3	**3**
No. of new hires (by gender) - Female	Person	1	0	**2**

Employee Turnover

Category	Unit	2022	2023	2024
Total no. of employees	Person	43	44	**41**
Voluntary and involuntary turnover	Person	3	3	**9**
No. of voluntary turnovers	Person	3	3	**9**
No. of involuntary turnovers	Person	0	0	**0**
Voluntary turnover rate	%	6.98	6.82	**21.95**
Involuntary turnover rate	%	0.00	0.00	**0.00**
Overall turnover rate	%	6.98	6.82	**21.95**

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC SUBSIDIARIES

SOCIAL

Employee Engagement

Category	Unit	2022	2023	2024
Positive response rate of organizational engagement[1]	%	74	81	78
No. of employees engaged	Person	23	21	14
No. of respondents in the engagement survey	Person	31	26	18

1) The percentage of employees who responded that they are "engaged in their work" in the VOICE ON and job engagement survey.
※ For surveys using a 5-point scale, this includes responses of 3 points or higher ("strongly engaged" and "engaged").

Employee Training

Category	Unit	2022	2023	2024
No. of training sessions held	Case	420	387	320
Total no. of employees	Person	43	44	41
Total no. of employees (by age group)	Person	43	44	41
No. of employees - Under 30	Person	5	3	5
No. of employees - 30-50	Person	32	32	29
No. of employees - Over 50	Person	6	9	7
Total no. of employees (by gender)	Person	43	44	41
No. of employees - Male	Person	35	36	33
No. of employees - Female	Person	8	8	8
Total training hours	Hour	542	396	369
Total training hours (by age group)	Hour	542	396	369
Training hours (age under 30)	Hour	63	27	45
Training hours (30 to 49)	Hour	403	288	261
Training hours (age 50 or above)	Hour	76	81	63
Total training hours (by gender)	Hour	542	396	369
Training hours (male)	Hour	101	72	72
Training hours (female)	Hour	441	324	297

Category		Unit	2022	2023	2024
Training hours per employee		Hour / Person	12	9	9
Average training hours per employee (by age group)	Training hours per person (age under 30)	Hour / Person	13	9	9
	Training hours per person (30 to 49)	Hour / Person	13	9	9
	Training hours per person (age 50 or above)	Hour / Person	13	9	9
Average training hours per employee (by gender)	Training hours per person (male)	Hour / Person	3	2	2
	Training hours per person (female)	Hour / Person	55	41	37
Total training cost		KRW 10,000	172	176	164
Total training cost (by age group)		KRW 10,000	172	176	164
Training cost (age under 30)		KRW 10,000	20	12	20
Training cost (30 to 49)		KRW 10,000	128	128	116
Training cost (age 50 or above)		KRW 10,000	24	36	28
Total training cost (by gender)		KRW 10,000	172	176	164
Training cost (male)		KRW 10,000	140	144	132
Training cost female)		KRW 10,000	32	32	32
Training cost per employee		KRW 10,000 / Person	4	4	4
Average training cost per employee (by age group)	Training cost per person (age under 30)	KRW 10,000 / Person	4	4	4
	Training cost per person (30 to 49)	KRW 10,000 / Person	4	4	4
	Training cost per person (age 50 or above)	KRW 10,000 / Person	4	4	4
Average training cost per employee (by gender)	Training cost per person (male)	KRW 10,000 / Person	4	4	4
	Training cost per person (female)	KRW 10,000 / Person	4	4	4

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC SUBSIDIARIES

SOCIAL

Safety and Health

Category	Unit	2022	2023	2024
Employee injury rate	%	0	0	**0**
No. of employee accidents[1]	Person	0	0	**0**
No. of injured employees (occupational accidents)	Person	0	0	**0**
No. of injured employees (occupational illnesses)	Person	0	0	**0**
Total no. of employees	Person	43	44	**41**
No. of employee fatality cases	Case	0	0	**0**
No. of employee fatalities (occupational accidents)	Person	0	0	**0**
No. of employee fatalities (occupational illnesses)	Person	0	0	**0**
No. of supplier fatality cases	Case	0	0	**0**
LTIFR (Lost Time Injury Frequency Rate)[2]	Case / million hours	0	0	**0**
Employee LTIFR	Case	0	0	**0**
Total working hours of employees[3]	Hour	86,000	88,000	**82,000**
Employees occupational illness frequency rate (OIFR)	Case / million hours	0	0	**0**
Employee OIFR	Case	0	0	**0**
Total working hours of employees[3]	Hour	86,000	88,000	**82,000**
No. of serious accidents	Case	0	0	**0**
Rate of hazard factor improvements[4]	%	100	100	**100**

1) Based on cases approved as industrial accidents by the Korea Workers' Compensation and Welfare Service.
2) LTIFR is defined as the "rate of lost time injuries per one million working hours." A lost time injury refers to an incident or accident that results in an employee being unable to return to work for at least one day, excluding the day of the incident.
3) Apply 250 working days per year.
4) The "rate of hazard factor improvements" refers to the ratio of "the number of completed corrective actions" to "the number of identified nonconformities."

Community Engagement

Category	Unit	2022	2023	2024
Social contribution expenses: Donations	KRW 100 million	1	1	**1**
Total volunteer participation hours by employees	Hour	0	0	**0**
No. of employees who participated in volunteer activities	Person	0	0	**0**

Purchasing from Suppliers

Category	Unit	2022	2023	2024
Total no. of suppliers	Company	133	142	**141**
No. of facility maintenance suppliers	Company	47	48	**42**
No. of one-off contract suppliers (construction and repair works)	Company	86	94	**99**
Total transaction amount with suppliers	KRW million	11,531	9,190	**11,723**
Transaction amount with facility maintenance suppliers	KRW million	6,295	6,772	**6,881**
Transaction amount one-off contract suppliers (construction and repair works)	KRW million	5,236	2,419	**4,842**

Compliance with the Supplier Code of Conduct among Annual Contract Suppliers

Category	Unit	2022	2023	2024
No. of partners contracted annually	Company	61	61	**67**
No. of partners contracted annually subject to the Supplier Code of Conduct	Company	26	61	**67**

ESG DATA CENTER

QUANTITATIVE DATA OF DOMESTIC SUBSIDIARIES

GOVERNANCE

Shareholders

Category	Unit	2022	2023	2024
Total no. of shares issued	Share	15,016,356	15,016,356	**15,016,356**
Dividend per share (current year)	KRW 1,000	3.00	2.66	**2.66**

Board Composition

Category	Unit	2022	2023	2024
No. of members of Board of Directors	Person	3	3	**3**
No. of outside directors	Person	0	0	**0**
Ratio of outside directors on the Board of Directors	%	0	0	**0**
No. of female directors	Person	0	0	**0**
Ratio of female directors	%	0	0	**0**
Average tenure of Board members	Year	3	3	**3**
No. of outside / non-executive directors with industry experience	Person	0	0	**0**

Fees Paid for Audit and Non-audit Services

Category	Unit	2022	2023	2024
Non-audit service fee	KRW million	10	11	**11**
Audit service fee - tax review	KRW million	10	11	**11**
Audit service fee - accounting review	KRW million	0	0	**0**
Audit service fee	KRW million	99	103	**152**
Percentage of non-audit service fees to audit service fees	%	10	11	**7**

Board Remuneration

Category	Unit	2022	2023	2024
Annual total compensation of the highest paid member	KRW 1,000	156,746	156,950	**152,241**
Median annual total compensation of all employees	KRW 1,000	70,415	80,405	**83,213**
Ratio of the highest paid member's compensation to the median[1]	%	223	195	**183**

1) It indicates how many times greater the annual total compensation of the highest paid member is compared to the median annual total compensation of all employees (Annual total compensation of the highest paid member / Median annual total compensation of all employees × 100)

Major Membership Fees and Contributions

Category	Unit	2022	2023	2024
Kunpo Chamber of Commerce and Industry	KRW million	16	16	**17**

Legal Violations

Category	Unit	2022	2023	2024
No. of violations of marketing & labeling related laws	Case	0	0	**0**
No. of personal information protection violations	Case	0	0	**0**
No. of violations of anti-corruption related laws	Case	0	0	**0**

Ethics and Compliance Violations[1]

Category	Unit	2022	2023	2024
Total no. of reports related to ethical and compliance management	Case	0	0	**0**
No. of valid and resolved reports related to ethical and compliance management	Case	0	0	**0**

1) It includes cases related to corruption and bribery, customer personal data, conflicts of interest, money laundering, or insider trading.

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QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

ENVIRONMENTAL

GHG Emissions[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Direct GHG emissions (Scope 1)[2]	tCO_2eq	-	110,212	**113,538**	●	●	●	●
Indirect GHG emissions (Scope 2)[3]	tCO_2eq	-	2,431	**15,965**	●	●	●	●
Other indirect GHG emissions (Scope 3)[2]	tCO_2eq	995,300	1,028,411	**1,114,385**		●		
Total GHG emissions (Scope 1+2)[2]	tCO_2eq	49,396	61,992	**129,504**	●	●	●	●
Annual sales	KRW 100 million	6,763	7,821	**23,501**	●	●	●	●
GHG emissions intensity[4] (Scope 1+2)	tCO_2eq / KRW 100 million	7.30	7.93	**5.51**	●	●	●	●
GHG emissions intensity (Scope 1)	tCO_2eq / KRW 100 million	-	14.09	**4.83**	●	●	●	●
GHG emissions intensity (Scope 2)	tCO_2eq / KRW 100 million	-	0.31	**0.68**	●	●	●	●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems. Performance data from India is only included for the period between 2022 and 2023.
2) Only emissions data from India are included for the period between 2022 and 2023.
3) Only emissions data from India and Vietnam are included in 2023.
4) Emissions intensity is calculated based on consolidated annual sales. (GHG emissions intensity = GHG emissions / annual sales)

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

ENVIRONMENTAL

Energy Consumption[1]

Category	Unit	2022[6]	2023[7]	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total energy consumption	TJ	11	13	**301**	●	●	●	●
Non-renewable energy consumption[2]	TJ	11	13	**301**	●	●	●	●
Non-renewable fuel-based energy consumption	TJ	-	0	**90**	●		●	●
Purchased non-renewable energy usage	TJ	11	13	**211**	●	●	●	●
Renewable energy consumption[3]	TJ	0	0.01	**0.01**			●	
Renewable fuel-based energy consumption	TJ	-	0.01	**0.01**			●	
Purchased renewable energy usage	TJ	-	0	**0.00**			●	
Self-produced renewable energy usage	TJ	-	0.01	**5**			●	●
Actual renewable energy consumption[4]	%	0	18	**18**			●	
Annual sales	KRW 100 million	6,763	7,821	**23,501**	●	●	●	●
Energy consumption intensity[5]	TJ / KRW 100 million	0.00	0.00	**0.01**	●	●	●	●
Total power consumption	TJ	11	13	**217**	●	●	●	●
Purchased power consumption	TJ	11	13	**212**	●	●	●	●
Purchased non-renewable energy consumption	TJ	11	13	**211**	●	●	●	●
Purchased renewable energy consumption	TJ	0	0	**0.22**			●	
Renewable power consumption	TJ	0	0.01	**5**			●	●
Self-generated renewable power consumption	TJ	-	0.01	**5**			●	●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems. Performance data from India is only included for the period between 2022 and 2023.
2) Non-renewable energy consumption is calculated by combining non-renewable fuel-based energy consumption and purchased non-renewable energy usage.
3) Renewable energy consumption is calculated by combining renewable fuel-based energy consumption, purchased renewable energy usage, and self-produced renewable energy usage.
4) Actual renewable energy consumption is calculated as the percentage of renewable energy consumption relative to total energy consumption.
5) It is calculated based on consolidated annual sales. (Energy consumption intensity = Total energy consumption / Annual sales)
6) Only emissions data from India are in 2022.
7) Only emissions data from India and Vietnam are included in 2023.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

ENVIRONMENTAL

Waste Generation[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total amount of wastes generated	Tonne	-	6,300	**8,325**			●	●
Total general waste	Tonne	-	6,300	**8,324**			●	●
Total designated waste	Tonne	-	0	**1**				●
Annual sales	KRW 100 million	19,716	861	**2,009**			●	●
Waste generation intensity[2]	Tonne / KRW 100 million	-	7.32	**4.14**			●	●
Total waste processed	Tonne	-	6,300	**8,325**			●	●
Volume of waste recycled	Tonne	-	0	**592**				●
Volume of general waste recycled	Tonne	-	0	**592**				●
Volume of specific wastes recycled	Tonne	-	0	**0**				●
Waste processed – incineration (without energy generation)	Tonne	-	0	**1**			●	●
Volume of general waste incinerated (without energy generation)	Tonne	-	0	**0**			●	●
Volume of specific wastes incinerated (without energy generation)	Tonne	-	0	**1**				●
Waste processed – incineration (energy recovered)	Tonne	-	0	**0**				●
Volume of general waste incinerated (energy recovered)	Tonne	-	0	**0**				●
Volume of specific wastes incinerated (energy recovered)	Tonne	-	0	**0**				●
Waste processed - landfilled	Tonne	-	0	**130**				●
Volume of general waste landfilled	Tonne	-	0	**130**				●
Volume of hazardous waste landfilled	Tonne	-	0	**0**				●
Waste processed – other methods	Tonne	-	6,300	**7,602.11**				●
Volume of general waste processed by other methods	Tonne	-	6,300	**7,602**			●	●
Volume of specific wastes processed by other methods	Tonne	-	0	**0.11**				●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems. Performance data from India is only included for the period between 2022 and 2023.
2) Waste generation intensity is calculated as the ratio of total waste generated to annual sales.
3) Overseas subsidiaries' data were not managed in 2022. In 2023, data from the subsidiary in Vietnam were included.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

ENVIRONMENTAL

Water Usage and Wastewater Discharge[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total water withdrawal	Tonne	-	-	17,290,714	●		●	●
Tap water usage[2]	Tonne	-	-	17,258,628	●		●	●
Residential water usage	Tonne	-	-	17,255,012	●		●	●
Industrial water usage	Tonne	-	-	3,616			●	
Surface water usage	Tonne	-	-	32,086			●	
Total water usage	Tonne	-	-	17,290,714	●		●	●
Total water consumption[3]	Tonne	-	-	17,261,837	●		●	●
Total water discharge	Tonne	-	-	28,877			●	

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) Tap water usage = Residential water usage + Industrial water usage
3) Total water consumption = Total water withdrawal – Total water discharge

Environmental Protection Investment[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total purchase amount of certified eco-friendly raw materials and supplies / consumables	KRW million	-	368,689	128		●	●	●
Purchase amount of eco-friendly products	KRW million	-	0	0			●	●
Purchase amount of eco-friendly supplies / consumables[2]	KRW million	-	368,689	128		●	●	●
Total eco-friendly business investment	KRW million	-	0	0			●	●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) Domestic standards for eco-friendly certification currently do not apply to overseas subsidiaries. Beginning with the next report, data will be collected and managed in accordance with domestic standards.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

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QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

ENVIRONMENTAL

Environmental Violations[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
No. of environmental law and regulation violations	Case	0	0	0	●	●	●	●
Environmental-related liabilities	KRW	0	0	0	●	●	●	●

1) The data from 2022 and 2023 does not include information from the subsidiary in the United States, but this will be incorporated as we enhance our data management.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Human Resources[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of employees	Person	8,248	9,336	**10,693**	●	●	●	●
Employees without fixed term contracts (permanent employees, non-fixed term contract employees)	Person	7,947	8,980	**10,272**	●	●	●	●
Employees with fixed term contracts (short-term contract employees)	Person	285	317	**194**	●		●	
Executives (registered + unregistered)	Person	28	39	**227**	●	●	●	●
No. of locally hired employees (based on permanent employees + temporary employees)	Person	5,129	5,283	**5,779**	●	●	●	●
Total no. of employees (by gender)	Person	8,248	9,336	**10,693**	●	●	●	●
No. of employees - Female	Person	1,000	1,324	**1,602**	●	●	●	●
No. of employees - Male	Person	7,248	8,012	**9,091**	●	●	●	●
Ratio of female employees[2)]	%	12	14	**15**	●	●	●	●
Total no. of employees (by age group)	Person	8,248	9,336	**10,693**	●	●	●	●
No. of employees - Under 30	Person	1,698	2,142	**2,720**	●	●	●	●
No. of employees - 30-50	Person	4,819	5,481	**6,222**	●	●	●	●
No. of employees - Over 50	Person	1,731	1,713	**1,751**	●	●	●	●

1) Based on FTE (full-time equivalent) as of 31 December 2024.
2) Ratio of female employees = (Total number of female employees / Total number of employees) × 100

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

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QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Diversity by Job Level[1)]

Category	Unit	2022[2)]	2023[2)]	2024[3)]	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of employees by gender	Person	8,248	9,336	10,693	●	●	●	●
Total no. of employees by age group	Person	8,248	9,336	10,693	●	●	●	●
Total no. of employees by region[4)]	Person	8,248	9,336	10,693		●	●	●
Executives (by gender)	Person	28	39	227	●	●	●	●
Female executives	Person	4	3	3	●	●		●
Male executives	Person	24	36	35	●	●		●
Executives (by age group)	Person	-	-	227	●	●	●	●
Executives aged under 30	Person	-	-	56	●	●	●	●
Executives aged 30–50	Person	-	-	142	●	●	●	●
Executives aged over 50	Person	-	-	29	●	●	●	●
Executives (by region)	Person	-	-	212		●	●	●
Executives (Korea)	Person	-	-	5		●	●	●
Executives (North America and Europe)	Person	-	-	0		●	●	●
Executives (Asia)	Person	-	-	207		●	●	●
Managers and directors (by gender)	Person	-	-	789	●	●	●	●
Female managers and directors	Person	-	-	179	●	●	●	●
Male managers and directors	Person	-	-	610	●	●	●	●
Managers and directors (by age group)	Person	-	-	789	●	●	●	●
Managers and directors aged 30 or under	Person	-	-	41	●	●	●	●
Managers and directors aged 31-50	Person	-	-	532	●	●	●	●
Managers and directors aged over 50	Person	-	-	216	●	●	●	●
Managers and directors (by region)	Person	-	-	307		●	●	●
Managers and directors (Korea)	Person	-	-	12		●	●	●
Managers and directors (North America and Europe)	Person	-	-	0		●	●	●
Managers and directors (Asia)	Person	-	-	295		●	●	●
Associates and specialists (by gender)	Person	-	-	9,857	●	●	●	●
Female associates and specialists	Person	-	-	1,228	●	●	●	●
Male associates and specialists	Person	-	-	8,629	●	●	●	●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) Between 2022 and 2023, detailed indicators by gender, age, and region may differ from the total aggregation, since full data collection only commenced in 2024. These discrepancies will be gradually addressed through clearer indicator definitions and enhancements to the overseas subsidiary reporting system.
3) Vietnam subsidiary included certain individuals outside the standard scope, which may result in differences between total aggregation and detailed breakdowns. We plan to resolve this through the definition of relevant indicators and improvements to reporting standards, with updates reflected in the next report.
4) Since the United States subsidiary did not manage workforce data by region in 2024, there are inconsistencies between total aggregation and detailed figures. These will be addressed through improvements to the data management system.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

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QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Diversity by Job Level[1]

Category	Unit	2022[2]	2023[2]	2024[3]	Remarks			
					United States	India	Vietnam	Malaysia
Associates and specialists (by age group)	Person	-	-	9,857	●	●	●	●
Associates and specialists aged 30 or under	Person	-	-	2,679	●	●	●	●
Associates and specialists aged 31-50	Person	-	-	5,668	●	●	●	●
Associates and specialists aged over 50	Person	-	-	1,510	●	●	●	●
Associates and specialists (by region)	Person	-	-	6,826		●	●	●
Associates and specialists (Korea)	Person	-	-	0		●	●	●
Associates and specialists (North America and Europe)	Person	-	-	0		●	●	●
Associates and specialists (Asia)	Person	-	-	6,826		●	●	●
Skilled, contract, and advisory employees (by gender)	Person	-	-	2,698	●		●	●
Female skilled, contract, and advisory employees	Person	-	-	492	●		●	●
Male skilled, contract, and advisory employees	Person	-	-	2,206	●		●	●
Skilled, contract, and advisory employees (by age group)	Person	-	-	2,562	●		●	●
Skilled, contract, and advisory employees aged 30 or under	Person	-	-	431	●		●	●
Skilled, contract, and advisory employees aged 31-50	Person	-	-	1,222	●		●	●
Skilled, contract, and advisory employees aged over 50	Person	-	-	909	●		●	●
Skilled, contract, and advisory employees (by region)	Person	-	-	88			●	●
Skilled, contract, and advisory employees (Korea)	Person	-	-	0			●	●
Skilled, contract, and advisory employees (North America and Europe)	Person	-	-	10			●	●
Skilled, contract, and advisory employees (Asia)	Person	-	-	78			●	●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) Between 2022 and 2023, detailed indicators by gender, age, and region may differ from the total aggregation, since full data collection only commenced in 2024. These discrepancies will be gradually addressed through clearer indicator definitions and enhancements to the overseas subsidiary reporting system.
3) Vietnam subsidiary included certain individuals outside the standard scope, which may result in differences between total aggregation and detailed breakdowns. We plan to resolve this through the definition of relevant indicators and improvements to reporting standards, with updates reflected in the next report.
4) Since the United States subsidiary did not manage workforce data by region in 2024, there are inconsistencies between total aggregation and detailed figures. These will be addressed through improvements to the data management system.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

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QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Minority Groups[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of social minority members[2)]	Person	-	2	359	●	●	●	●
No. of employees with disabilities	Person	-	2	3		●	●	●
No. of foreign employees	Person	-	-	113	●	●	●	●
No. of senior employees (aged 55 or above)	Person	-	-	243	●	●	●	●
Ratio of employees with disabilities	%	-	100	0.84		●	●	●
Ratio of foreign employees	%	-	-	44	●	●	●	●
Ratio of senior employees (aged 55 or above)	%	-	-	56		●	●	●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) Social minority members include employees with disabilities, veterans, foreign employees, and senior employees aged 55 or above.

Equal Pay[2)] among Employees[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Gender pay gap[3)]	%	-	-	105	●	●	●	●
Average wage for male employees	KRW million	-	-	91	●	●	●	●
Average wage for female employees	KRW million	-	-	95	●	●	●	●

1) Based on separate standards for overseas subsidiaries
2) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
3) It refers to the wage divide between male and female employees within the company, calculated by aggregating monthly average wages over a one-year period. The salary scope includes both "base salary and financial incentives."

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Maternity and Parental Leave[1), 2)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Maternity leave users[3)]	Person	7	7	**25**		●	●	●
No. of employees that returned to work after maternity leave	Person	7	6	**24**		●	●	●
Return-to-work ratio after maternity leave	%	50	34	**96**		●	●	●
Total eligible employees for parental leave	Person	-	21	**204**		●	●	
Male employees subject to parental leave	Person	-	6	**18**			●	
Female employees subject to parental leave	Person	-	15	**186**		●	●	
Employees who used parental leave	Person	-	21	**44**		●	●	●
Male employees who use the parental leave program	Person	-	6	**23**			●	●
Female employees who use the parental leave program	Person	-	15	**21**		●	●	●
Percentage of employees who have returned from parental leave[4)]	%	-	29	**96**		●	●	●
Employees who returned to work after parental leave	Person	-	6	**43**			●	●
Male employees who returned to work	Person	-	3	**25**			●	●
Female employees who returned to work	Person	-	3	**18**			●	●
Employees to be returned after parental leave	Person	-	21	**45**			●	●
Total no. of male employees to be returned from parental leave (those to be reinstated in the relevant year)	Person	-	6	**23**			●	●
Total no. of female employees to be returned from parental leave (those to be reinstated in the relevant year)	Person	-	15	**22**			●	●
Employees who have worked for at least 12 months after returning from parental leave in the reporting year	Person	-	5	**38**		●	●	●
Male employees who have continuously worked for 12 months or longer after returning from parental leave	Person	-	1	**21**			●	●
Female employees who have continuously worked for 12 months or longer after returning from parental leave	Person	-	4	**17**		●	●	●
Retention rate after returning from parental leave (12 months or more)[5)]	%	-	100	**79**			●	●
Total no. of employees that returned from parental leave in the previous year	Person	-	5	**48**			●	●
Total no. of male employees who returned from parental leave	Person	-	5	**28**			●	●
Total no. of female employees who returned from parental leave	Person	-	0	**20**			●	●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) Subsidiaries in the United States and India do not implement separate parental leave, and related data is unavailable for 2022 and 2023.
3) The subsidiary in India provided data only on the usage of maternity leave in 2022. In 2023, disclosures included data from both India and Vietnam.
4) Percentage of employees who have returned from parental leave = [(Number of male employees returned from parental leave + Number of female employees returned from parental leave) / (Number of male employees to be returned after parental leave + Number of female employees to be returned after parental leave)] × 100
5) Retention rate after returning from parental leave (12 months or more) = [(Number of male employees who have worked for more than 12 months after returning from parental leave in the previous year + Number of female employees who have worked for more than 12 months after returning from parental leave in the previous year) / (Number of male employees who returned from parental leave in the previous year + Number of female employees who returned from parental leave in the previous year)] × 100

* (Number of female employees for the year) / (Number of male employees who returned to work after parental leave in the previous year + Number of female employees who returned to work after parental leave in the previous year)] × 100

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QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Female Workforce[1]

Category		Unit	2022	2023	2024	Remarks			
						United States	India	Vietnam	Malaysia
Female executives	Total no. of executives	Person	28	39	**46**	●	●	●	●
	No. of female executives	Person	4	3	**3**	●	●	●	●
	Percentage of female executives	%	14	8	**7**	●	●	●	●
Female managers	Total no. of managers	Person	574	660	**689**	●	●	●	●
	No. of female managers	Person	130	160	**149**	●	●	●	●
	Percentage of female managers	%	23	24	**22**	●	●	●	●
Female junior managers	Total no. of junior managers	Person	-	-	**865**	●	●	●	●
	No. of female junior managers	Person	-	-	**162**	●	●	●	●
	Percentage of female junior managers	%	-	-	**19**	●	●	●	●
Female employees in STEM departments[2]	Total no. of staff in STEM departments	Person	435	437	**318**	●	●	●	●
	No. of female staff in STEM departments	Person	25	22	**56**	●	●	●	●
	Percentage of female staff in STEM departments	%	6	5	**18**	●	●	●	●
Female employees in revenue-generating departments	Total no. of employees in revenue-generating departments	Person	-	-	**908**	●	●	●	●
	No. of female employees in revenue-generating departments	Person	-	-	**342**	●	●	●	●
	Percentage of female employees in revenue-generating departments	%	-	-	**38**	●	●	●	●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) The 2023 data does not include figures from the subsidiary in Vietnam, and the 2024 data excludes those from the subsidiary in Malaysia.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Employee Performance Evaluation[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of employees	Person	8,248	9,336	**10,024**	●	●	●	●
No. of employees subject to MBO	Person	2,825	3,451	**3,751**	●	●	●	●
Percentage of employees subject to MBO (Management By Objectives)	%	34.25	36.96	**37.42**	●	●	●	●
No. of employees subject to multidimensional performance appraisal[2)]	Person	-	9	**21**	●		●	
Percentage of employees subject to multidimensional performance appraisal[2)]	%	-	0.10	**0.21**	●		●	
No. of employees subject to relative evaluation[2)]	Person	841	646	**643**	●		●	
Percentage of employees subject to relative evaluation[2)]	%	10.20	6.92	**6.41**	●		●	

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) The data does not include figures from India. This information will be collected as we advance our data management.

New Hires

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of new hires (by employment type)	Person	3,817	3,925	**2,952**	●	●	●	●
New hires without fixed term contracts	Person	3,543	3,683	**2,773**	●	●	●	●
New hires with fixed term contracts	Person	274	242	**179**	●	●	●	●
Total no. of new hires (by age group)	Person	3,675	2,674	**4,502**	●	●	●	●
No. of new hires (by age) - Under 30[1)]	Person	815	916	**1,831**	●	●	●	●
No. of new hires (by age) - 30-50[1)]	Person	1,193	1,262	**2,272**	●	●	●	●
No. of new hires (by age) - Over 50	Person	491	496	**399**	●	●	●	●
Total no. of new hires (by gender)	Person	3,675	3,923	**5,680**	●	●	●	●
No. of new hires (by gender) - Male	Person	3,311	3,479	**5,130**	●	●	●	●
No. of new hires (by gender) - Female	Person	364	444	**550**	●	●	●	●

1) The 2022 and 2023 data does not include figures from the United States. This information will be collected as we advance our data management.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Employee Turnover

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of employees	Person	8,248	9,336	10,024	●	●	●	●
Voluntary and involuntary turnover	Person	4,822	4,462	5,200	●	●	●	●
No. of voluntary turnovers	Person	1,491	1,335	1,543	●	●	●	●
No. of involuntary turnovers	Person	3,331	3,127	3,657	●	●	●	●
Voluntary turnover rate	%	18	14	15	●	●	●	●
Involuntary turnover rate	%	40	33	36	●	●	●	●
Overall turnover rate	%	58	48	52	●	●	●	●

Employee Engagement[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Positive response rate of organizational engagement[2)]	%	-	0.98	1.71	●	●		●
No. of employees engaged	Person	-	3,379	4,958	●	●		●
No. of respondents in the engagement survey	Person	-	3,453	4,687	●	●		●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) The percentage of employees who responded that they are "engaged in their work" in the VOICE ON and job engagement survey. The 2023 data includes figures only from the United States. In 2024, the average values were disclosed for the United States (0.26 points), India (3.10 points), and Malaysia (1.77 points).
※ 5 For surveys using a 5-point scale, this includes responses of 3 points or higher ("strongly engaged" and "engaged").

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Employee Training[1]

Category		Unit	2022	2023	2024	Remarks			
						United States	India	Vietnam	Malaysia
No. of training sessions held[2]		Case	18	53	**3,276**	●	●	●	●
Total no. of employees		Person	8,248	9,336	**10,024**	●	●	●	●
Total no. of employees (by age group)		Person	8,248	9,336	**10,693**	●	●	●	●
No. of employees - Under 30		Person	1,698	2,142	**2,720**	●	●	●	●
No. of employees - 30-50		Person	4,819	5,481	**6,222**	●	●	●	●
No. of employees - Over 50		Person	1,731	1,713	**1,751**	●	●	●	●
Total no. of employees (by gender)		Person	8,248	9,336	**10,693**	●	●	●	●
No. of employees - Male		Person	7,248	8,012	**9,091**	●	●	●	●
No. of employees - Female		Person	1,000	1,324	**1,602**	●	●	●	●
Total training hours		Hour	43,580	49,891	**61,698**	●	●	●	●
Total training hours (by age group)[2]		Hour	14,666	19,332	**63,967**	●	●	●	●
Training hours (age under 30)		Hour	5,437	5,500	**15,613**	●	●	●	●
Training hours (30 to 49)		Hour	8,400	12,493	**37,902**	●	●	●	●
Training hours (age 50 or above)		Hour	829	1,339	**10,453**	●	●	●	●
Total training hours (by gender)[2]		Hour	14,666	19,332	**63,967**	●	●	●	●
Training hours (male)		Hour	13,914	17,732	**49,515**	●	●	●	●
Training hours (female)		Hour	752	1,600	**14,452**	●	●	●	●
Training hours per employee		Hour / Person	5	5	**6**	●	●	●	●
Average training hours per employee (by age group)	Training hours per person (age under 30)	Hour / Person	3	3	**6**	●	●	●	●
	Training hours per person (30 to 49)	Hour / Person	2	2	**6**	●	●	●	●
	Training hours per person (age 50 or above)	Hour / Person	0	1	**6**	●	●	●	●
Average training hours per employee (by gender)	Training hours per person (male)	Hour / Person	2	2	**5**	●	●	●	●
	Training hours per person (female)	Hour / Person	1	1	**9**	●	●	●	●
Total training cost		KRW 10,000	-	-	**24,773,192**	●	●		●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) The 2022 and 2023 data include figures only from India. Data from the United States and Vietnam will be collected as we enhance our data management.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Employee Training[1)]

Category		Unit	2022	2023	2024	Remarks			
						United States	India	Vietnam	Malaysia
Total training cost (by age group)		KRW 10,000	-	-	24,773,192	●	●		●
Training cost (age under 30)		KRW 10,000	-	-	7,379,098	●	●		●
Training cost (30-49)		KRW 10,000	-	-	15,765,895	●	●		●
Training cost (age 50 or above)		KRW 10,000	-	-	1,628,200	●	●		●
Total training cost (by gender)		KRW 10,000	-	-	24,773,254	●	●		●
Training cost (male)		KRW 10,000	-	-	23,852,320	●	●		●
Training cost (female)		KRW 10,000	-	-	920,934	●	●		●
Training cost per employee		KRW 10,000 / Person	-	-	2,471	●	●		●
Training cost per employee (by age group)	Training cost per person (age under 30)	KRW 10,000 / Person	-	-	2,713	●	●		●
	Training cost per person (30 to 49)	KRW 10,000 / Person	-	-	2,534	●	●		●
	Training cost per person (age 50 or above)	KRW 10,000 / Person	-	-	930	●	●		●
Training cost per employee (by gender)	Training cost per person (male)	KRW 10,000 / Person	-	-	2,624	●	●		●
	Training cost per person (female)	KRW 10,000 / Person	-	-	575	●	●		●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) The 2022 and 2023 data include figures only from India. Data from the United States and Vietnam will be collected as we enhance our data management.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Human Rights[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of reports related to human rights[2)]	Case	0	0	**284**	●	●	●	●
No. of reported cases related to external abuse of power[2)]	Case	0	0	**0**		●	●	●
No. of reported cases related to sexual harassment	Case	0	0	**30**	●	●	●	●
No. of reported cases related to workplace bullying	Case	0	0	**53**	●	●	●	●
No. of reported cases related to safety accidents[2)]	Case	11	17	**45**		●	●	●
No. of valid and resolved reports related to human rights[2)]	Case	0	0	**184**	●	●	●	●
No. of valid and resolved cases external related to abuse of power[2)]	Case	0	0	**0**		●	●	●
No. of valid and resolved cases related to sexual harassment	Case	0	0	**16**	●	●	●	●
No. of valid and resolved cases related to workplace bullying	Case	0	0	**25**	●	●	●	●
No. of valid and resolved cases related to safety accidents[2)]	Case	0	0	**5**		●	●	●

1) The data from 2022 and 2023 does not include information from the subsidiary in the United States, but this will be incorporated as we enhance our data management
2) Since the 2024 data does not include figures from the United States concerning the cases external related to abuse of power and safety accidents, discrepancies may arise between the total number of reported cases and the sum of sub-indicators.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Safety and Health

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Employee occupational accident rate[1)]	%	1.02	1.04	**1.18**	●	●	●	●
No. of injured employees[2)]	Person	84	97	**118**	●	●	●	●
No. of injured employees (occupational accidents)	Person	12	18	**46**	●	●	●	●
No. of injured employees (occupational illnesses)	Person	72	77	**72**	●		●	●
Total no. of employees	Person	8,248	9,336	**10,024**	●	●	●	●
No. of employee fatality cases	Case	1	1	**0**	●	●	●	●
No. of employee fatalities (occupational accidents)	Person	5	1	**0**	●	●	●	●
No. of employee fatalities (occupational illnesses)	Person	0	0	**0**	●		●	●
Employee lost time injury frequency rate (LTIFR)[3)]	Case / million hours	4.2	4.2	**2.9**	●	●	●	●
Employee LTIFR[4)]	Case	79	85	**83**	●	●	●	●
Total working hours of employees[3)]	Hour	18,863,640	20,242,040	**28,678,475**	●	●	●	●
Employees occupational illness frequency rate (OIFR)	Case / million hours	10.6	10.5	**14.2**	●	●	●	●
Employee OIFR	Case	89	96	**118**	●	●	●	●
Total working hours of employees[5)]	Hour	18,863,640	20,242,040	**28,678,475**	●	●	●	●
No. of serious accidents[6)]	Case	66	54	**72**	●		●	●

1) Due to errors in the performance data for the United States and India from 2022 to 2023, changes have been made to the figures (previously disclosed values: 0% for 2022, 0.02% for 2023). This report includes a correction notice.
2) Due to errors in the performance data for the United States and India from 2022 to 2023, changes have been made to the figures (previously disclosed values: zero case for 2022, two cases for 2023). This report includes a correction notice.
3) LTIFR is defined as the "rate of lost time injuries per one million working hours." A lost time injury refers to an incident or accident that results in an employee being unable to return to work for at least one day, excluding the day of the incident. Due to the additional inclusion of performance data from India for 2022 and 2023, changes have been made to the figures (previously disclose: 9 for both 2022 and 2023). A correction notice is included in this report.
4) Due to the additional inclusion of performance data from India for 2022 and 2023, changes have been made to the figures (previously disclosed: 75 cases for 2022, 79 cases for 2023). A correction notice is included in this report.
5) Based on 250 annual working days, performance data from India has been newly included for 2022 and 2023. As a result, the figures have been revised (previously disclosed: 8,063,640 hours for 2022; 8,722,040 hours for 2023). A correction notice is included in this report.
6) The 2022 and 2023 data reflects only performance figures from the United States. Due to input errors in the performance data, the figures have been revised (previously disclosed: 32 cases in 2022, 25 cases in 2023). A correction notice is included in this report.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Community Engagement[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Social contribution expenses: Donations[2]	KRW million	76,975	56,596	29	●		●	●
Total volunteer participation hours by employees	Hour	307	356	246	●		●	●
No. of employees who participated in volunteer activities	Person	573	576	448	●		●	●

1) The 2022 and 2023 data does not include figures from India. This information will be collected as we advance our data management.
2) After applying the annual average exchange rate, figures were converted into KRW. In 2024, a reduction in donations from the United States led to a sharp decline in the numbers.

Customer Satisfaction Survey[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Percentage of satisfied customers	%	-	-	83				●
AI Chatbot 2.0 customer satisfaction	Point	-	-	Good(B)				●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.

Purchasing from Suppliers[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of suppliers	Company	-	-	386	●		●	
No. of port and transport suppliers	Company	-	-	50			●	
No. of warehousing and distribution suppliers	Company	-	-	316	●		●	
No. of global forwarding suppliers	Company	-	-	20			●	
Total transaction amount with suppliers	KRW	-	-	36,426	●		●	
Transaction amount with port and transport suppliers	KRW	-	-	30			●	
Transaction amount with warehousing and distribution suppliers	KRW	-	-	36,390	●		●	
Transaction amount with global forwarding suppliers	KRW	-	-	6			●	

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Purchasing from Suppliers[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Share of purchases from suppliers	%	-	-	100	●		●	
Share of purchases from port and transport suppliers	%	-	-	0.08			●	
Share of purchases from warehousing and distribution suppliers	%	-	-	99.90	●		●	
Share of purchases from global forwarding suppliers	%	-	-	0.02			●	

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.

Purchasing from Key Suppliers[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of key suppliers	Company	-	-	66	●		●	
No. of key port and transport suppliers	Company	-	-	25			●	
No. of key warehousing and distribution suppliers	Company	-	-	31	●		●	
No. of key global forwarding suppliers	Company	-	-	10			●	
Total transaction amount with suppliers	KRW	-	-	9,196	●		●	
Transaction amount with key port and transport suppliers	KRW	-	-	27			●	
Transaction amount with key warehousing and distribution suppliers	KRW	-	-	9,163	●		●	
Transaction amount with key global forwarding suppliers	KRW	-	-	5			●	
Share of purchases from suppliers	%	-	-	100	●		●	
Share of purchases from key port and transport suppliers	%	-	-	0.29			●	
Share of purchases from key warehousing and distribution suppliers	%	-	-	99.65	●		●	
Share of purchases from key global forwarding suppliers	%	-	-	0.06			●	

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

SOCIAL

Compliance with the Supplier Code of Conduct among Annual Contract Suppliers[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
No. of partners contracted annually subject to the Supplier Code of Conduct	Company	-	-	80			●	
No. of annual contract port and transport suppliers	Company	-	-	25			●	
No. of annual contract warehousing and distribution suppliers	Company	-	-	20			●	
No. of annual contract global forwarding suppliers	Company	-	-	35			●	
No. of partners contracted annually subject to the Supplier Code of Conduct	Company	-	-	39			●	
No. of annual contract port and transport suppliers	Company	-	-	2			●	
No. of annual contract warehousing and distribution suppliers	Company	-	-	2			●	
No. of annual contract global forwarding suppliers	Company	-	-	35			●	
Percentage of contracts subject to the Supplier Code of Conduct[2]	%	-	-	49			●	
Ratio of annual contract port and transport suppliers with contracts applying the Supplier Code of Conduct	%	-	-	8			●	
Ratio of annual contract warehousing and distribution suppliers with contracts applying the Supplier Code of Conduct	%	-	-	10			●	
Ratio of annual contract global forwarding suppliers with contracts applying the Supplier Code of Conduct	%	-	-	100			●	

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) Number of suppliers who applied the Supplier Code of Conduct when signing a new or renewed contract during the year / Total number of suppliers with new or renewed contracts (including simple service providers) during the year.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

GOVERNANCE

Board Composition

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
No. of members of Board of Directors	Person	17	23	33	●	●	●	●
No. of outside directors	Person	4	4	9		●		●
Ratio of outside directors on the Board of Directors	%	23.53	17.39	27.27	●	●	●	●
No. of female directors	Person	1	1	4	●	●		●
Ratio of female directors	%	5.88	4.35	12.12	●	●	●	●

Board Activities[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
No. of Board of Directors meetings[2]	Number	6	12	12	●	●		●
Regular Board meetings	Number	-	-	11	●	●		●
Ad hoc Board meetings	Number	-	-	1		●		
No. of agendas proposed to the Board of Directors	Case	8	15	88				●
No. of agendas objected/amended by outside directors	Case	0	0	0				
Attendance Rate of inside directors for meeting of Board of Directors[3]	%	98	97	98	●	●		●
Attendance Rate of outside directors for meeting of Board of Directors[3]	%	75	60	39		●		●

1) Data marked with "–" indicate indicators that are currently not collected but are expected to be incorporated as we advance our data management systems.
2) In 2022 and 2023, data for regular and ad-hoc Board meetings was not managed separately, resulting in the disclosure of combined data. Beginning in 2024, data management has been improved, allowing for the disclosure of separate datasets.
3) The average attendance rate by subsidiary is disclosed.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

GOVERNANCE

Audit Committee

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
No. of Audit Committee members	Person	6	6	9	●	●		●
No. of outside directors out of Audit Committee members	Person	3	3	6		●		●
Percentage of outside directors out of Audit Committee members	%	75	75	67		●		●

Board Remuneration[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total no. of Board[2] members	Person	12	16	20		●		●
Total Board[2] remuneration	KRW million	2,369	2,074	4,124		●		●
Total remuneration for inside directors	KRW million	2,336	2,037	3,976		●		●
Total remuneration for outside directors	KRW million	33	36	148		●		●
Average remuneration per person[3]	KRW million	197	130	206		●		●

1) The data for 2022 and 2023 reflect figures from India only, and have been converted into KRW using the annual average exchange rate.
2) Inside directors + Outside directors
3) Total Board remuneration / Total number of Board members

Major Membership Fees and Contributions[1]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Association or non-taxable organization	KRW million	237	110	159	●	●		

1) The data for 2022 and 2023 reflect figures from India only, and have been converted into KRW using the annual average exchange rate.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

ESG DATA CENTER

QUANTITATIVE DATA OF OVERSEAS SUBSIDIARIES

GOVERNANCE

Legal Violations

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
No. of violations of anti-corruption related laws	Case	0	0	0	●	●	●	●
No. of violations of anti-corruption related laws	Case	0	0	0	●	●	●	●
No. of violations of anti-corruption related laws	Case	0	0	0	●	●	●	●
No. of violations of anti-corruption related laws	Case	0	0	0	●	●	●	●

Training on Ethical Management[1)]

Category	Unit	2022	2023	2024	Remarks			
					United States	India	Vietnam	Malaysia
Total hours of ethical and compliance management training completed	Hour	1,487	4,948	6,358	●	●	●	●
Total no. of personnel who completed ethical and compliance management training	Person	1,465	4,695	6,402	●	●	●	●

1) The 2022 and 2023 data includes figures only from the United States.

* In 2022, only subsidiaries located in the United States and India were included in the data coverage. In 2023, the scope expanded to include subsidiaries in the United States, India, and Vietnam. The remarks section reflects the inclusion of subsidiaries based on 2024 data.

GRI CONTENT INDEX

Statement of Use	CJ Logistics has reported in accordance with the GRI Standards for the period from January 1 to December 31, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	As of the publication date of this Sustainability Report (June 2025), no applicable GRI Sector Standards have been issued for CJ Logistics.

General Disclosures

GRI Standard	Disclosure		Page	Location of quantitative data within the report	Reason for omission and remarks
The organization and its reporting practices	2-1	Organizational details	6, 9	• ESG Data Center_Economic Performance - Consolidated Statement of Financial Position • ESG Data Center_Economic Performance - Consolidated Statement of Comprehensive Income	
	2-2	Entities included in the organization's sustainability reporting	3	-	
	2-3	Reporting period, frequency and contact point	3	-	
	2-4	Restatements of information	-	• ESG Data Center_Environmental - GHG Emissions • ESG Data Center_Social - Safety and Health • ESG Data Center_Social - Compliance with the Supplier Code of Conduct among Annual Contract Suppliers	
	2-5	External assurance	207-208	-	
Activities and workers	2-6	Activities, value chain and other business relationships	6, 10-14	• ESG Data Center_Economic Performance - Revenue by Our Businesses	
	2-7	Employees	-	• ESG Data Center_Social - Workforce • ESG Data Center_Social - Diversity by Job Level • ESG Data Center_Social - Employees by Nationality • ESG Data Center_Social – Minority Groups • ESG Data Center_Overseas Subsidiaries (Social) - Workforce • ESG Data Center_Overseas Subsidiaries (Social) - Diversity by Job Level • ESG Data Center_Overseas Subsidiaries (Social) - Minority Groups	
	2-8	Workers who are not employees	-	• ESG Data Center_ Social - Workforce • ESG Data Center_Overseas Subsidiaries (Social) - Workforce	N/A
Governance	2-9	Governance structure and composition	116, 121	• ESG Data Center_Governance - Board Composition • ESG Data Center_Governance - Board Activities • ESG Data Center_Governance - Audit Committee • ESG Data Center_Overseas Subsidiaries (Governance) - Board Composition • ESG Data Center_Overseas Subsidiaries (Governance) - Board Activities • ESG Data Center_Overseas Subsidiaries (Governance) - Audit Committee	

GRI CONTENT INDEX

GRI Standard	Disclosure		Page	Location of quantitative data within the report	Reason for omission and remarks
Governance	2-10	Nomination and selection of the highest governance body	117-118	• ESG Data Center_Governance - Board Composition • ESG Data Center_Overseas Subsidiaries (Governance) - Board Composition	
	2-11	Chair of the highest governance body	116	-	
	2-12	Role of the highest governance body in overseeing the management of impacts	20, 121	• ESG Data Center_Governance - Board Composition • ESG Data Center_Governance - Committee Activities • ESG Data Center_Governance - Audit Committee • ESG Data Center_Overseas Subsidiaries (Governance) - Board Composition • ESG Data Center_Overseas Subsidiaries (Governance) - Audit Committee	
	2-13	Delegation of responsibility for managing impacts	20, 30, 38, 61, 121, 131	• ESG Data Center_Governance - Committee Activities	
	2-14	Role of the highest governance body in sustainability reporting	20	-	
	2-15	Conflicts of interest	117, 121	-	
	2-16	Communication of critical concerns	20	• ESG Data Center_Governance - Committee Activities	
	2-17	Collective knowledge of the highest governance body	119	• ESG Data Center_Governance - Board Activities	
	2-18	Evaluation of the performance of the highest governance body	120	• ESG Data Center_Governance - Board Remuneration	
	2-19	Remuneration policies	120	• ESG Data Center_Governance - Board Remuneration • ESG Data Center_Overseas Subsidiaries (Governance) - Board Remuneration	
	2-20	Process to determine remuneration	120	-	
	2-21	Annual total compensation ratio	-	• ESG Data Center_Governance - Board Remuneration • ESG Data Center_Governance - CEO and Employee Compensation • ESG Data Center_Overseas Subsidiaries (Governance) - Board Remuneration	
Strategy, policies and practices	2-22	Statement on sustainable development strategy	4	-	
	2-23	Policy commitments	205	-	
	2-24	Embedding policy commitments	30-34, 85, 87-88, 93-95, 98-99	• ESG Data Center_Social - Safety and Health • ESG Data Center_Overseas Subsidiaries (Social) - Safety and Health	
	2-25	Processes to remediate negative impacts	95, 128	-	
	2-26	Mechanisms for seeking advice and raising concerns	83, 85, 90, 95, 102, 107, 128	• ESG Data Center_Social - Customer Satisfaction Survey • ESG Data Center_Social - Customer Complaint Handling • ESG Data Center_Overseas Subsidiaries (Social) - Customer Satisfaction Survey • ESG Data Center_Overseas Subsidiaries (Social) - Customer Complaint Handling	

GRI CONTENT INDEX

GRI Standard	Disclosure		Page	Location of quantitative data within the report	Reason for omission and remarks
Strategy, policies and practices	2-27	Compliance with laws and regulations	-	• ESG Data Center_Governance - Legal Violations • ESG Data Center_Governance - Training on Ethical Management • ESG Data Center_Governance - Ethics and Compliance Violations • ESG Data Center_Overseas Subsidiaries (Governance) - Legal Violations • ESG Data Center_Overseas Subsidiaries (Governance) - Training on Ethical Management	(Assurance note) referenced in the business report (case from 2020)
	2-28	Membership associations	209	-	
Stakeholder engagement	2-29	Approach to stakeholder engagement	23-24	-	
	2-30	Collective bargaining agreements	-	• ESG Data Center_Social - Human Rights • ESG Data Center_Overseas Subsidiaries (Social) - Human Rights	
Disclosures on material topics	3-1	Process to determine material topics	25	-	
	3-2	List of material topics	26	-	

Topic Management Disclosures

GRI Standard	Disclosure		Page	Location of quantitative data within the report	Reason for omission and remarks
Climate action					
Material Topics	3-3	Management of material topics	27-28, 30-31	-	
Economic Performance	201-2	Financial implications and other risks and opportunities due to climate change	37, 39-40, 51	-	
Energy	302-1	Energy consumption within the organization	-	• ESG Data Center_Environmental - Energy Consumption • ESG Data Center_Overseas Subsidiaries (Environmental) - Energy Consumption	
	302-2	Energy consumption outside of the organization	-	• ESG Data Center_Environmental - Energy Consumption • ESG Data Center_Overseas Subsidiaries (Environmental) - Energy Consumption	
GHG emissions					
Material Topics	3-3	Management of material topics	27-28, 55-57	-	
Emissions	305-1	Direct (Scope 1) GHG emissions	53	• ESG Data Center_Environmental - GHG Emissions • ESG Data Center_Overseas Subsidiaries (Environmental) - GHG Emissions	
	305-2	Energy indirect (Scope 2) GHG emissions	53	• ESG Data Center_Environmental - GHG Emissions • ESG Data Center_Overseas Subsidiaries (Environmental) - GHG Emissions	

GRI CONTENT INDEX

GRI Standard	Disclosure		Page	Location of quantitative data within the report	Reason for omission and remarks
Emissions	305-3	Other indirect (Scope 3) GHG emissions	54	• ESG Data Center_Environmental - GHG Emissions • ESG Data Center_Overseas Subsidiaries (Environmental) - GHG Emissions	
	305-4	GHG emissions intensity	53	• ESG Data Center_Environmental - GHG Emissions • ESG Data Center_Overseas Subsidiaries (Environmental) - GHG Emissions	
	305-5	Reduction of GHG emissions	55-57	• ESG Data Center_Environmental - GHG Emissions • ESG Data Center_Overseas Subsidiaries (Environmental) - GHG Emissions	
Customer satisfaction					
Material Topics	3-3	Management of material topics	27-28, 104-108	-	
Marketing and Labeling	417-1	Requirements for product and service information and labeling	17	-	
	417-2	Incidents of non-compliance concerning product and service information and labeling	-	-	No violations of laws or regulations
	417-3	Incidents of non-compliance concerning marketing communications	-	-	No violations of laws or regulations
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-	-	N/A
Labor practices					
Material Topics	3-3	Management of material topics	27-28, 80-84	-	
Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	81	-	
	401-3	Parental leave	81	• ESG Data Center_Social - Maternity and Parental Leave • ESG Data Center_Overseas Subsidiaries (Social) - Maternity and Parental Leave	
Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	-	N/A
Sustainable supply chain					
Material Topics	3-3	Management of material topics	27-28, 98-103	-	
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	99	-	
	308-2	Negative environmental impacts in the supply chain and actions taken	17, 103	-	

GRI CONTENT INDEX

GRI Standard	Disclosure		Page	Location of quantitative data within the report	Reason for omission and remarks
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	99	• ESG Data Center_Social - Compliance with the Supplier Code of Conduct among Annual Contract Suppliers • ESG Data Center_Overseas Subsidiaries (Social) - Compliance with the Supplier Code of Conduct among Annual Contract Suppliers	
	414-2	Negative social impacts in the supply chain and actions taken	103	-	
Safety and health management					
Material Topics	3-3	Management of material topics	27-28, 85-92	• ESG Data Center_Social - Safety and Health • ESG Data Center_Overseas Subsidiaries (Social) - Safety and Health	
Occupational Health and Safety	403-1	Occupational health and safety management system	85-86, 89-90	-	
	403-2	Hazard identification, risk assessment, and incident investigation	85-86, 90	-	
	403-3	Occupational health services	81-82, 89	-	
	403-4	Worker participation, consultation, and communication on occupational health and safety	90	-	
	403-5	Worker training on occupational health and safety	87	-	
	403-6	Promotion of worker health	81	-	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	83-84	-	
	403-8	Workers covered by an occupational health and safety management system	89-90	-	
	403-9	Work-related injuries	91	• ESG Data Center_Social - Safety and Health • ESG Data Center_Overseas Subsidiaries (Social) - Safety and Health	
	403-10	Work-related ill health	91	• ESG Data Center_Social - Safety and Health • ESG Data Center_Overseas Subsidiaries (Social) - Safety and Health	
Ethical management					
Material Topics	3-3	Management of material topics	27-28	-	
Anti-corruption	205-1	Operations assessed for risks related to corruption	129	-	
	205-2	Communication and training about anti-corruption policies and procedures	125-126	• ESG Data Center_Governance - Training on Ethical Management • ESG Data Center_Overseas Subsidiaries (Governance) - Training on Ethical Management	
	205-3	Confirmed incidents of corruption and actions taken	128	• ESG Data Center_Governance - Legal Violations • ESG Data Center_Overseas Subsidiaries (Governance) - Legal Violations	

GRI CONTENT INDEX

Topic Disclosures

GRI Standard	Disclosure		Page	Location of quantitative data within the report	Reason for omission and remarks
Waste	306-3	Waste generated	59	• ESG Data Center_Environmental - Waste Generation • ESG Data Center_Overseas Subsidiaries (Environmental) - Waste Generation	
	306-4	Waste diverted from disposal	-	• ESG Data Center_Environmental - Waste Generation • ESG Data Center_Overseas Subsidiaries (Environmental) - Waste Generation	
	306-5	Waste directed to disposal	-	• ESG Data Center_Environmental - Waste Generation • ESG Data Center_Overseas Subsidiaries (Environmental) - Waste Generation	
Water and Effluents	303-3	Water withdrawal	-	• ESG Data Center_Environmental - Water Usage and Wastewater Discharge • ESG Data Center_Overseas Subsidiaries (Environmental) - Water Usage and Wastewater Discharge	
	303-4	Water discharge	-	• ESG Data Center_Environmental - Water Usage and Wastewater Discharge • ESG Data Center_Overseas Subsidiaries (Environmental) - Water Usage and Wastewater Discharge	
	303-5	Water consumption	-	• ESG Data Center_Environmental - Water Usage and Wastewater Discharge • ESG Data Center_Overseas Subsidiaries (Environmental) - Water Usage and Wastewater Discharge	
Training and Education	404-1	Average hours of training per year per employee	-	• ESG Data Center_Social - Employee Training • ESG Data Center_Overseas Subsidiaries (Social) - Employee Training	
	404-2	Programs for upgrading employee skills and transition assistance programs	70-73	-	

TCFD INDEX

The Task Force on Climate-related Financial Disclosures (TCFD) was established in 2015 by the Financial Stability Board (FSB) to promote transparent reporting of the financial implications of climate change. In 2017, the TCFD released its Recommendations, which have since been endorsed by over 4,900 financial and non-financial institutions across 103 countries. In alignment with the TCFD Recommendations, CJ Logistics discloses climate-related data across four key areas: governance, strategy, risk management, and metrics and targets. In the coming years, we will actively join global efforts to combat climate change and communicate our progress with stakeholders in a transparent manner.

Category	TCFD Recommendations	Remarks	Page
Governance	a. Describe the board's oversight of climate-related risks and opportunities.	C1.1b	38
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	C1.2	
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	C2.1a, C2.3a, C2.4a	38-50
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	C2.3a, C3.4, C3.5	
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	C3.2, C3.3	
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks.	C2.1, C2.2	51-52
	b. Describe the organization's processes for managing climate-related risks.	C2.1, C2.2	
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	C2.1, C2.2	
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.	C4.2a	53-54
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	C6.1, C6.2, C6.3, C6.5	
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	C4.1a, C4.1b, C4.2a	

TNFD INDEX

As biodiversity has come to prominence as a globally significant issue following climate change, the Taskforce on Nature-related Financial Disclosures (TNFD) was launched in June 2021 under the leadership of international institutions including UNEP FI, UNDP, and WWF. This was followed by the announcement of the "TNFD Recommended Disclosures," which have been endorsed by over 320 companies and financial institutions across 46 countries. The TNFD framework is built on four pillars, governance, strategy, risk management, and metrics and targets, mirroring the structure of the TCFD recommendations, and encourages financial disclosures pertaining to biodiversity. In line with this framework, CJ Logistics strives to safeguard biodiversity in the ecosystems where we operate by identifying and addressing biodiversity-related risks and opportunities.

Category	TNFD Disclosure Recommendations	Remarks	Page
Governance	a) Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities. b) Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities. c) Describe the organisation's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organisation's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	C15.1	61
Strategy	a) Describe the nature-related dependencies, impacts, risks and opportunities the organisation has identified over the short, medium and long term. b) Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organisation's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place. c) Describe the resilience of the organisation's strategy to nature-related risks and opportunities, taking into consideration different scenarios. d) Disclose the locations of assets and/or activities in the organisation's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	C15.5, C15.9	62-64
Risk and Impact Management	a(i)) Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations. a(ii)) Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s). b) Describe the organisation's processes for monitoring nature-related dependencies, impacts, risks and opportunities. c) Describe how processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organisation's overall risk management processes.	C15.3, C15.8	65-66
Metrics and Targets	a) Disclose the metrics used by the organisation to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process. b) Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature. c) Describe the targets and goals used by the organisation to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	C15.6	67

SASB INDEX

Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Metrics	Page and Answers
Greenhouse Gas Emissions	TR-AF-110a.1	Gross global Scope 1 emissions	53, ESG Data Center_Environmental – GHG Emissions ESG Data Center_Overseas Subsidiaries (Environmental) - GHG Emissions
	TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	53, 55-57
	TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	N/A
Air Quality	TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	N/A
Labor Practice	TR-AF-310a.1	Percentage of drivers classified as independent contractors	Not reported
	TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	N/A
Employee Health and Safety	TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	85, ESG Data Center_Social – Safety and Health ESG Data Center_ Overseas Subsidiaries (Social) – Safety and Health
			85, ESG Data Center_Social - Safety and Health ESG Data Center_ Overseas Subsidiaries (Social) - Safety and Health
Supply Chain Management	TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	N/A
	TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	54
Accident and Safety Management	TR-AF-540a.1	Description of implementation and outcomes of the Safety Management System	85-91
	TR-AF-540a.2	Number of aviation accidents	Zero cases
	TR-AF-540a.3	Number of road accidents and incidents: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	N/A

Activity Metrics

Code	Metrics	Page and Answers
TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	-
TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	-
TR-AF-000.C	Number of employees, number of truck drivers	ESG Data Center_Social - Workforce ESG Data Center_Overseas Subsidiaries (Social) - Workforce

UN SDGS COMMITMENT

The Sustainable Development Goals (SDGs), adopted at the 70th UN General Assembly in 2015, consist of 17 universal goals established by the global community to be achieved by 2030 in pursuit of sustainable development. Anchored in the principle of "leave no one behind," the SDGs encompass 17 goals and 169 detailed targets across five themes: People, Planet, Prosperity, Peace, and Partnership. Actively endorsing the SDGs, CJ Logistics promotes sustainable value creation through its business operations. Given the nature of our business, we have identified 15 goals as priority areas, driving forward our sustainable management efforts in alignment with the detailed targets.

UN SDGs	Activities Aligned with the UN SDGs	
End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	• Heartwarming Package	• Beautiful Sharing Package
Ensure healthy lives and promote well-being for all, regardless of age	• Safety and health management certification • Mental and physical healthcare for employees • Safety and health-related grievance handling system • Operation of the Hazard Identification Suggestion Platform • Welfare enhancement for parcel delivery personnel	• Introduction of a five-day workweek for parcel delivery personnel • Dream-Building Wonder Walk • CJ Donors Camp Sports Day • Expanded opportunities for cultural experiences for marginalized children, in partnership with the CJ Sharing Foundation
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	• Future Technology Challenge Awards • Talent discovery and recruitment programs • Core competency upskilling training	• Employee Idea Competition • Career transition support program
Achieve gender equality and empower all women and female youth	• Employee diversity awareness training • Support for job opportunities for career-interrupted women, Orange Parcels • Childbirth support leave	• Parental leave and childcare support programs • Appointment of a female outside director • Declaration of commitment to the Women's Empowerment Principles (WEPs)
Ensure availability and sustainable management of water and sanitation for all	• Minimization of water usage across domestic and overseas business sites	• Management and reduction of water contaminants
Ensure access to affordable, reliable, sustainable and modern energy for all	• Energy efficiency improvement in transportation modes • Energy efficiency enhancement in buildings	• Renewable energy adoption
Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	• Development of eco-friendly packaging technologies • Participation in resource circulation programs • Liquefied hydrogen tank lorry transportation business • Compressed hydrogen transportation services • Battery logistics contracts • Establishment of an independent resource circulation system for paper resources	• Recruitment programs for university students • Support for startup incubation and growth • Creation of an ecosystem for shared growth and co-prosperity • Green Delivery Plus for small businesses • Job creation in local communities and for marginalized groups (Blue Parcels, Silver Parcels, Orange Parcels, and expanded job opportunities for people with disabilities)

UN SDGS COMMITMENT

UN SDGs		Activities Aligned with the UN SDGs	
9	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	• TES Lab • Development of eco-friendly packaging technologies • Participation in resource circulation programs • Preparation for the growing battery recycling and reuse market • Establishment of an independent resource circulation system for paper resources • New business model for recycled packaging (waste plastic) secured	• Support for startup incubation and growth • Green Delivery Plus for small businesses • Digital logistics platform • Employee Idea Competition • Delivery solution, O-NE • Development of the next-generation logistics system, "LoIS Parcel" • Creation of an ecosystem for shared growth and co-prosperity
10	Reduce inequality within and among countries	• Talent recruitment policy • Diversity policy • Employee education on diversity awareness • Human rights commitments and policies • Performance Management & Development System (PMDS+) • Fair compensation system	• Human rights due diligence • Education to raise awareness of human rights management • Complaint Resolution Program • Supplier selection policy • Dream-Building Culture Diversity Class
11	Make cities and human settlements inclusive, safe, resilient and sustainable	• Blue Parcels, Silver Parcels, Orange Parcels • Job creation expansion through cooperation and solidarity	• Delivery support for charity donations of The Salvation Army
12	Ensuring sustainable consumption and production patterns	• Development of eco-friendly packaging technologies • Participation in resource circulation programs • Preparation for the growing battery recycling and reuse market • Establishment of an independent resource circulation system for paper resources • New business model for recycled packaging (waste plastic) secured • Customer-centric management	• AI Chatbot 2.0 advancement • Policies in the interests of consumers • Development of the next-generation logistics system, "LoIS Parcel" • Reinforcement of leadership in the delivery market, "O-NE" • Initiatives to enhance customer satisfaction • Environmental cleanup activities near business sites
13	Take urgent action to combat climate change and its impacts	• Target to reduce carbon emissions by 37% by 2030 • Commitment to achieve net-zero emissions by 2050 • Transition to green transportation modes	• Energy efficiency enhancement in buildings • Renewable energy adoption
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	• No deforestation declaration • Environmental cleanup activities near business sites • Community engagement for carbon offset forest creation and urban forest initiatives	• Biodiversity-related risk assessment and management • Preservation of natural monuments and endangered species through protection of resort ecosystems • Retention of green golf course certification (GEO – Golf Environment Organization)
16	Promote peaceful and inclusive societies conducive for sustainable development; provide access to justice for all; and build effective, accountable, and inclusive institutions at all levels	• CJ Logistics Code of Conduct • Ethical Management Practice Guide • Introduction of a Fair Trade Voluntary Compliance Program • Compliance Management System Certification • Operation of the Social Contribution Committee	• Compliance Coordinator Program • Compliance training and content creation • Linking compliance performance with employee compensation • Operation of an integrated reporting system for transparency • Labor-Management Council
17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	• Participation in the Food Assistance Convention (FAC) by supporting the transportation and shipment of 100,000 tons of rice to food-insecure countries	• Active involvement in global sustainability frameworks (UNGC, BNBP)

UN GLOBAL COMPACT

Area	Principe	Our Activities	Page
Human Rights	① Businesses should support and respect the protection of internationally proclaimed human rights	• CJ Logistics endorses and upholds the UNGC's declarations on human rights. • We abide by the "Women's Empowerment Principle (WEPs)."	93-97, 205
	② Make sure that they are not complicit in human rights abuses.	• CJ Logistics identifies, assesses, and remediate human rights risks through human rights due diligence on business sites. • We conduct human rights surveys on employees, and offer education and training to raise the awareness of human rights management. • We operate human rights complaint resolution program. • We support human rights management through the establishment of a Supplier Code of Conduct.	
Labour	③ Businesses should uphold: the freedom of association and the effective recognition of the right to collective bargaining	• CJ Logistics operates the Labor-Management Council	80-84
	④ The elimination of all forms of forced and compulsory labour, ⑤ The effective abolition of child labor	• CJ Logistics abides by the International Labour Organization (ILO)'s prohibition of child and forced labor. • We ensure our strict compliance with the labor laws in Korea.	
	⑥ The elimination of discrimination in respect of employment and occupation.	• CJ Logistics operate a fair evaluation and compensation system based on the Performance Management & Development System. • We operate channels for supplier complaints. • We hold regular meetings with the associations of delivery agencies and centers	
Environment	⑦ Businesses should support a precautionary approach to environmental challenges	• CJ Logistics establish a circular logistics system and set mid- to long-term goals. • We establish and operate LoIS EHS system. • We acquired and maintain a company-wide certificate (ISO 14001) on our environmental management system. • We establish and implement a roadmap for reducing GHG emissions and energy usage.	15-18, 30-36, 55-57, 65
	⑧ Undertake initiatives to promote greater environmental responsibility	• CJ Logistics practices eco-friendly purchasing with the Green Procurement Policy. • We conduct environmental education for employees. • We link environmental management performance to compensation. • We prevent deforestation and engage in afforestation based on the No Deforestation Declaration. • We maintain the country's first environmental golf course certification (GEO, Golf Environment Organization).	
	⑨ Encourage the development and diffusion of environmentally friendly technologies.	• CJ Logistics developed the eco-friendly packaging technology. • We developed waste recycling technology for logistics centers. • We promote the commercialization of hydrogen energy transportation. • We expand the infrastructure for battery recycling. • We achieve eco-friendly logistics through Modal Shift.	
Anti-corruption	⑩ Businesses should work against corruption in all its forms, including extortion and bribery.	• CJ Logistics implements a voluntary compliance program on fair transactions and trade. • We have renewed our ISO 37301 certification for our compliance management system. • We have operated the Social Contribution Committee • We conduct compliance training for employees. • We instill a culture of compliance management through the Compliance Coordinator Program • We link disciplinary actions for compliance violations to performance rewards. • We operate an integrated reporting system for ethical violations.	124-130

HUMAN RIGHTS DECLARATION

CJ Logistics Human Rights Management Declaration

CJ Logistics is a leading global comprehensive logistics company with a mission to be the strategic partner designing and implementing the best SCM solutions for customers to succeed together. Our vision is to become an SCM solution company leading the national logistics network and global logistics market with World-Class technology.

CJ Logistics operates on the core principles of Integrity, Passion, Creativity and Respect.

CJ Logistics firmly believes that respecting the human rights of employees and various stakeholders, such as clients, partners, and local communities, who may be at risk of human rights violations, is the first step in realizing these principles across all business activities.

CJ Logistics has announced its commitment to global human rights standards by joining the United Nations Global Compact (UNGC) and signing the Women's Empowerment Principles (WEPs).

CJ Logistics upholds international norms of human rights such as the Universal Declaration of Human Rights (UDHR), UN Guiding Principles on Business and Human Rights (UNGPs), OECD Guidelines for Multinational Enterprises, and ILO Core Conventions.

CJ Logistics is committed to complying with human rights, labor, and environmental laws and guidelines in each country or region where the company conducts its business operations.

To this end, CJ Logistics declares and pledges to implement “human rights management that guarantees human dignity and values” as the standard of conduct and value judgment that all CJ Logistics executives and employees must adhere to.

- CJ Logistics shall prioritize human rights based on the principle of respect in business management and proactively work towards preventing human rights violations. In the event of such violations, we shall actively respond by establishing a remedy system that encourages stakeholder involvement.
- CJ Logistics is committed to a zero-tolerance stance against discrimination in all of its forms, including disability, gender, religion, nationality, origin, race, educational achievement, age, and status of employment. Additionally, we shall strive to create a culture that embraces and respects individual differences.
- CJ Logistics shall guarantee equal opportunities and support in employment, promotion, education, welfare, and wages.
- CJ Logistics shall treat all individuals humanely in every working environment, ensuring fair wages, welfare benefits, maternity protection, and work-life balance. We strictly prohibit acts such as workplace harassment, forced labor, child labor, and human trafficking in any form.
- CJ Logistics shall guarantee the freedom of association and the right to collective bargaining, as provided by local laws. We aim to foster a win-win labor-management culture where legitimate union activities do not result in disadvantages for either party.
- CJ Logistics is dedicated to maintaining and enhancing the safety and health of all employees and stakeholders. In the event of occupational accidents or illnesses, we shall provide appropriate compensation and implement follow-up management support measures.
- CJ Logistics shall comply with domestic and foreign environmental laws and strive to create an eco-friendly logistics system as part of our efforts to achieve carbon neutrality.
- CJ Logistics shall respect the privacy of all stakeholders and strictly manage personal information in accordance with relevant laws and regulations.
- CJ Logistics shall require all suppliers to practice human rights management and actively support efforts to prevent any human rights violations for suppliers and their employees.
- CJ Logistics shall strive to prevent any potential human rights violations within local communities throughout all our business activities. We shall actively cooperate with community members to promote and uphold human rights standards.
- CJ Logistics is dedicated to providing the best logistics services to ensure the convenient and safe delivery of customers' valuable assets. We shall provide accurate and clear service information in a language that our customers can understand.

CJ Logistics strives to listen to opinions via various grievance channels including its website (integrated reporting system called CJ Whistle), groupware (called Tong-Tong-Tong), SNS reporting, phone counseling and online VOC, to prevent and resolve any human rights violations in all business activities. CJ Logistics shall continue to actively support all stakeholders in implementing human rights management measures through the practice of the above declaration.

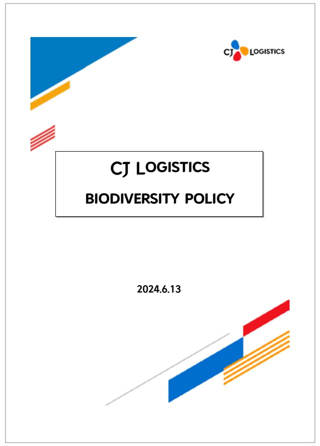
June 2024

CEO of CJ Logistics

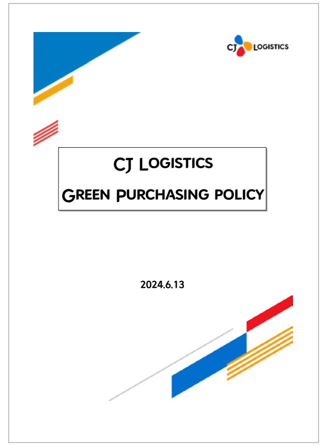
Shin Young-soo

ESG POLICY STATEMENTS

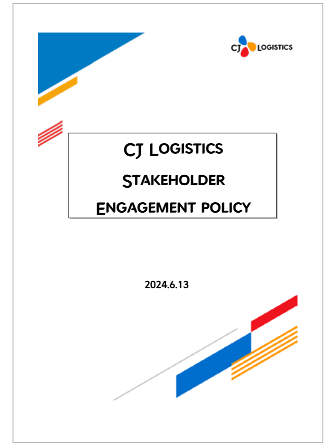
CJ Logistics has established a range of policies in support of its commitment to sustainable management and disclosed these policies on its company website.



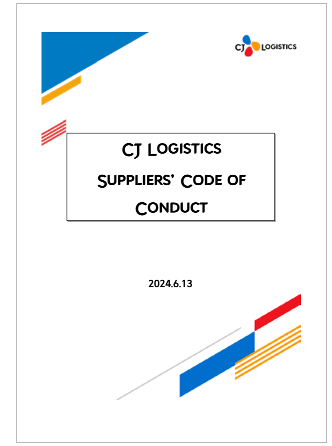
Biodiversity Policy



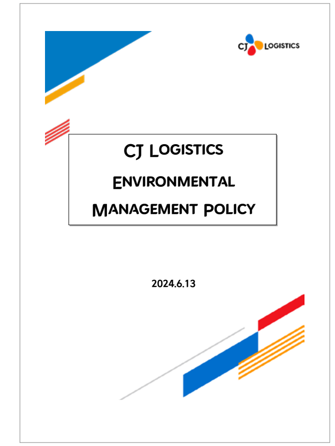
Green Procurement Policy



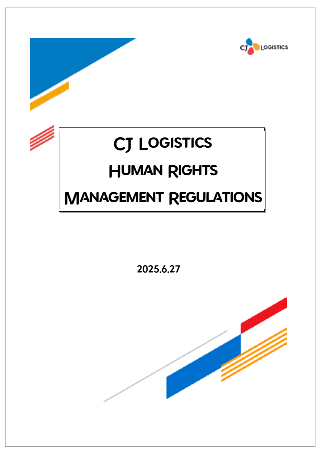
Stakeholder Engagement Policy



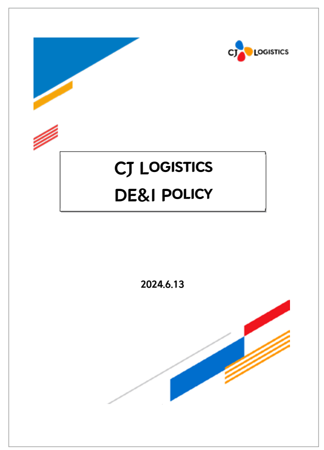
Supplier Code of Conduct



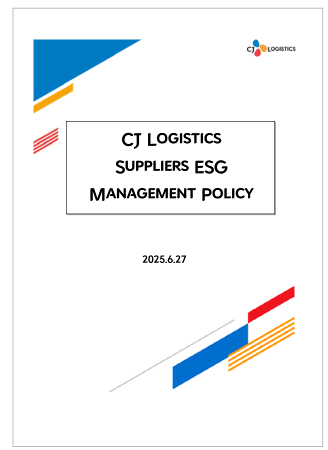
Environmental Management Policy



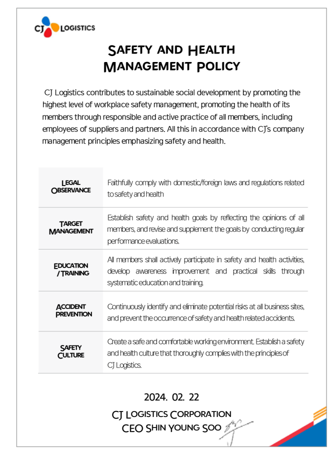
Human Rights Management Policy



Equity & Inclusion (DE&I) Policy



Supply Chain ESG Management Policy


CJ LOGISTICS

SAFETY AND HEALTH MANAGEMENT POLICY

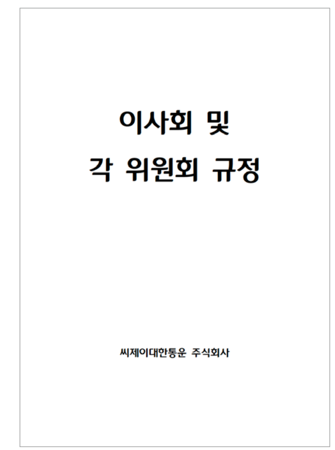
CJ Logistics contributes to sustainable social development by promoting the highest level of workplace safety management, promoting the health of its members through responsible and active practice of all members, including employees of suppliers and partners. All this in accordance with CJ's company management principles emphasizing safety and health.

LEGAL OBSERVANCE	Faithfully comply with domestic/foreign laws and regulations related to safety and health
TARGET MANAGEMENT	Establish safety and health goals by reflecting the opinions of all members, and revise and supplement the goals by conducting regular performance evaluations.
EDUCATION / TRAINING	All members shall actively participate in safety and health activities, develop awareness improvement and practical skills through systematic education and training.
ACCIDENT PREVENTION	Continuously identify and eliminate potential risks at all business sites, and prevent the occurrence of safety and health related accidents.
SAFETY CULTURE	Create a safe and comfortable working environment. Establish a safety and health culture that thoroughly complies with the principles of CJ Logistics.

2024. 02. 22

CJ LOGISTICS CORPORATION
CEO SHIN YOUNG SOO

Health and Safety Management Policy



Regulations of the Board of Directors and Committees

GHG EMISSIONS ASSURANCE STATEMENT

GHG-2025-137

Verification Opinion Statement

CJ Logistics Co., Ltd.

ISO 14064-1:2018

The Korea Management Registrar Inc. (hereinafter "KMR") has conducted the verification on the greenhouse gas (hereinafter "GHG") emission of CJ Logistics Co., Ltd.

SCOPE

Verification of places of business and emission facilities under the control of CJ Logistics Co., Ltd.

STANDARDS

- ISO 14064-1:2018, ISO 14064-3:2019
- IPCC Guidelines for National Greenhouse Gas Inventories (2006)
- Operational guidelines for reporting and certification of the Greenhouse Gas emissions trading scheme (Ministry of Environment, 2024-155)
- Guidelines for GHG Target Management Scheme Operation

GHG emissions & Energy consumption

GHG emissions	Direct emissions (Scope 1)	Indirect emission (Scope 2)	Total (tCO_2 eq)
Location basis	105,745.161	123,022.936	228,750
Market basis	105,745.161	123,022.936	228,750
Fuel	Electricity	Steam	**Total (TJ)**
1,521.174	2,570.729	-	4,077

※ Note : There are a differences in the total amount of greenhouse gas emissions and workplace emissions. (Emissions at each workplace, rounded off by decimal point, are combined at the company level)

May 29th, 2025

Authorized By E J Hwang

CEO Eun Ju, Hwang

KMR ISO 14064-1 | IAF | National Institute of Environmental Research

KMR has been recognized as a greenhouse gas verification period by the National Institute of Environmental Research (NIER) (Accreditation number: 2023-EV-05).
The IAF mark is a mark that indicates recognition by an accreditation body that has joined the Multi-lateral Recognition Agreement of the International Accreditation Forum.

Korea Management Registrar
#1204, Acehightechcity 1-dong, 775 Kyunginro, Yeongdeungpo-gu, Seoul, 07299, Korea T : 02)6309-9001 / F : 02)6309-9004

GHG-2025-137

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- Guidelines for GHG Target Management Scheme Operation

PROCEDURE

The assurance was conducted by the KMR based on a risk analysis approach and data evaluation. The data and factors applied to the calculation of GHG emissions were determined to be appropriate based on objective evidence.

INDEPENDENT

KMR does not have any stake in the verified entity and does not conduct verification with biased opinions/views.
We have drawn an independent and objective verification conclusion based on the verification standards, and reviewed the every aspect of the verification we performed throughout the entire verification process through internal review.

LIMITATION

The verification team verified the related reports, information and data presented by the audited institution by sampling or enumeration methods. As a result, there are many inherent limitations, and there may be disagreements in the interpretation of appropriateness. Although we have tried to faithfully perform verification that meets the verification standards, we suggest that errors, omissions, and false statements that could not be found may be latent as the limitations to the verification.

OPINION

- GHG verification has been performed to meet the reasonable assurance level according to the verification standards.
- We express that no significant errors were found in the calculation of emissions during the verification process, and that relevant activity data and evidence were appropriately managed and calculated.
  As a result, we express an "unmodified" opinion.
- Criticality: meets the criterion, which is less than 5%

Korea Management Registrar
#1204, Acehightechcity 1-dong, 775
Kyunginro, Yeongdeungpo-gu, Seoul, 07299, Korea
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GHG-2025-137

GHG emissions

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Fuel	Electricity	Steam	**Total (TJ)**
1,521.174	2,570.729	-	4,077

※ Note : There are a differences in the total amount of greenhouse gas emissions and workplace emissions. (Emissions at each workplace, rounded off by decimal point, are combined at the company level)

RESULTS

Based on the above assurance criteria, we did not identify any inappropriate calculations or errors for the emissions of major emitting facilities.

※ The abovementioned company is responsible for preparing verification data in accordance with the "Guidelines for Reporting and Certification of Emissions in the Greenhouse Gas Emissions Trading System (Ministry of Environment Notice No. 2021-278)", and KMR's responsibility is limited to the party in the verification contract according to the agreed contract terms. and is not responsible for other decisions, including investment decisions based on this verification statement.

※ The abovementioned company must comply with the use of the certification and logo marks under the contract entered into with KMR.

May 29th, 2025

Authorized By E J Hwang

CEO Eun Ju, Hwang

Korea Management Registrar
#1204, Acehightechcity 1-dong, 775
Kyunginro, Yeongdeungpo-gu, Seoul, 07299, Korea
T : 02)6309-9001 / F : 02)6309-9004

KMR ISO 14064-1 | IAF | National Institute of Environmental Research

THIRD-PARTY ASSURANCE STATEMENT

[PRJN-948040-2025-AST-KOR]

DNV Business Assurance Korea, Ltd. ('DNV', 'we', or 'us') has been commissioned by CJ Logistics (hereafter referred to as 'CJ Logistics' or 'the Company') to undertake an independent limited assurance on the CJ Logistics Sustainability Report 2024 (hereafter referred as 'the Report') for the calendar year ending 31 December 2024. The intended users of this assurance statement are the management and stakeholders of CJ Logistics.

Standards of Assurance

This assurance engagement has been carried out in Type 2 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. In addition, DNV has reviewed the 'reliability of specified sustainability performance information' as described in 'Scope of Assurance'.

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 Logistics website for the current reporting period.

Scope of Assurance

We have carried out an independent limited assurance on the Report and an independent verification for selected performance indicators for the year ending 31 December 2024, 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 Logistics.
- Regarding the reliability of the specified sustainability performance information, we reviewed the quality and reliability of the following GRI Topic Standards disclosures: Energy (302-1~2), Water and Effluents (303-3~5), Waste (306-3~5), Employment (401-2~3), Occupational Health and Safety (403-5, 403-9~10), and Training and Education (404-1~2).

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 the reliability of specified sustainability performance information, nothing has come to our attention to suggest that the data have not been properly collated from information reported at the operational level, nor that the assumptions used were inappropriate. Furthermore, nothing has come to our attention to cause us to believe that CJ Logistics' Report has not been 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 Logistics identifies customers, partners, shareholders and investors, local communities, media, government, and employees as key stakeholders, and reports relevant communication channels and key interests for each group. The collected opinions from the key stakeholders are reflected in the materiality assessment. As for the Company's communication channels, it reports that it is expanding the participation of stakeholders in the Company's sustainable management activities through these communication channels, such as online, call center, customer service center, partner meetings, regular general meetings of shareholders, participation in government meetings, and in-house broadcasts.

Materiality: Identifying and reporting on material sustainability topics

CJ Logistics conducted a dual materiality assessment to identify issues that need to be managed from a financial perspective and a social and environmental impact perspective. Through interviews with key stakeholders, media research, and analysis of ESG indicators, a total of seven issues are selected as material topics and their social, environmental, and financial impacts are disclosed.

Responsiveness: Transparent response to critical sustainability topics and related impacts

CJ Logistics identifies issues related to the fields of environment, society, and governance through the ESG Committee under the Board of Directors and reviews ESG management directions and strategies to respond to them. In particular, the Company operates an ESG management council, a dedicated implementation body (management support office, finance department, and ESG team), and a working council to effectively respond to the ESG related issues. Moreover, CJ Logistics uses GRI criteria to report on major sustainability measures and related achievements.

Impact: Monitoring, measuring and accounting for the impact of organizational activities on the organization and its stakeholders

CJ Logistics reports on material topics, including their risks and opportunities, impact periods, major impacts by the topics, response activities in 2024, medium- to long-term goals, and achievements. If the evaluation of the board of directors (internal directors, independent directors of the ESG committee, etc.) includes the goals and performance of each director on economic, environmental, and people management, we expect that the report will be more substantial.

1 International Auditing and Assurance Standard Board
2 International Standard on Assurance Engagements(ISAE) 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information'(revised)
3 Conformity assessment — General principles and requirements for validation and verification bodies

THIRD-PARTY ASSURANCE STATEMENT

Reliability: Accuracy and comparability of information presented in the report and the quality of underlying data management systems

The data collection and processing procedures, supporting documents, and records were verified through sampling techniques. Based on the results, no intentional errors or misstatements were found in the sustainability performance information described in the Report. CJ Logistics is able to explain the source and meaning of its sustainability performance using reliable methods and data, and any errors or unclear expressions identified during the verification process were corrected prior to 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 Logistics reports on the Company's key non-financial disclosures based on its performance related to material topics during the reporting period of 2024 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 Logistics 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 Logistics. 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 Logistics 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 Logistics 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 Logistics. DNV was not involved in the preparation of any statements or data included in the Report except for 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 Logistics. 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 Logistics during 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 and evaluation of the key systems, processes, and controls for consolidating, managing, and reporting the information and KPIs included in the Report.
- Review of documentary evidence supporting adherence to the reporting principles and requirements.
- Conduct interviews with representatives from the ESG team and relevant departments with overall responsibility for monitoring, data consolidation, and reporting of sustainability-related information.
- On-site visit at the CJ Logistics Head Office in Seoul, Republic of Korea to review the processes and systems for preparing site-level sustainability data and implementation of the sustainability strategy, and to carry out a sample-based assessment of site-specific data disclosures.

AA1000
Licensed Report
000-10/V3-L68W7

For and on behalf of DNV Business Assurance Korea Ltd.
Seoul, Republic of Korea
24 June 2025

Chang Rok Yun **Lead Verifier**	**Jin Seok Cho** **Verifier**	**Sang Rye Chang** **Reviewer**

ASSOCIATION MEMBERSHIP AND INITIATIVES

CJ Logistics actively engages in relevant associations and global initiatives to sharpen our competitive advantage in its key business domains, including logistics and construction, and to expand its positive influence in the pursuit of sustainable management. Through these efforts, we aim to promote sustainable development across the industry and continuously enhance our ESG capabilities in alignment with global standards. These endeavors are part of our broader commitment to advancing sustainable development across the industry and reinforcing ESG capabilities in line with global standards.

BNBP[1]	Korea Construction Equipment Maintenance Association	Korea Cold Chain Association
Construction Industry Health Association	Korea Construction Engineers Association	Korea AEO Association
Construction Planning Executives Council	Korea Society of Automation and Robotics in Construction	Korea On-Line Shopping Association
Construction Safety Manager Association	Korea Construction Quality Association	Korea Automobile Manufacturers Association
Construction Safety Manager Committee	Korea Enterprises Federation	Korea Vehicle Manufacturers Association
Construction Outsourcing Association	Korea Certified Public Labor Attorneys Association	Korea Railway Logistics Association
Korea Construction Experts Association	Korea Fair Competition Federation	Korea Integrated Logistics Association
Korea Emergency Planners Association	Korea Customs Logistics Association	Korea Port Logistics Association
Korea Industrial Safety Association	Korea Certified Customs Attorneys Association	Korea Shipping Association
Korea Specialty Contractors Association	Korea National Defense Transportation Association	Korea Environmental Engineers Association
Korea Society of Environmental Engineers	Korea International Freight Forwarders Association	International Contractors Association of Korea
Seoul Chamber of Commerce and Industry	Korea Robotics Society	Korea Trucking Association
Seoul Bar Association	Korea International Trade Association	
UN Global Compact Network Korea	Korea Industrial Technology Association	
Institute of Control, Robotics, and Systems	Korea Listed Companies Association	
Korean Institute Of Construction Engineering and Management	Korea Fire Safety Institute	

1) Biz N Biodiversity Platform

CJ LOGISTICS