



GLOBAL DEVELOPER

2025 Sustainability Report

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ABOUT THIS REPORT

Overview

This report is DL Holdings’ third sustainability report, introducing a series of activities and achievements related to ESG (Environmental, Social, and Governance). Through this report, we aim to transparently disclose the business performance of DL Holdings and its major affiliates, as well as key activities and achievements regarding material ESG issues for each company. Furthermore, as a holding company, DL Holdings seeks to share with stakeholders the future direction in which it will lead the entire group.

Standards

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and with consideration of global initiative principles such as the UN Sustainable Development Goals (UN SDGs) and the Sustainability Accounting Standards Board (SASB). The financial information included in this report is based on the Korean International Financial Reporting Standards (K-IFRS).

Scope

This report includes the domestic business sites of DL Holdings, the holding company, and its major affiliates, including DL Chemical, DL E&C, DL Energy, GLAD Hotel & Resort (hereinafter “GLAD H&R”), DL Construction, and Pocheon Power. In cases where the reporting scope differs, additional notes are provided.

Period

This report covers ESG performance and activities from January 1, 2024, to December 31, 2024, and includes some information from the first half of 2025. For quantitative performance, data for the past three years is disclosed to show annual trends. In addition, DL Holdings has published its sustainability report annually since 2023, and the 2025 sustainability report will be available on the company’s official website in August 2025.

Assurance

To ensure the reliability, fairness, and completeness of the data in this report, an independent assurance was conducted by Daishin Economic Research Institute. The assurance criteria follow AA1000AS (Assurance Standards), and the results can be found in the Third-Party Assurance Statement within this report (p.132~133).

DL Holdings Disclosures

- 🔗 Company Website
- 🔗 Audit Report
- 🔗 2024 Annual Report
- 🔗 Corporate Governance Report

Major affiliates Disclosures

- 🔗 DL Chemical Sustainability Report
- 🔗 DL E&C Sustainability Report

Contact

Tel. 02-2011-7339
E-mail : esg@dlholdings.co.kr

CEO MESSAGE

Dear respected stakeholders,

We sincerely appreciate your continued interest in and support for DL Group.

DL Group experienced a challenging year due to various internal and external factors, including the global economic downturn. Nevertheless, we focused on the research and development of eco-friendly products and the improvement of our portfolio to overcome structural risks in the market and external conditions, and achieved meaningful results.

DL Chemical accelerated its transition to specialty products and solidified its position in the global market despite unfavorable market conditions, based on the strong competitiveness of its PB business. Kraton also successfully returned to profitability, while DL Energy has continued to generate stable profits from its domestic and overseas power assets. GLAD H&R has also improved profitability and generated profits by responding to solid demand.

DL Holdings, as a holding company, will continue to focus on supporting and managing the business competitiveness of its affiliates. In particular, we intend to strengthen and expand the portfolio of high-value-added specialty products centered on DL Chemical, while improving the group's financial structure and reorganizing the group's portfolio to secure new growth opportunities.

In addition, DL Group will further accelerate ESG management to ensure sustainable growth. We aim to strengthen our ESG management system by preparing proactively for global ESG-related regulations and identifying and responding to ESG-related opportunities and risks to enhance corporate value.

Ongoing Efforts to Respond to Climate Change

DL Group is building and advancing a sustainable, eco-friendly business portfolio for each business segment. In the petrochemical

sector, DL Chemical is actively developing eco-friendly industrial materials, next-generation communication/semiconductor materials, recycled materials such as recycled plastics, and bio-based raw materials and materials. In the construction sector, DL E&C is working to secure a leading market position through investment and collaboration in SMR technologies, while also advancing carbon capture (CCUS) technologies by developing absorbents and optimizing processes. In the energy sector, DL Energy is establishing a foundation for future growth and responding to climate change by expanding domestic investments in renewable energy and pursuing overseas SMR business opportunities.

Ensuring a Safe Working Environment

DL Group practices health and safety management based on health and safety governance by affiliate. We are thoroughly working to ensure the safety of employees and partners through various health and safety initiatives. Building on this system, we will continue to strengthen preemptive risk identification through risk assessments and smart safety management and monitoring using digital technologies.

Establishing Transparent Governance

DL Holdings practices ethics and compliance management at a global level, based on the founding philosophy of integrity and trust. We will further solidify a clean corporate culture through the operation of a compliance management system and various internal control activities. Furthermore, we place the enhancement of shareholder value as a top management principle and strive to ensure transparency and strengthen trust through communication and shareholder policies that meet stakeholder expectations.

We once again thank you for your continued interest and support. All DL Group employees are committed to fulfilling stakeholder expectations.



CEO

Kim, Jong Hyun

A handwritten signature in black ink, reading "JH Kim".

OUR STORY

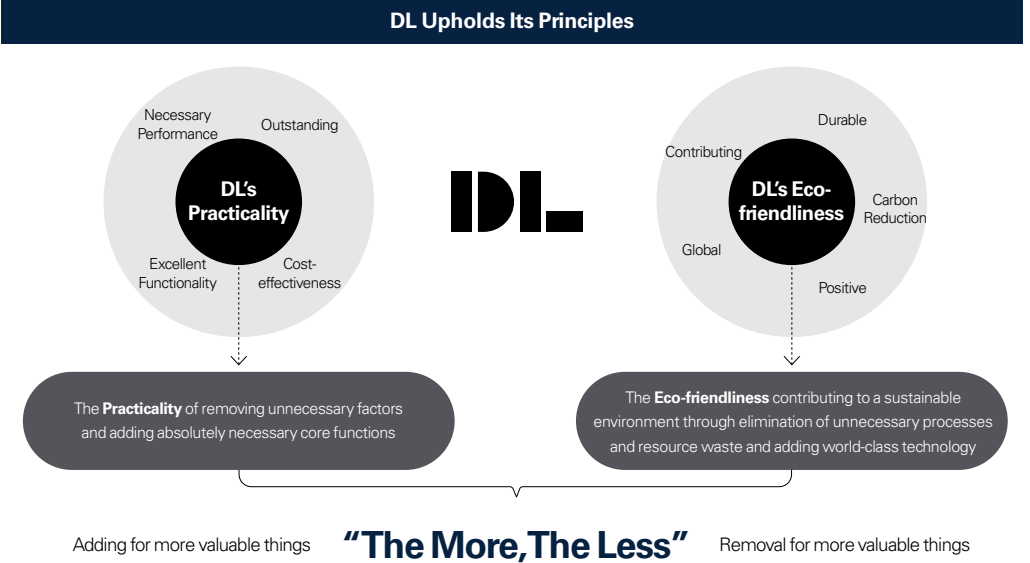
VISION and KEY VALUES

VISION	A Global Developer Creating a Better Future
KEY VALUES	
Lead the Future by Technology	DL pioneers diverse business opportunities through innovative technologies and strives to create a better tomorrow as a global leader.
Challenge for Innovation	DL pushes its limit beyond the threshold pioneers new markets and move forward as a company that challenges itself to change for the better.
Create Value Based on Trust	DL pursues co-operations and co-prosperity for everyone discovers new values based on trust and strides to create prosperous society.

OUR HISTORY

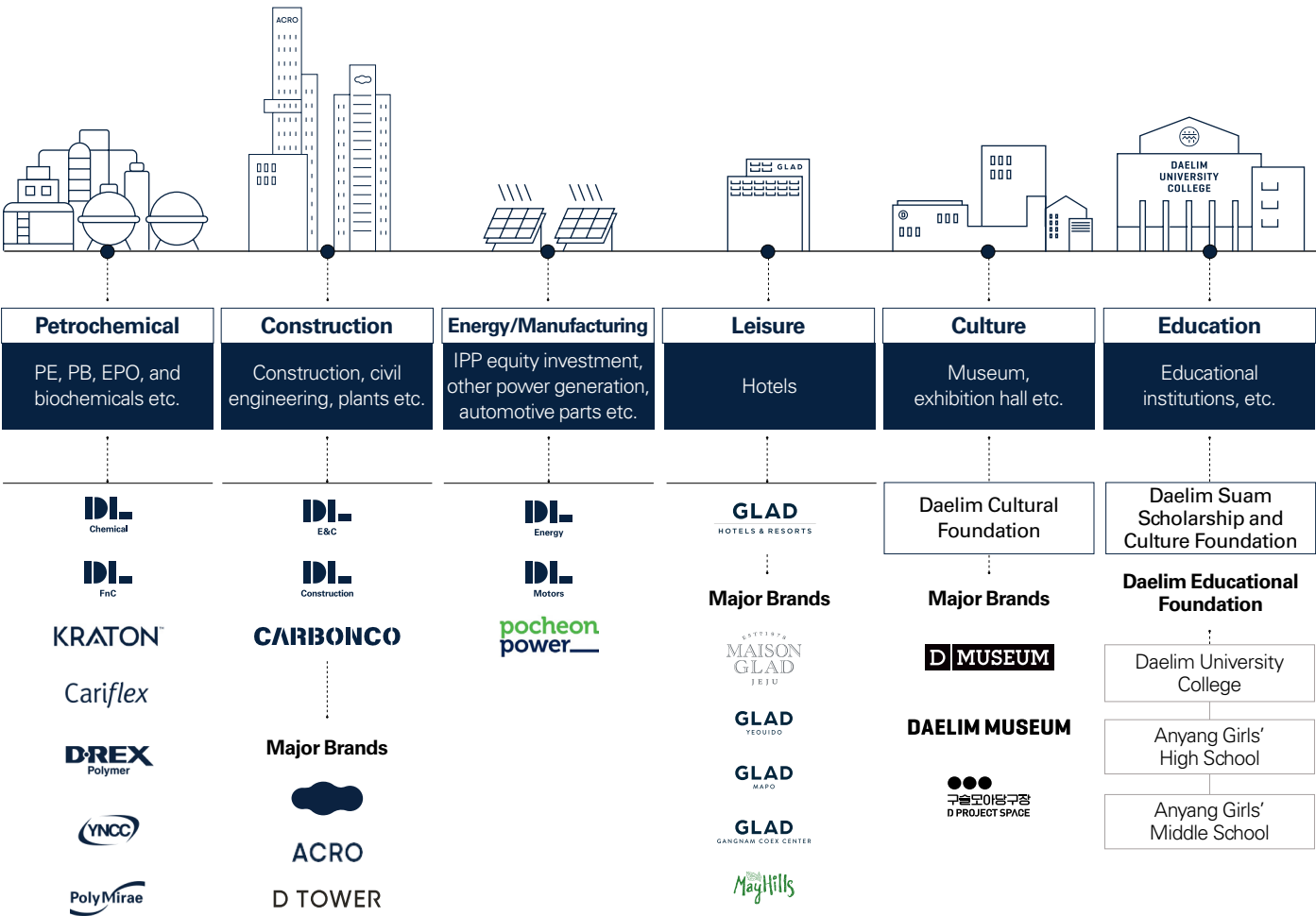
<div>1939~1970</div> <div>The Beginning of DL Group History and Pioneering The Era of Economic Development</div> <div><ul style="list-style-type: none">Establishment of Burim Corporation (1939)First company to acquire foreign currency through overseas construction (Port construction project in Vietnam)Major achievements: Gyeongbu-Gyeongin Expressway, Daelim Arcade Apartment (Korea's first residential and commercial complex), etc.</div>	<div>1971~1990</div> <div>Growth and Business Expansion</div> <div><ul style="list-style-type: none">First Korean company to enter the Middle Eastern and African markets (Saudi Arabia, Kuwait, Iran, South Africa, etc.)Merger with Honam Ethylene and Launch of Petrochemical Division (Now DL Chemical) of Daelim Industrial (1987)Major Achievements: National Assembly Building, Sejong Center for the Performing Arts, Seoul Olympic Main Stadium, Peace Dam Construction Project, etc.</div>	<div>1991~2010</div> <div>Sustainable Growth Through The Industry's Best Technology and Business Expertise</div> <div><ul style="list-style-type: none">Produced Korea's first commercial polybutene (1992)Established Yeochun NCC jointly with Hanwha Group (1999)Launched Korea's first apartment brand, e-PyunhansesangCommenced Korea's first commercial production of metallocene polyethylene (2006) and HRPB (high-reactive polybutene) (2010)Major achievements: Gwanghwamun Square, Samcheonpo Bridge (Korea's first cable-stayed bridge using domestic technology), Seohae Bridge (Korea's first steel-composite cable-stayed bridge), Cheonggyecheon Restoration Project, Karun Dam in Iran, etc.</div>	<div>2011~Present</div> <div>Aspiring to Become a Global Developer</div> <div><ul style="list-style-type: none">Established Daelim Energy (2013)Launched hotel brand GLAD and opened GLAD Yeouido (2014)Acquired Cariflex (2020) and Kraton (2022)Transitioned to a holding company structure and launched DL Group (2021)Major achievements: HPC Plant (The 2nd largest polymer capacity), 1915 Çanakkale Bridge in Türkiye (World's longest suspension bridge), GTX-A (Korea's first deep underground metropolitan rapid transit), etc.</div>
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DL IDENTITY



BUSINESS PORTFOLIO

DL Holdings, founded in 1939, operates a wide range of affiliates across multiple sectors, including petrochemicals (DL Chemical), construction (DL E&C and DL Construction), energy (DL Energy and Pocheon Power), and leisure (GLAD H&R), with businesses spanning power generation, energy, manufacturing, and hospitality. On January 1, 2021, the company transitioned to a holding company structure under the name DL Holdings and has since led the group's overall operations. By fostering collaboration and mutual growth across industries, DL Group aims to connect cities and people, redefine global standards, and lead a sustainable future as a global developer that enhances the value of life.



Company Information (As of the 2024 annual report of DL Holdings)

Name	DL Holdings CO., LTD
Date of Establishment	October 10, 1939 ¹⁾
Address	D-Tower Donuimun, 134 Tongil-ro, Jongno-gu, Seoul, Republic of Korea
No. of Consolidated	61 in total; 27 major affiliates
No. of Employees	24 persons

1) Transitioned to a holding company structure on January 1, 2021

Key Financial Achievements (As of the consolidated financial statements)

Sales KRW **5.6** trillion

Total Assets KRW **12.5** trillion

ESG Achievement

Rating by KCGS **A** Grade
(The Korea Institute of Corporate Governance and Sustainability)

BUSINESS PORTFOLIO

Petrochemical

TECHNOLOGY-DRIVEN SPECIALTY COMPANY **DL Chemical, leading the future of the petrochemical industry with advanced technology**

DL Chemical has contributed to the development of the Korean petrochemical industry based on 50 years of petrochemical plan operation experience and proprietary technology. DL Chemical maintains a diverse product portfolio spanning from polyolefins to elastomers and bio-based materials, supported by its vertically integrated business structure. To establish itself as a global specialty chemical company that meets customer needs, DL Chemical is accelerating its business transformation toward high-value-added specialty areas, while focusing on the conversion of existing products to high value-added products and the discovery of new future businesses.



Key Achievements

Total Assets (Consolidated)

KRW **7.8** trillion

Sales (Consolidated)

KRW **4.9** trillion

PB (Polybutene)
Production Capacity
(As of open market)

World's **NO.1**

IRL Market
for Surgical Gloves

World's **NO.1**

Commercial Production of SBC
(Styrenic Block Copolymer)

World's **First**

Date of Establishment
January 1, 2021¹⁾

Location of Head Office
134, Tongil-ro,
Jongno-gu, Seoul

1) Established Honam Ethylene in 1975; founded DL Chemical on January 1, 2021, through a split-off of the petrochemical division of DL Holdings.



Yeosu Plant



Kraton, USA



Daejeon R&D Center

BUSINESS PORTFOLIO

Construction

SUSTAINABLE GLOBAL DEVELOPER **DL E&C**, a leading construction company in Korea

DL E&C provides a wide range of products and services across the globe, beyond Korea, based on its proprietary technologies and extensive experience in housing, civil engineering, and plant construction. As a global developer, the company is strengthening its industrial competitiveness by covering the entire value chain—from project discovery, planning, and investment to financing, construction, and operational management.



Key Achievements

Total Assets (Consolidated)

KRW **9.7** trillion

Sales (Consolidated)

KRW **8.3** trillion

Dow Jones
Sustainability Index (DJSI)

DJSI **KOREA**
for two consecutive years

GTX Railway Project

Korea's **First** deep
underground metropolitan
rapid transit (GTX-A)

Development of Smart
Construction Technologies

Innovation Award
in the Smart Construction
Challenge by the Ministry
of Land, Infrastructure,
and Transport
(Emergency tunnel vehicle
closure system)

Date of Establishment
January 4, 2021¹⁾

Location of Head Office
**134, Tongil-ro,
Jongno-gu, Seoul**

1) Established Burim Corporation in 1939; founded DL E&C on January 4, 2021, through a spin-off of the construction division from DL Holdings (as of the date of registration).



Çanakkale Bridge, Türkiye



ACRO Seoul Forest



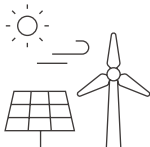
D-Tower Gwanghwamun

BUSINESS PORTFOLIO

Energy

GLOBAL ENERGY DEVELOPER DL Energy, possessing capabilities in all areas of power generation, from project development and financing to power plant operation and management

DL Energy, as a global energy developer, continues to invest in major power plants across Korea, the United States, Australia, and Chile. In alignment with global carbon neutrality efforts, the company is diversifying its power generation portfolio beyond thermal power to include various renewable energy sources such as hydrogen, solar, and wind, positioning itself as a leading global energy company.



Key Achievements



Total Assets (Consolidated)

KRW **1.3** trillion

Operating Revenue (Consolidated)

KRW **188.6** billion

Energy Investment

6.9 GW

Rooftop Solar Power Generation

Expected annual production of **30,000** REC/year

Small Modular Reactor (SMR)

Signed an MOU for **SMR** Development in Norway (with DL E&C)

Date of Establishment
December 31, 2013

Location of Head Office
17, 2797beon-gil,
Pocheon-ro,
Changsu-myeon,
Pocheon-si, Gyeonggi-do



Niles CCPP, USA



Fairview CCPP, USA



Yeosu Hydrogen Fuel Cell

BUSINESS PORTFOLIO

Leisure

NO1. LIFE STYLE HOTEL BRAND **GLAD Hotels&Resorts** with an expertise of more than 40 years in hotel management

Since 2014, GLAD H&R has expanded its brand lineup beginning with the opening of GLAD Yeouido, a hotel that embodies practical value and friendly service. It has since launched additional properties such as GLAD Mapo and GLAD Gangnam COEX Center. In addition, the company renovated the former Jeju Grand Hotel and reopened it as Maison GLAD Jeju. Under the slogan “Every GLAD Moment!”, GLAD H&R strives to deliver joyful experiences to customers by bringing special moments into everyday life.



GLAD
HOTELS & RESORTS

Key Achievements

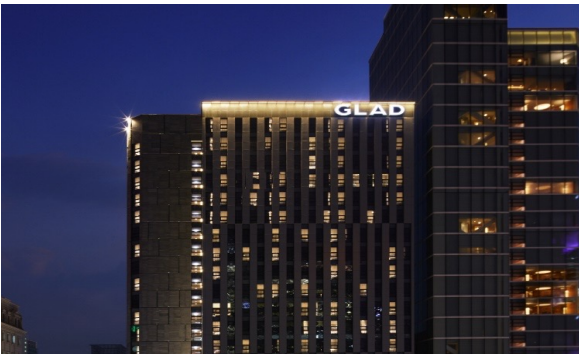
Total Assets <small>(Based on 2024 financial statements)</small>	Sales <small>(Based on 2024 financial statements)</small>	Brand of the Year Grand Prize	Customer Loyalty Award	Hotel Operation History
KRW 467.7 billion	KRW 110.3 billion	No. 1 for six consecutive years <small>(2019~2024)</small>	No. 1 in the hotel category for two consecutive years <small>(2023~2024)</small>	Over 40 years

Date of Establishment
June 24, 1977

Location of Head Office
80, Noyeon-ro,
Jeju-si, Jeju-do



Maison GLAD Jeju



GLAD Gangnam COEX Center



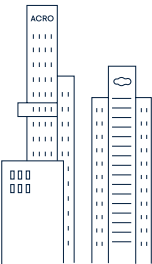
GLAD Yeouido

BUSINESS PORTFOLIO

Construction

A BETTER TOMORROW DL Construction, creating a better living environment

Since its establishment in 1956, DL Construction has achieved continuous growth and development by leveraging extensive expertise and experience in housing, building, civil engineering, and landscaping to construct apartments, officetels, hotels and commercial facilities, logistics centers, subways, expressways, ports, golf courses, and industrial complexes.



Key Achievements

Total Assets (Consolidated)

KRW **2.1** trillion

Revenue (Consolidated)

KRW **2.5** trillion

Large-scale
Construction Project
(Housing business)

KRW **1** trillion
project contract

Eco-friendlyPrivate
Investment Project
(Civil engineering)

KRW **120.7** billion
project contract

Shared Growth Index

Excellent grade
for four consecutive years

DL Construction

Date of Establishment
October 17, 1956

Location of Head Office
**14, Mirae-ro,
Namdong-gu, Incheon**



Amore Pacific's Distribution Center, Gimcheon-si, Gyeongsangbuk-do



e-Pyeonhanssang Jije Station, Pyeongtaek-si, Gyeonggi-do



Saryangyeondogyo Bridge, Tongyeong-si, Gyeongsangnam-do

BUSINESS PORTFOLIO

Energy

SUSTAINABLE CLEAN ENERGY POWER PLANT Pocheon Power, contributing to a sustainable future with stable and clean energy through challenge and innovation

Pocheon Power is an eco-friendly energy company that generates and supplies electricity using natural gas, a clean fuel. Since commencing commercial operations in 2014, it has continued to operate a safe and environmentally responsible power plant. The company plans to expand its share in the domestic power market by constructing a third unit and pursuing various renewable energy projects.

Key Achievements



Total Assets
(Based on 2024 financial statements)

KRW **1** trillion

Revenue
(Based on 2024 financial statements)

KRW **892.1** billion

CCUS
(Carbon Capture, Utilization & Storage)

2 ton/day
Carbon Capture Research
Facility under development

Facility Capacity

1,560 Mwh

Date of Establishment
July 24, 2008

Location of Head Office
**17, 2797beon-gil,
Pocheon-ro,
Changsu-myeon,
Pocheon-si, Gyeonggi-do**



Pocheon CCPP



Pocheon CCPP



Pocheon CCPP



ESG APPROACH

15	DL ESG Management
17	Materiality Assessment
20	Stakeholder Engagement

DL ESG Management

ESG Vision



ESG Governance

The ESG Committee of DL Holdings is composed of three independent directors, one of whom is appointed as the chairperson to ensure the independence and objectivity of the committee. The ESG Committee is responsible for setting ESG-related policy objectives and provides deliberation and advisory functions on ESG management strategies and major implementation plans. In addition, it oversees and monitors the overall ESG activities of each affiliate. To effectively support the committee’s key functions, a dedicated support organization is also operated separately.

ESG Management Organization



DL ESG Management

Key Achievements

To realize its ESG vision of becoming a “Global Developer Creating a better Future,” DL Group has established strategic directions and key tasks for each ESG area and is carrying out its business activities accordingly. Through the annual publication of its sustainability report, DL Group transparently discloses the key ESG performance of its group companies to stakeholders and actively shares the value of sustainable management through ongoing engagement.

ESG Direction	MajorTasks	Key Achievements in 2024		
<div>Environmental</div> <div>E</div> <div>Eliminating waste of resources and adding technology to contribute to a sustainable environment</div>	<div>① Expanding eco-friendly business</div> <div>② Enabling the circular economy</div> <div>③ Achieving Net-Zero by 2050</div>	<div>Conducted Climate Scenario-Based Impact Analysis</div> <div>DL Holdings and Major affiliates</div>	<div>Waste Recycling Rate</div> <div>99.996% (DL E&C)</div> <div>99.9% (DL Construction)</div> <div>99.6% (Poccheon Power)</div> <div>DL E&C, DL Construction, Poccheon Power</div>	<div>Implement of CCUS (Carbon Capture, Utilization & Storage) Research Facility Project</div> <div>Poccheon Power</div>
<div>Social</div> <div>S</div> <div>Prioritizing quality and safety to create mutually beneficial and trusted social values</div>	<div>① Building a sustainable supply chain</div> <div>② Building a safe society</div> <div>③ Advancing human rights management</div>	<div>Shared Growth Index</div> <div>5 consecutive years with Best Grade (DL E&C)</div> <div>4 consecutive years with Excellent grade (DL Construction)</div> <div>DL E&C, DL Construction</div>	<div>Zero-accident Record Achieved</div> <div>3,276 days</div> <div>(As of March 2025)</div> <div>Poccheon Power</div>	<div>Expansion of Human Rights Impact Assessment Sites</div> <div>242 sites → 274 sites</div> <div>DL E&C</div>
<div>Governance</div> <div>G</div> <div>Practicing Ethical Management and complying with laws and principles to pursue sustainable growth</div>	<div>① Advancing ethics/compliance management</div> <div>② Securing transparency of governance structure centered on the board of directors</div> <div>③ Strengthening group ESG management capabilities</div>	<div>AA (Excellent) grade in Fair Trade Commission CP Rating</div> <div>2 companies → 4 companies</div> <div>DL Holdings and 3 others</div>	<div>Average Attendance Rate of the BOD and Committees</div> <div>100%</div> <div>DL Holdings</div>	<div>ISO 37301 Certification Renewal (2025)</div> <div>DL Holdings and 3 others</div>

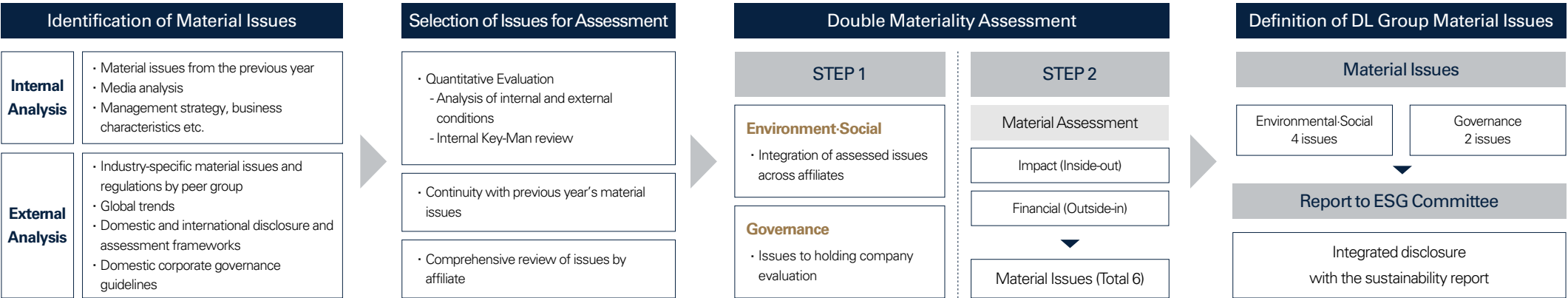
Materiality Assessment

Double Materiality Assessment

DL Group conducts an annual Double Materiality Assessment at the group level to gather opinions from a wide range of internal and external stakeholders and reflect them in its sustainable management practices. This assessment is aligned with the European Sustainability Reporting Standards (ESRS) and is based on a comprehensive analysis of international and domestic disclosure frameworks—including the GRI Standards, SASB, and K-ESG—as well as major ESG rating systems, domestic regulations, media coverage, industry peer issues, and material topics identified in the previous year, to establish a robust pool of ESG issues.

For this year’s materiality assessment, the environmental and social areas were evaluated primarily at the affiliate level, taking into account the characteristics of each business, while the governance area was assessed at the holding company level. During this process, both the inside-out perspective (the company’s impact on society and the environment) and the independent-in perspective (the impact of environmental and social factors on the company’s business) were comprehensively reviewed. As a result, six material issues were identified, four in the environmental and social sectors, and two in the governance sector. These issues were reported to and reviewed by the ESG Committee and are being used as a strategic foundation for DL Group’s long-term planning and sustainable value creation.

Double Materiality Assessment of DL Group



2024 DL Group Issue Pool for Assessment



Materiality Assessment

Double Materiality Assessment Results

DL Group has identified a total of six material issues, four in the Environmental and Social sectors and two in the Governance sectors, through a group-wide double materiality assessment based on a pool of 17 issues. This outcome reflects the Group's integrated evaluation of impacts, risks, and opportunities, and the prioritization of issues requiring prompt response. This report discloses the opportunities and risks associated with each material issue, along with the responses of each affiliate.

According to the assessment, “Occupational Health and Safety” in the Environmental and Social sectors and “Ethics & Compliance Management” in the Governance sector were identified as the most critical material issues that require group-wide attention. These results are based on assessments conducted by sector, taking into account the characteristics of each business. Additionally, “Occupational Health and Safety” and “Climate Change Response” remain core issues requiring enterprise-wide response frameworks, as was the case in the previous year. DL Group plans to systematically manage the opportunities and risks associated with the identified material issues, and the outcomes of these efforts will be transparently disclosed through the annual sustainability report.

Sector	Issue	Impact Materiality	Financial Materiality	Overall
E	Climate Change Response	<div></div>	<div></div>	<div></div>
	Environmental Management	<div></div>	<div></div>	<div></div>
	Development of Eco-friendly Products and Services	<div></div>	<div></div>	<div></div>
	Biodiversity and Ecosystem Conservation	<div></div>	<div></div>	<div></div>
	Resource Circulation	<div></div>	<div></div>	<div></div>
S	Occupational Health and Safety	<div></div>	<div></div>	<div></div>
	Supply Chain Management	<div></div>	<div></div>	<div></div>
	Human Capital Management	<div></div>	<div></div>	<div></div>
	Human Rights Management	<div></div>	<div></div>	<div></div>
	Mutual Growth with Local Communities	<div></div>	<div></div>	<div></div>
	Product and Service Quality Management	<div></div>	<div></div>	<div></div>
	Customer-centered Management	<div></div>	<div></div>	<div></div>
G	Corporate Governance	<div></div>	<div></div>	<div></div>
	Ethics & Compliance Management	<div></div>	<div></div>	<div></div>
	Enhancement of Shareholder Value and Engagement	<div></div>	<div></div>	<div></div>
	Risk Management	<div></div>	<div></div>	<div></div>
	Sustainable Growth	<div></div>	<div></div>	<div></div>

2023

Environmental·Social·Governance

1st

Climate Change Response

2nd

Occupational Health and Safety

3rd

Risk Management

4th

Sustainable Growth

2024

Environmental·Social

Governance

1st

Occupational Health and Safety

2nd

Climate Change Response

3rd

Supply Chain Management

4th

Human Capital Management

1st

Ethics & Compliance Management

2nd

Corporate Governance

· Identification of group-level material issues based on the business characteristics of the holding company and major affiliates

· Confirmation of the need for mid- to long-term group-level response and strategic implementation, as Occupational Health and Safety and Climate Change Response were identified as top-priority issues for the second consecutive year

Materiality Assessment





Material Issues Management

Category	Issue Background	Opportunity	Risk	DL Group Approach					
				DL Chemical	DL E&C	DL Energy	GLAD H&R	DL Construction	Pocheon Power
Occupational Health and Safety	<ul style="list-style-type: none">Growing internal and external attention to workplace safety, along with stricter legal penaltiesAs a core element of sustainable management, there is a need to strengthen management systems such as creating a safe work environment and internalizing safety and health capabilities	<ul style="list-style-type: none">Strengthen response capabilities and management safety through a preventive system including risk assessment and monitoringImprove productivity through systematic operation of safety and health management systems	<ul style="list-style-type: none">Legal liabilities and financial losses due to operational shutdowns in the event of accidentsReputational risk caused by negative media coverage and damage to corporate image due to inadequate response to safety and health risks	p.48, p.49, p.52, p.54, p.55, p.56, p.58	p.48, p.49, p.52, p.54, p.55, p.57	p.51, p.54	p.50, p.53, p.54, p.57	p.48, p.50, p.55, p.58	p.48, p.50, p.51, p.52, p.53, p.55, p.58
Climate Change Response	<ul style="list-style-type: none">In response to the increasing global demand for climate action, it is necessary to address relevant policies and regulationsA strategy is needed to enhance business competitiveness by incorporating climate change considerations	<ul style="list-style-type: none">Reduce long-term operating costs through adoption of low-carbon technologies and transition to renewable energyReate opportunities to secure new markets through development of eco-friendly products and businesses	<ul style="list-style-type: none">Increased compliance costs due to strengthened government regulations such as raised NDC targets and total emission capsAsset damage and weakened business continuity due to lack of proactive response to extreme weather events	p.22, p.23, p.27, p.28, p.29, p.30, p.31, p.32, p.33, p.34	p.22, p.23, p.24, p.25, p.27, p.28, p.29, p.30, p.31, p.32, p.33	p.23, p.24, p.26, p.27, p.28, p.29, p.32, p.33	p.26, p.27, p.28, p.29	p.27, p.28, p.29, p.30, p.32, p.33	p.26, p.27, p.28, p.29, p.32, p.33, p.34
Supply Chain Management	<ul style="list-style-type: none">Increasing need for supply chain risk management in response to stricter ESG regulations and evaluationsGrowing importance of mutual growth strategies with suppliers	<ul style="list-style-type: none">Enhance business competitiveness and continuity by improving suppliers' sustainability capabilitiesExpand market accessibility through proactive response to domestic and international regulations	<ul style="list-style-type: none">Business risks arising from non-compliance with domestic and international supply chain regulations (e.g., EU CSDDD, CBAM)Long-term erosion of corporate competitiveness due to inadequate ESG management systems across the supply chain	p.82, p.83, p.84, p.85, p.86, p.88, p.90	p.82, p.83, p.84, p.87, p.89, p.90	- ¹⁾	- ¹⁾	p.82, p.85, p.87, p.90	- ¹⁾
Human Capital Management	<ul style="list-style-type: none">Accelerated pace of industrial transformation is driving demand for skilled professionalsNeed to establish a growth structure that links corporate competitiveness with the attraction and development of top talent	<ul style="list-style-type: none">Foster human resources and strengthen organizational stability through leadership developmentImprove productivity through job-specific training programs and professional development	<ul style="list-style-type: none">Loss of top talent due to insufficient career development systems and opportunitiesBusiness growth hindered by failure to attract and retain key personnel owing to lack of effective talent acquisition strategies and systems	p.59, p.62, p.63, p.64, p.66, p.67, p.68	p.59, p.60, p.61, p.66, p.67, p.68	p.66, p.67	p.64, p.65, p.66	p.60, p.61, p.64, p.66	p.59, p.60, p.63, p.66, p.67
Ethics & Compliance Management	<ul style="list-style-type: none">Heightened corporate accountability regarding compliance with laws and regulationsIncreasing stakeholder sensitivity toward unethical or unfair practices	<ul style="list-style-type: none">Enhance management efficiency through strengthened internal control systemsImprove corporate image and secure customer trust by reinforcing ethical management, leading to long-term revenue growth	<ul style="list-style-type: none">Decline in brand reputation and revenue due to unethical practicesRising costs associated with legal and regulatory responses in the absence of a robust compliance system	DL Holdings Approach					
				p.98, p.99, p.100, p.101, p.102, p.103, p.104, p.105, p.106, p.107					
Corporate Governance	<ul style="list-style-type: none">Rising demand for board independence and expertiseNeed for responsible, committee-driven decision-making to implement sustainability strategies effectively	<ul style="list-style-type: none">Strengthen corporate sustainability through board-driven ESG managementEnhance corporate competitiveness by building a board that values diversity and inclusiveness	<ul style="list-style-type: none">Reduced board effectiveness due to unclear roles and responsibilitiesWeakened oversight and control of management due to lack of expertise and independence among board members	p.92, p.93, p.94, p.95, p.96, p.97					

¹⁾ Supply chain management and win-win growth promotion in line with internal management systems by DL Energy, GLAD H&R, and Pocheon Power

Stakeholder Engagement

DL Holdings has identified employees, shareholders and investors, government agencies and associations, and local communities as key stakeholders that have a direct or indirect impact on its business activities. The group operates a variety of communication channels, including the materiality assessment process, to build trust and strengthen mutual engagement with major stakeholders, and continues its efforts to create sustainable value.

Category	Employees 	Stakeholders/Investors 	Government/Associations 	Local Communities 
Communication Channels	<ul style="list-style-type: none"> • Labor-Management Council • Grievance handling and Reporting system • Management meetings • Groupware bulletin board 	<ul style="list-style-type: none"> • General meeting of shareholders • Investor Relation (IR) • Disclosures (annual report, corporate governance report, Fair Trade Commission disclosure, etc.) • Voluntary disclosure (Homepage) 	<ul style="list-style-type: none"> • Government agencies • Policy meetings/Conferences • Economic organizations and associations 	<ul style="list-style-type: none"> • Social contribution activities
Communication Purposes	<ul style="list-style-type: none"> • Handling employee grievances and discussing resolutions • Responding to human rights issues such as sexual harassment and workplace bullying • Communicating to improve business performance and organizational culture • Sharing key corporate matters 	<ul style="list-style-type: none"> • Communication for protecting shareholder rights • Communication on company performance, growth strategy, and shareholder return policy • Disclosure of key management information 	<ul style="list-style-type: none"> • Communication with government agencies and compliance management operations • Monitoring of policy formulation and revision • Discussion on government policies and monitoring of external environment 	<ul style="list-style-type: none"> • Fulfillment of corporate social responsibility
Operational Performance	<ul style="list-style-type: none"> • Quarterly labor-management council meetings • Operation of employee grievance reporting channels • Occasional executive townhall meetings 	<ul style="list-style-type: none"> • Regular general meeting of shareholders • Quarterly IR and NDR (Non-Deal Roadshow) • Disclosures including quarterly reports, annual reports, corporate governance reports, and Fair Trade Commission report, etc. • Ongoing updates to the website 	<ul style="list-style-type: none"> • Consultations with government agencies • Attendance at major economic organization seminars and forums • Participation in major association activities (Korea Listed Companies Association, Korea Fair Competition Federation) 	<ul style="list-style-type: none"> • Plogging campaigns and various activities
Key Areas of Interest	<ul style="list-style-type: none"> • Employee welfare and capacity building • Corporate organizational culture and guidelines • Protection of human rights • Fair evaluation and compensation 	<ul style="list-style-type: none"> • DL Group news and Disclosure information • Shareholder return • Governance and business status • BOD decisions • Financial information and stability 	<ul style="list-style-type: none"> • Information on legal amendment issues • Information on ESG management • Economic and industrial issues 	<ul style="list-style-type: none"> • Improvement for local environment • Participation in community social contribution activities

ENVIRONMENTAL

- 22 Climate Change Response
- 35 Environmental Management

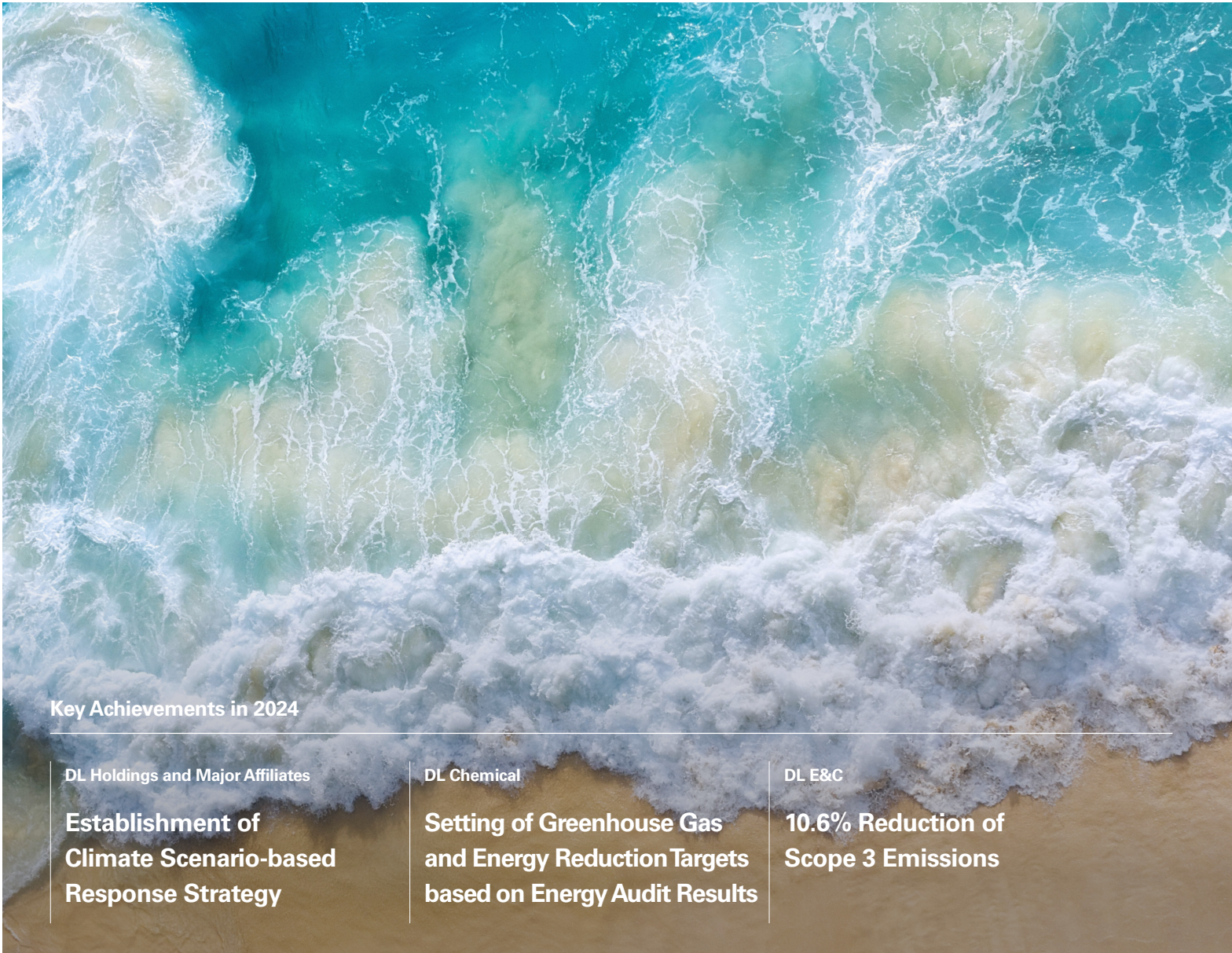
Climate Change Response

DL Group recognizes climate change as a key management issue and has established a systematic management framework based on group-wide response activities.

Each affiliate of DL Group reviews and approves climate-related strategies and policies through its Board of Directors and ESG Committee, and strengthens company-wide climate change response capabilities by identifying climate-related risks and opportunities for each business segment and establishing response measures through dedicated organizations.

DL Group's Goal

DL Group aims to achieve its 2050 net-zero target by reducing greenhouse gas emissions and mitigating climate risks based on a mid- to long-term roadmap, and by designing a business structure that takes climate change into account to enhance corporate sustainability.



Key Achievements in 2024

DL Holdings and Major Affiliates	DL Chemical	DL E&C
Establishment of Climate Scenario-based Response Strategy	Setting of Greenhouse Gas and Energy Reduction Targets based on Energy Audit Results	10.6% Reduction of Scope 3 Emissions

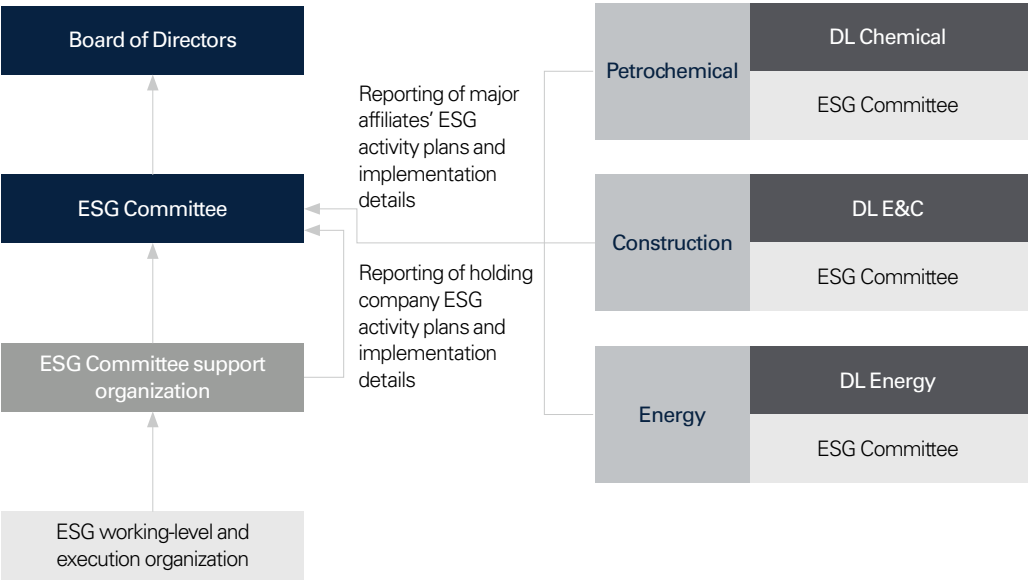
Climate Change Response

GOVERNANCE

Management and Oversight of Climate-Related Risks and Opportunities

- DL Group reviews climate change response strategies and implementation plans through the Board of Directors and manages the performance of these plans to address climate change.
- The ESG Committee under the Board of Directors establishes ESG-related policies and implementation plans, reviews disclosure and external evaluation results, and manages, oversees, and reviews related activities of affiliates.

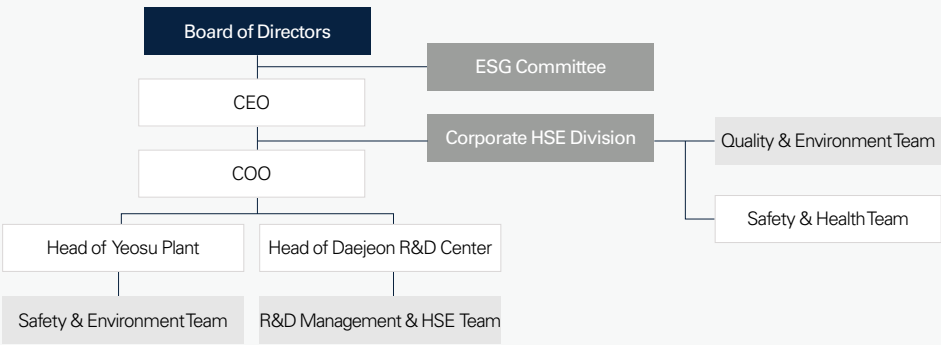
DL Climate Change Governance



ESG Governance Organization Chart

DL Chemical

- Decisions on overall ESG management are made by the Board of Directors, the highest decision-making body, and the ESG Committee as a sub-committee of the Board is operated to systematically manage all ESG issues, including climate change.
- The ESG Committee is operated on a regular basis, convening semiannually, and holds the authority to review and approve major climate-related matters, including the results of climate risk identification, mid- to long-term GHG emissions reduction targets, and company-wide response strategies.
- Each business division establishes detailed implementation plans, including annual GHG emissions intensity targets, in accordance with corporate strategic tasks, and reports implementation performance through the HSE Committee, or reports to the Board via the ESG Committee in the case of material issues.



Key ESG Committee Activities related to Climate

Records of Meetings		Key Climate-related Agenda
1st	24.05.22.	<ul style="list-style-type: none">• Assessment of DL Chemical's readiness to comply with sustainability reporting requirements• Key Climate-related Disclosure Items in the Sustainability Reporting Standards
2nd	24.11.19.	<ul style="list-style-type: none">• Analysis of climate-related disclosure items and assessment of current status against applicable standards• Necessity of establishing a GHG emissions management system• Response to policy changes in the emissions trading scheme (ETS)

Climate Change Response

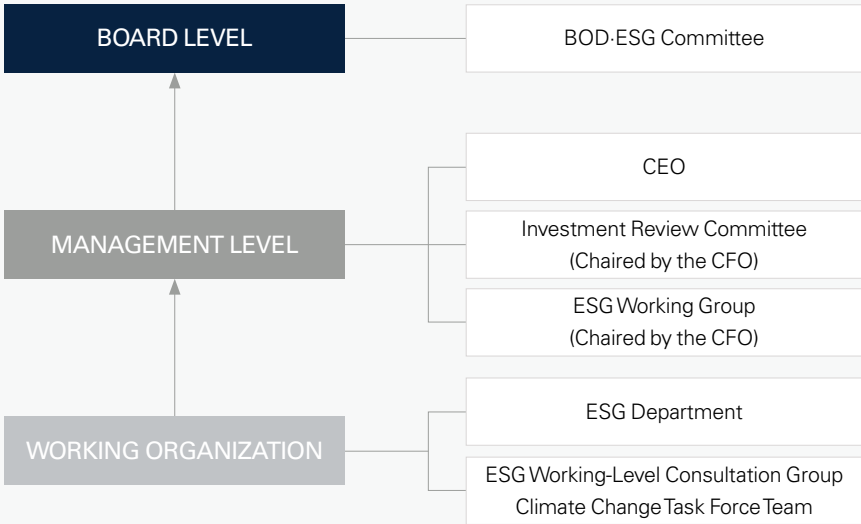
GOVERNANCE

Management and Oversight of Climate-Related Risks and Opportunities

Climate Change–Related Roles and Responsibilities

DL E&C

- The Board of Directors manages and oversees overall corporate management, including climate change response, and reviews policies, strategies, and implementation plans.
- The ESG Committee serves as the control tower, convening at least once per quarter to monitor climate-related risks and opportunities, review and approve mid- to long-term policies and investment plans, and review disclosure matters.
- The responsible organizational units plan and implement climate change strategies, report relevant issues and status to management, and support the sharing and execution of ESG implementation tasks.




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graph BT; subgraph BOARD_LEVEL [BOARD LEVEL]; BOD[Board of Directors - ESG Committee]; end; subgraph MANAGEMENT_LEVEL [MANAGEMENT LEVEL]; CEO[CEO]; IRC[Investment Review Committee - Chaired by the CFO]; ESGWG[ESG Working Group - Chaired by the CFO]; end; subgraph WORKING_ORG [WORKING ORGANIZATION]; ESGD[ESG Department]; EWLCG[ESG Working-Level Consultation Group]; CCTFT[Climate Change Task Force Team]; end; BOD --> CEO; CEO --> IRC; CEO --> ESGWG; IRC --> ESGD; ESGWG --> EWLCG; EWLCG --> CCTFT;
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Climate Change Response Organization

DL Energy

- The ESG Committee, composed of three team leader-level practitioners, reviews ESG items during project deliberations and monitors the implementation status of related projects.
- The ESG Committee continuously manages DL Energy’s overall ESG-related activities and business performance.



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graph TD; BOD[Board of Directors] --> CEO[CEO]; CEO -- "Establishment of ESG strategies/plans and performance reporting" --> ESGC[ESG Committee]; CEO -- "Monitoring and feedback" --> ESGC; ESGC -- "Project review request" --> IRC[Investment Review Committee]; ESGC -- "ESG compliance review opinion" --> IRC; ESGC -- "Improvement plan and progress" --> BD[Business Department]; ESGC -- "Monitoring and improvement opinion" --> BD; ESGC -- "Request for opinion" --> ITC[Internal Transactions Committee]; ESGC -- "Internal transaction review opinion" --> ITC;
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Climate Change Response

STRATEGY

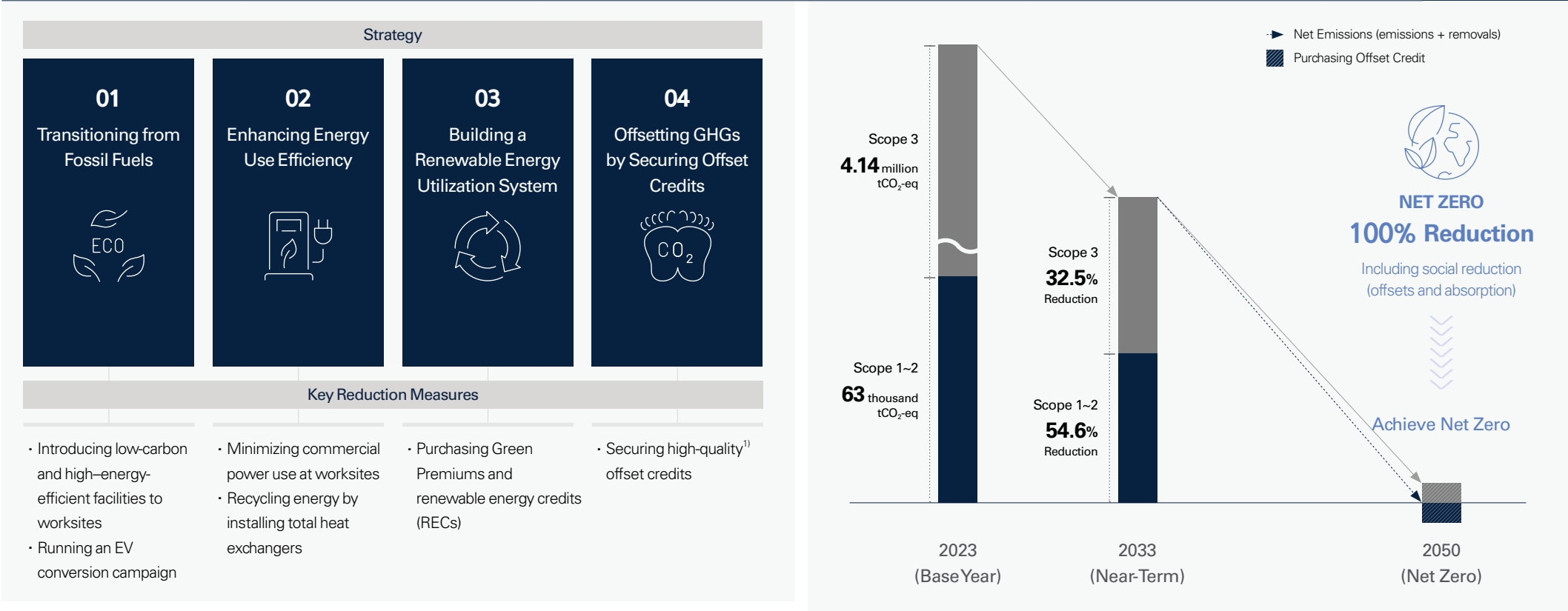
Management and Oversight of Climate-Related Risks and Opportunities

- DL Group is embedding climate change-related issues into overall management at each major affiliate to build a company-wide management system, including decision-making and business operations, to achieve net-zero by 2050.
- Each affiliate establishes and implements net-zero targets and action plans tailored to its business, and promotes a transition to an eco-friendly new business portfolio.

Road Map for Achieving Net Zero Goals

Pathway to Achieve Net Zero Goals

DL E&C



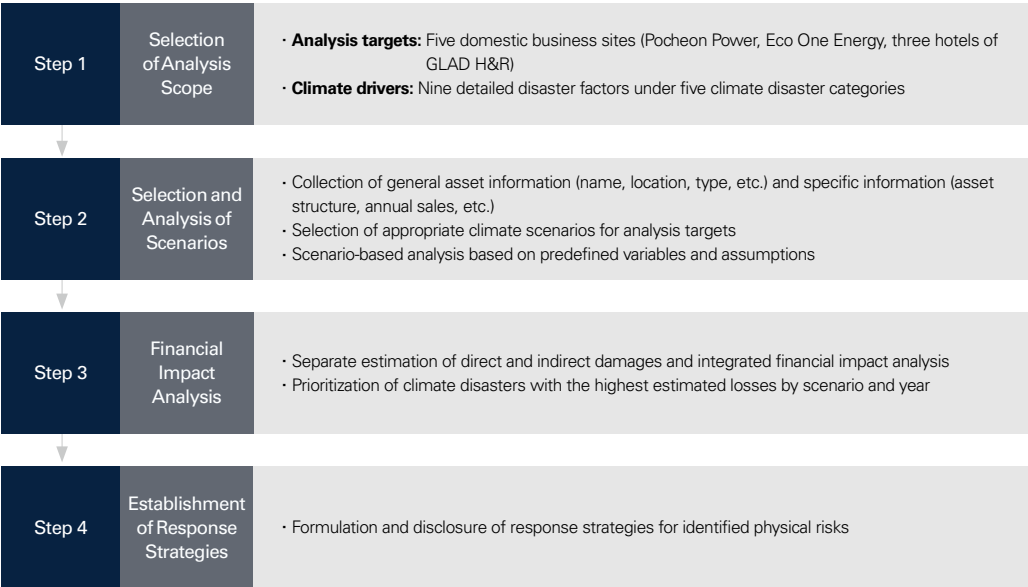
Climate Change Response

STRATEGY

Overview of Physical Risk Scenarios¹⁾

- DL Group adopted the SSP²⁾ scenarios from the Sixth Assessment Report of IPCC³⁾ to quantitatively analyze various physical risks by affiliate and to establish corresponding response strategies and mitigation plans.
- Based on three SSP scenarios, physical risk analyses were conducted for different climate change factors and pathways.
- To assess the financial impact on each asset from climate change, a scenario-based analysis program was utilized to enhance the reliability and objectivity of the results.

Physical Risk Assessment Process



1) Reference to the sustainability reports of each company for the petrochemical sector (DL Chemical) and the construction sector (DL E&C)

2) SSP (Shared Socioeconomic Pathways): New greenhouse gas pathways considering changes in future socioeconomic structures based on levels of greenhouse gas reduction and implementation of climate change adaptation measures

3) IPCC (Intergovernmental Panel on Climate Change): United Nations intergovernmental body conducting scientific assessments on climate change

Financial Impact Analysis of Physical Risks

Scenario and Key Assumptions

Risk	Applied Scenario	Pathway	Key Assumptions
Physical Risk	SSP1-2.6 (1.5°C equivalent)	Low-Carbon	• Sustainable development, strong climate policies
	SSP2-4.5 (2°C equivalent)	Intermediate	• Continuation of current policies, limited reduction
	SSP5-8.5 (4°C equivalent)	High-carbon	• Fossil fuel-based growth, absence of climate policies

Estimated Financial Damage by Disaster Factor

Climate Disaster Factor		Estimated Financial Damage	
Key Category	Detailed Factor	Direct Impact	Indirect Impact
Heat Waves	Heat Stress	• Annual employee productivity loss due to increased heat stress	• Sales decrease due to reduced production efficiency
	Cooling Requirements	• Annual energy cost increase due to higher cooling demand	• Decline in operating profit margin due to increased cooling costs
Flood	Pluvial Flooding ⁴⁾	• Annual increase in asset restoration costs due to infrastructure damage	• Annual sales decrease due to business interruption
	Tidal Flooding ⁵⁾		
	Fluvial Flooding		
Temperature	Max Temperature		• Annual increase in employee health and safety-related costs
Extreme Weather	Tropical Cyclone		• Sales decrease and cost increase due to power supply interruptions and outages
	Wind Gust		
Fire	Forest Fire Danger Index ⁶⁾		

4) Flooding caused by short periods of heavy rainfall exceeding the capacity of drainage facilities

5) Temporary flooding of low-lying coastal areas due to sea level rise caused by typhoons, storms, or tidal waves

6) Index quantifying the likelihood and spread rate of wildfires based on combined factors such as weather conditions (temperature, humidity, wind speed) and soil moisture

Climate Change Response

STRATEGY

Identification and Assessment of Key Climate-Related Risks and Opportunities

- DL Group compiles a pool of risks and opportunities by analyzing industry peer cases and literature, and reviewing major climate policies and guidelines.
- Key risks and opportunities are identified through an assessment of their impact on business strategy and financial performance, along with internal review.
- DL Group reviews its response status for the identified risks and opportunities, and establishes future implementation plans to manage them systematically.

Key Physical Risks¹⁾

Category	Occurrence			Factors and Impacts		DL Group Response Direction ²⁾
	Time Horizon	Likelihood		Detailed Factors	Financial Impacts	
Acute	Flood	Short-Mid-Long	High	• Damage to business sites and supply chains caused by heavy rainfall, flooding, and tidal waves	• Increased operating costs due to flooding of business sites caused by excessive rainfall • Increased expenditure burden for additional facility investment and infrastructure restoration for damage recovery	[All Sectors] • Establishment of emergency response plans for heavy rain and other emergencies and operation of natural disaster emergency response procedures [Petrochemical Sector] • Reinforcement of infrastructure and enhancement of earthquake- and waterproofing of facilities in preparation for extreme weather such as typhoons and storms • Establishment and regular inspection of emergency response systems for production and R&D facilities [Construction Sector] • Promoting facility upgrades applicable to head offices and construction sites
	Extreme Weather	Mid-Long	Low	• Damage to facilities and infrastructure caused by typhoons and strong winds	• Disruption to production and research due to direct and indirect damage to production and research facilities • Increased likelihood of corporate value deterioration due to delays in customer delivery and R&D schedules	
	Fire	Mid-Long	Low	• Disruption to production and logistics processes caused by wildfires • Air pollution and health damage	• Sales decrease due to production and logistics process disruption • Increased community support costs and restoration/environmental cleanup expenses	
Chronic	Heat Waves	Short-Mid-Long	High	• Increase in energy costs due to rising cooling requirement • Increase in industrial accidents and absenteeism due to heat stress	• Expansion of losses due to increased risks to employee safety and health from heat waves • Decrease in operational efficiency and increase in direct and indirect operating costs due to reduced labor productivity	[All Sectors] • On-site inspections and operation of emergency response manuals to prepare for heat waves and other weather-related disasters • Improvement of working environments and enhancement of cooling facilities to protect employee health [Petrochemical Sector] • Replacement of equipment with high-efficiency facilities and process optimization based on energy diagnostics • Strengthening of HSE (Health, Safety, Environment) system to prevent occupational health and safety risks [Construction Sector] • Establishing situation-based response plans and phased strategies using climate scenario analysis
	Temperature	Short-Mid-Long	High	• Increased incidence of facility malfunction due to high temperatures • Increased employee health vulnerability	• Decline in asset value due to physical damage to assets caused by rising maximum temperatures • Operating cost losses due to increased employee health risks	

1) DL Holdings, focusing on the energy and leisure sectors, identified and assessed major physical risks, and, based on the analysis results, presented an integrated outcome by linking individually assessed results from the petrochemical and construction sectors.

2) Specific response directions for the petrochemical and construction sectors can be found in each affiliate's sustainability report.

Climate Change Response

STRATEGY

Identification and Assessment of Key Climate-Related Risks and Opportunities

Key Transition Risks¹⁾

Category		Occurrence		Factors and Impacts		DL Group Response Direction
		Time Horizon	Likelihood	Detailed Factors	Financial Impacts	
Petrochemical	Policy and Legal	Mid-Long	High	<ul style="list-style-type: none">• Response to CBAM and supply chain due diligence directives• Response to national reduction targets and emissions trading system	<ul style="list-style-type: none">• Increase in operating costs due to carbon-intensive processes and raw material usage• Increase in operating costs due to rising emissions allowance purchase prices	<ul style="list-style-type: none">• Continuous management of the supplier evaluation system in accordance with legislative trends of supply chain due diligence directives• Reduction of GHG emissions intensity through energy efficiency improvement• Enhancement of emissions allowance management level
	Technology	Mid-Long	Medium	<ul style="list-style-type: none">• Decline in marketability of high-carbon products• Transition to bio-based raw materials and processes	<ul style="list-style-type: none">• Increase in costs and investment failure risks for low-carbon processes and renewable energy• Increased process change and initial adaptation costs	<ul style="list-style-type: none">• Review of transition to low-carbon processes and equipment• Minimization of initial adaptation burden through gradual application of bio feedstock
	Market	Mid-Long	Medium-high	<ul style="list-style-type: none">• Market structure changes due to increased eco-friendly demand• Increase in demand for disclosure of carbon information in the supply chain, renewable energy and eco-friendly certifications	<ul style="list-style-type: none">• Increased eco-product certification costs• Increased LCA-based disclosure demands from clients	<ul style="list-style-type: none">• Review and expansion of eco-friendly certification adoption• Strengthening of LCA calculation and certification for all product
Construction	Policy and Legal	Short-Mid	Low	<ul style="list-style-type: none">• Strengthening of government carbon emission regulations and rise in carbon credit prices	<ul style="list-style-type: none">• Decrease in cash flow due to additional purchase of carbon credits caused by future reduction in free allocation in the construction sector	<ul style="list-style-type: none">• Proactively prepare for inclusion in the 4th emission allowance allocation plan (2026) using scenario analysis• Respond to policy changes by adopting intelligent construction technologies and expanding eco-friendly civil projects
	Technology and Market	Short-Mid-Long	High	<ul style="list-style-type: none">• Response to low-carbon construction transition and Zero Energy Building (ZEB) system	<ul style="list-style-type: none">• Increase in advance construction costs due to application of renewable energy solutions and energy-saving technologies for low-carbon construction	<ul style="list-style-type: none">• Respond to increased demand for carbon-neutral residential spaces, focusing on urban renewal and public housing• Expand the application of smart construction technologies integrated with digital technologies(AI, drones, 3D modeling)• Expand orders focused on strategic sectors supporting decarbonization transitions, such as clean hydrogen, SAF, EV batteries, and SMR
Energy	Technology	Long	Medium	<ul style="list-style-type: none">• Delay in commercialization of low-carbon technologies	<ul style="list-style-type: none">• Decline in profitability and sales due to weakened competitiveness from delayed technology transition	<ul style="list-style-type: none">• Entry into industries focused on commercialized or demonstrated low-carbon technologies (e.g., hydrogen fuel cells, solar power, wind power) and step-by-step approach to pre-demonstration stage technologies through collaboration with government agencies or other companies to mitigate risks
		Mid-Long	High	<ul style="list-style-type: none">• Risk of stranded assets in existing facilities	<ul style="list-style-type: none">• Asset impairment costs and losses due to reduction or suspension of facility operations	<ul style="list-style-type: none">• Portfolio rebalancing through the sale of coal-fired power assets to minimize asset losses from the reduction or suspension of high-carbon facility operations
	Market	Short-Mid-Long	High	<ul style="list-style-type: none">• Market structure changes due to growing demand for eco-friendly products	<ul style="list-style-type: none">• Increase in maintenance and fixed operating costs for idle facilities due to decreased demand	<ul style="list-style-type: none">• Minimization of related risks through the sale of owned coal-fired power assets
		Mid-Long	High	<ul style="list-style-type: none">• Increase in avoidance by financial institutions and investors toward companies that fail to transition to low carbon	<ul style="list-style-type: none">• Increase in financing costs and opportunity costs due to investment avoidance in carbon-intensive assets	<ul style="list-style-type: none">• Proactive response to the risk of avoidance by financial institutions and investors through structural transition by selling coal assets and promoting/developing businesses focused on gas combined-cycle and zero-carbon power sources (renewable energy)
Leisure	Technology	Short-Mid	Medium	<ul style="list-style-type: none">• Delay in transition to high-efficiency facilities	<ul style="list-style-type: none">• Decline in customers and continued increase in energy costs due to weakened competitiveness	<ul style="list-style-type: none">• Step-by-step transition to high-efficiency facilities and enhancement of execution capability through support programs
	Market	Short	High	<ul style="list-style-type: none">• Growing customer preference for eco-friendly hotels	<ul style="list-style-type: none">• Decrease in sales due to lower reservation rates from declining preference	<ul style="list-style-type: none">• Enhancement of eco-friendly corporate image through active implementation of environmental customer participation campaigns, such as energy saving and resource circulation

1) Based on the transition risk analysis results conducted by each business sector, the findings have been reorganized from a comprehensive perspective, and detailed analysis results for each sector can be found in the sustainability reports of the petrochemical sector (DL Chemical) and the construction sector (DL E&C)

Climate Change Response

STRATEGY

Identification and Assessment of Key Climate-Related Risks and Opportunities

Key Opportunities¹⁾

Category		Occurrence		Factors and Impacts		DL Group Response Direction
		Time Horizon	Likelihood	Detailed Factors	Financial Impacts	
Petrochemical	Resource Efficiency	Mid	Medium	<div><div>• Strengthened circular economy policy</div><div>• Increase in demand for recyclable-friendly materials</div></div>	<div><div>• Increase in sales from recyclable-friendly products</div></div>	<div><div>• Expansion of research and development for recyclable-friendly materials</div></div>
	Product and Service	Short	High	<div><div>• Increase in demand for bio-based and low-carbon products</div></div>	<div><div>• Revenue assurance through market leadership in bio-based and low-carbon products</div></div>	<div><div>• Development of bio-based chemical products and new applications</div></div>
	Market	Mid-Long	Medium-high	<div><div>• Expansion of the global eco-friendly product market</div></div>	<div><div>• Expansion of revenue sources and entry into new markets through diversification of product portfolio</div></div>	<div><div>• Expansion of sustainable business portfolio including bio feedstock and recyclable materials for a virtuous circle, and enhancement of R&D collaboration among affiliates</div></div>
Construction	Energy Source	Short-Mid-Long	High	<div><div>• Increasing demand for carbon-negative technologies such as CCUS</div></div>	<div><div>• Increase in intangible assets (copyrights, patents, industrial property rights, etc.) resulting from CCUS technology development</div></div>	<div><div>• Promote expansion into new business areas, including clean hydrogen, ammonia, SAF, and EV batteries (planned from 2025)</div><div>• Expand strategic technology investments and partnerships to secure a leading position in the eco-friendly new energy market</div></div>
	Resilience	Short-Mid-Long	High	<div><div>• Participation in resilient energy reduction and renewable energy programs</div></div>	<div><div>• Increase in tangible assets from the introduction of energy-efficient equipment and increase in intangible assets in the long term due to short- to mid-term investment cost growth from eco-friendly construction technology development</div></div>	<div><div>• Establish early technical capabilities in zero-energy building construction to strengthen brand credibility and a leading position in the eco-friendly residential market</div><div>• Contribute to securing long-term profitability and sustainability by improving energy efficiency and responding proactively to ESG requirements</div></div>
Energy	Energy Source	Mid	High	<div><div>• Expansion of renewable energy power demand and supply</div></div>	<div><div>• Increase in new sales and securing of long-term profitability through expansion of renewable energy investment facilities</div></div>	<div><div>• Establishment of supply contract strategies targeting RE100-obligated companies through onshore/offshore wind power generation and rooftop solar power generation projects</div></div>
		Mid	Medium	<div><div>• Commercialization of low-carbon technologies</div></div>	<div><div>• Revenue generation through early commercialization and reduction of carbon reduction costs</div></div>	<div><div>• Planned full-scale investment review after commercialization and technology verification of low-carbon technologies</div></div>
	Product and Service	Mid	Medium	<div><div>• Expansion of low-carbon power contracts</div></div>	<div><div>• Long-term revenue growth through demand-tailored contracts in line with low-carbon trends</div></div>	<div><div>• Revenue generation from solar power projects through direct power purchase agreements with RE100-demand companies and active review of future development projects</div></div>
	Market	Mid	Medium	<div><div>• Expansion of ESG-based capital inflows</div></div>	<div><div>• Reduction of financing costs and expansion of investment through easing of capital procurement conditions based on strong ESG performance</div></div>	<div><div>• Portfolio restructuring toward gas combined-cycle and renewable energy due to difficulties in issuing public bonds when coal sales account for more than 30%</div></div>
Leisure	Resource Efficiency	Short-Mid	Medium	<div><div>• Reduction of waste and expansion of resource circulation</div></div>	<div><div>• Reduction of disposal costs through reduction of major waste generated during business operations</div></div>	<div><div>• Introduction of waste reduction facilities (e.g., food waste processors)</div><div>• Expansion of resource recycling through installation of eco-collection boxes and production of upcycled uniforms and slippers</div></div>
	Energy Source	Mid-Long	Medium	<div><div>• Completion of high-efficiency facility transition</div></div>	<div><div>• Reduction of energy costs and alleviation of peak rate burden through energy use efficiency improvements</div></div>	<div><div>• Improvement of energy consumption efficiency and cost reduction through transition to high-efficiency power generation facilities</div></div>
	Product and Service	Mid	High	<div><div>• Launch of carbon-neutral package products to meet eco-friendly travel demand</div></div>	<div><div>• Expansion of new revenue through introduction of ESG-friendly products</div></div>	<div><div>• Creation of new revenue streams based on consumer trends through launch of various eco-friendly guest room package products in collaboration with eco-friendly brands</div></div>
	Resilience	Mid	Medium	<div><div>• Advancement of supply chain ESG management</div></div>	<div><div>• Prevention of operational disruptions and cost increases caused by supply chain uncertainties</div></div>	<div><div>• Implementation of climate change-focused risk management in the supply chain through expansion of green purchasing</div></div>

1) Based on the opportunity factor analysis results conducted by each business sector, the findings have been reorganized from a comprehensive perspective, and detailed analysis results for each sector can be found in the sustainability reports of the petrochemical sector (DL Chemical) and the construction sector (DL E&C).

Climate Change Response

STRATEGY

Identification and Assessment of Key Climate-Related Risks and Opportunities

DL Chemical

- A pool of climate-related risk and opportunity factors is developed through analysis of various peer industry cases and literature, accompanied by a review of major climate policies and market trends.
- Key climate-related risks and opportunities are identified by comprehensively considering their potential impacts on business strategy, value chain structure, and financial performance, in collaboration with relevant departments and through internal review processes.
- Five physical risk factors, four transition risk factors, and five opportunity factors that may have an impact are derived through the identification process.

Climate Risk and Opportunity Identification Process

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graph LR; A[Peer Industry Cases] --> D[Pool of Risk and Opportunity Factors]; B[Literature] --> D; C[Climate Policies and Market Trends] --> D; D --> E[Business Strategy]; D --> F[Value Chain Structure]; D --> G[Financial Performance]; E --> H[5 Physical Risk Factors]; E --> I[4 Transition Risk Factors]; E --> J[5 Opportunity Factors]; F --> H; F --> I; F --> J; G --> H; G --> I; G --> J;
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DL E&C

- Established a pool of climate-related risks and opportunities based on industry analysis and climate change policies.
- Referencing the IFRS S2 Industry-based Guidance, DL E&C has identified 11 risk factors and nine opportunity factors that potentially impact its business objectives, financial performance, and operational activities.
- Key risks and opportunities have been selected through a materiality assessment that considers their scale and likelihood, and scenario-based analyses of potential financial impacts have been conducted to establish response strategies.

DL Construction

Step 1
Identification of Risk and Opportunity Pool

- Risk and opportunity analysis based on TCFD recommendations
- Analysis of research reports in the construction industry
- Analysis of advanced peers in the same industry pool
- Analysis of global climate change trends

21 Issues

Step 2
Risk and Opportunity Assessment

[Impact]

- Measuring the impact of each issue
- TCFD recommendations
- Benchmark analysis
- Expert review

[Likelihood]

- Measuring the likelihood of each issue
- Benchmark analysis
- Research report analysis

7 Issues

Step 3
Selection of Key Issues and Impact Analysis

- Deriving key issues through a comprehensive assessment of impact and likelihood
- Conducting quantitative and qualitative financial impact analysis of key issues

Pool of Key Climate-Related Risks and Opportunities

Risk Pool		
Category	Type	Risk Factor
Physical Risk	Acute	• Extreme weather events
	Chronic	• Heat stress from rising average temperatures
Transition Risk	Market	• Increase in raw material costs
	Technology	• Costs for transition to renewable energy
	Reputation	• Reputation damage due to inaction on climate change

Opportunity Pool		
Category	Type	Risk Factor
Opportunity	Resource Efficiency	• Water and waste recycling
	Energy Source	• Development of low-carbon construction technologies
	Market	• Market Leadership through development of eco-friendly materials and construction methods
	Resilience	• Provision of solutions to mitigate power supply volatility

Climate Change Response

STRATEGY

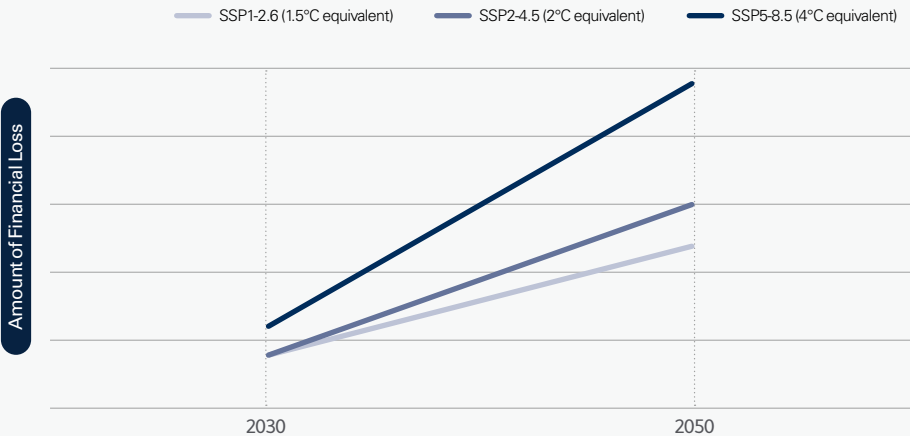
Financial Impact Analysis of Physical Risks

| Estimation of Financial Impacts by Climate Scenarios

DL Chemical

- Based on the results of financial impact analysis under three SSP scenarios¹⁾, the scale of financial losses in 2050 was found to increase significantly compared to 2030 across all scenarios.
- Under the high-emission pathway SSP5–8.5, the largest scale of losses across all assets was projected.
 - The financial loss in 2050 was estimated to be approximately 1.9 times greater than that under the low-emission pathway SSP1–2.6, indicating that delays in transitioning to a low-carbon society could increase asset loss risks.

Estimated Financial Impacts by Climate Scenarios and Time Horizons



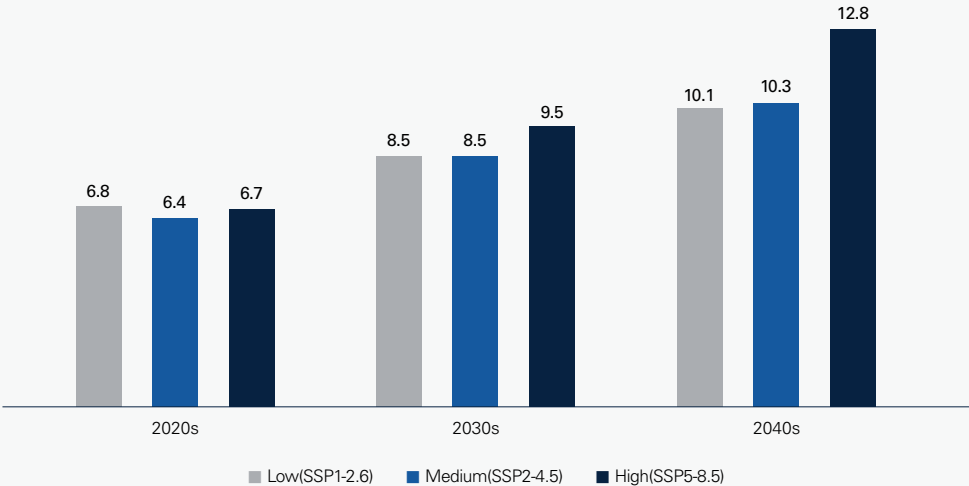
1) SSP1-2.6 (Low-emission scenario), SSP2-4.5 (Intermediate-emission scenario), SSP5-8.5 (High-emission scenario)

| Physical Risk Impact Assessment based on Scenario Analysis

DL E&C

- To assess physical risks, an analysis was conducted based on SSP scenarios, incorporating acute risks such as typhoons, heavy rainfall, and wildfires, as well as chronic risks such as changes in precipitation, temperature, and sea level rise.
 - A decadal analysis through the 2040s was conducted using S&P Global's Climonomics® analytics tool.
 - Overall, the SSP2-4.5 scenario was found to involve risks that are similar to or higher than those under the SSP1-2.6 scenario.
 - Under the high-emission scenario SSP5-8.5, physical risks were assessed to increase sharply in both magnitude and likelihood, with significant potential impacts on business and value chain continuity.

MAAL²⁾ by Physical Risk under Each Scenario



2) Modeled Average Annual Loss, %

Climate Change Response

RISK MANAGEMENT

Climate Risk Management

- DL Group operates a climate risk assessment process through the ESG Committee to identify risk and opportunity factors, establish strategies and plans based on them, and manage their implementation status within a structured framework.
- PETROCHEMICAL

Physical and transition risks and opportunities are assessed in detail by asset and by policy scenario
- CONSTRUCTION

Through ESG compliance reviews, business activities are established and implemented, with the results continuously monitored and areas for improvement identified.
- ENERGY

The potential financial and non-financial impacts of risks and opportunities have been evaluated, priorities have been set, and risk mitigation is achieved by linking them with business opportunities.

Climate Risk and Opportunity Management and Evaluation Process

DL Chemical

Climate Risk and Opportunity Management Process

• Climate-related risks and opportunities are managed at the company-wide level based on the ESG Committee’s strategic framework.

• The ESG Committee deliberates and approves climate strategies and implementation plans, and based on the company-wide ESG strategic tasks established through this process, each department formulates specific action plans.

– Department-level action plans are specified into quantitative targets, such as reducing GHG emissions and energy consumption intensity.

• The implementation process is monitored on a quarterly ESG working-level councils based on KPIs, with the results linked to the formulation of future strategies.

• Implementation results are reported to executives through the HSE Committee, an internal council for environment, safety, and health, while climate-related key strategic issues are reported to the ESG Committee.

Climate Risk and Opportunity Evaluation Process

• Climate risks and opportunities are classified into physical and transition risks and opportunities, and identified in a structured manner by site and policy scenario.

– Physical risks have been assessed at the asset level under IPCC SSP scenarios, considering heat waves, rising temperatures, site locations, and facility characteristics.

– Transition risks have been assessed under IEA scenarios (NZE, APS, STEPS), reflecting DL Chemical’s business profile, carbon credit purchases, allocation ratios, and carbon prices.

– Opportunities have been identified as business expansion potentials through renewable energy transition, energy efficiency improvements, and introduction of CCU technologies.

• Identified and assessed results are reviewed and reflected in strategy through the ESG Committee and Board of Directors reporting structure.

Climate Risk Identification and Management Process

DL Constuction

Identification Risk and Opportunity Factors	Evaluation of Magnitude and Likelihood and Classification of Grades	Evaluation of Effectiveness and Preparation of Improvement Measure	Setting of Response Plans
<div>• Identification of risk and opportunity factors related to greenhouse gas and energy-related domestic and overseas trends and policies, stakeholder demands, etc.</div>	<div>• Calculation of evaluation grade considering financial or physical impacts and their likelihood</div>	<div>• Setting of performance evaluation and improvement plans according to progress</div>	<div>• Setting of response measures, management indicators, period, etc. according to evaluation results</div>

Setting Business Strategies and Goals	Conducting Climate Change Response Activities	Managing Business Performance
<div>Based on risk and opportunity evaluation results</div> <div>• Identification of items applied to business strategies</div> <div>• Establishment of promotion goals</div>	<div>• Establishment of detailed implementation plans for each business area</div> <div>• Monitoring of promotion activitie</div>	<div>• Checking of results and performance</div> <div>• Analysis and application of improvements</div>

Climate Change Response

TARGET & METRICS

Management of Greenhouse Gas Emissions and Energy Usage

• DL Group recognizes greenhouse gas emissions and energy use as key elements in achieving its 2050 net-zero roadmap and carries out systematic management activities to reduce them.

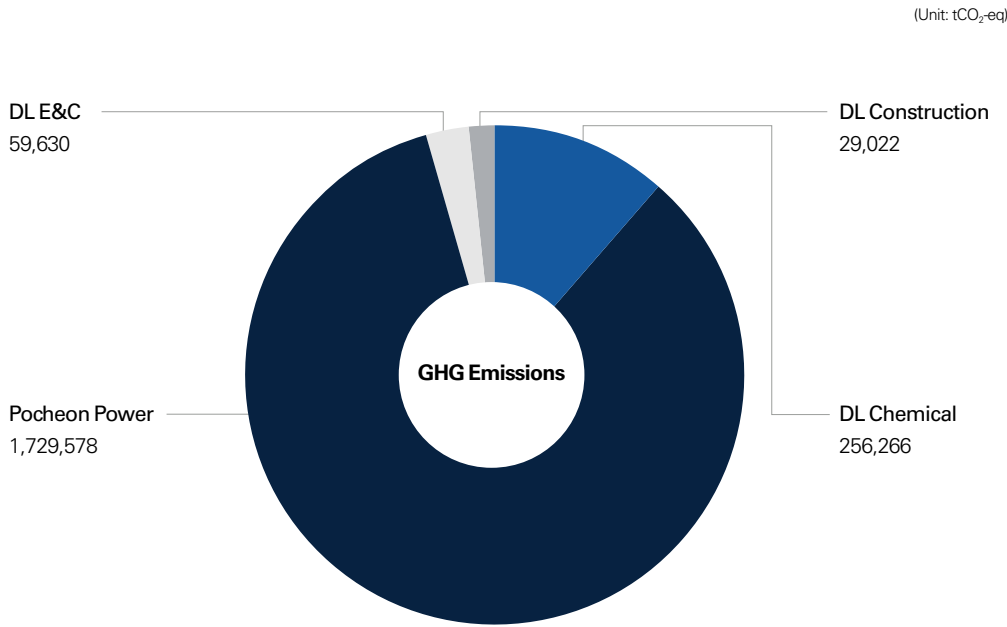
- PETROCHEMICAL

It has set intensity reduction targets for Scope 1 and 2, conducts regular energy audits, and manages Scope 3 greenhouse gas emissions through voluntary verification.
- CONSTRUCTION

It has established absolute reduction targets for Scopes 1, 2, and 3¹⁾, and has built a monitoring system to analyze performance against these targets.
- ENERGY

Through business portfolio restructuring, the company reduces Scope 1 and 2 emissions and promotes low-carbon transition by installing carbon capture facilities.

Greenhouse Gas Emissions²⁾ by Major Affiliate (Scope 1 & 2)



1) Applicable only to DL E&C, with DL Construction managing only target amounts for Scope 1 and 2
2) Scope 2 limited to emissions calculated using location-based measurement, with DL E&C including overseas data

Management of Greenhouse Gas Emissions

DL E&C

- In 2023, DL E&C established an SBTi-based Net Zero target and has since been measuring greenhouse gas emissions annually.
- Based on the 2023 baseline year, DL E&C aims to reduce Scope 1 and 2 emissions by 54.6% and Scope 3 emissions by 32.5% by 2033, with the ultimate goal of achieving Net Zero by 2050.

Analysis of Performance against Climate Targets³⁾

(Unit: tCO₂-eq)

Category	2023	2024	2024
Scope 1	24,542	20,955	23,202
Scope 2	38,614	38,679	36,506
Scope 1+2	63,156	59,630	59,708
Scope 3	4,139,607	3,596,837	4,005,070
Scope 1+2+3	4,202,763	3,656,467	4,064,778

3) Including overseas data

Climate Change Response

TARGET & METRICS

Management of Greenhouse Gas Emissions and Energy Usage

GHG and Energy ManagementTargets and Performance

DL Chemical

- DL Chemical has established a target to reduce GHG emissions (Scope 1 and 2) and energy consumption intensity by 21 % by 2030 compared to 2022 levels, and has linked this target to site-level KPIs, with performance monitored once per quarter.
- Scope 3 (other indirect emissions) is calculated and voluntarily verified to ensure reliability of results.

GHG Emissions and Energy Consumption IntensityTrends¹⁾

Category	Unit	2022	2023	2024
GHG Emissions ²⁾ (Scope 1 & 2)	tCO ₂ -eq	251,819	241,590	256,266
Energy Consumption	TJ	4,344	4,191	4,532

GHG Emissions and Energy Consumption Targets³⁾

Category	Unit	Emissions Intensity			Mid- to Long-term Intensity Reduction Targets							Reduction Target
		2022	2023	2024	2025	2026	2027	2028	2029	2030		
GHG Emissions Intensity	tCO ₂ -eq/MT	0.311	0.310	0.314	0.296	0.290	0.281	0.273	0.259	0.246	21%	
Energy Consumption Intensity	GJ/MT	6.081	5.975	6.097	5.782	5.666	5.496	5.331	5.065	4.811	21%	

1) Discrepancies between subtotals and totals due to truncation of decimals at the site level for energy consumption and GHG emissions

2) Discrepancies with the previous year's report due to retroactive application of past emissions following changes in calculation standards, and differences with this table as carbon credits are calculated based on Phase 3 allocation standards

3) GHG emissions and energy consumption per production volume (Yeosu Plant basis)

4) Increase in energy consumption and GHG emissions compared to the previous year due to business portfolio diversification

GHG and Energy Reduction Activities and Plans

DL Chemical

- Energy audits are conducted every five years for four business units, and update and improvement plans are established based on the results.
- Based on the audit results, long-term GHG reduction activities are carried out, including the promotion of green businesses and investments in energy-saving projects.
- Implementation of the improvement measures identified in the 2023 energy audit achieved energy savings of 56TJ, GHG reduction of 3,173 tCO₂-eq, and operating cost savings of KRW 972 million in 2024.

2023 Energy Audit based on Energy Reduction Results and Plan

Category	Year	Improvement Measures	Expected Energy Reduction (TJ)	Estimated GHG Reduction (tCO ₂ -eq)	Expected Operating Cost Savings (KRW million)
Reduction Results	2024	PE high-efficiency equipment replacement, PB operation optimization (14 cases)	56	3,173	972
Reduction Plan	2025~2027	PE insulation reinforcement, PB equipment performance improvement (6 cases)	19	996	366

GHG Reduction Activities Based on Carbon CaptureTechnology

Pocheon Power

- Pocheon Power, in collaboration with its affiliate CARBONCO, is installing carbon capture (CCUS) facilities to capture carbon dioxide from emissions generated during power plant operations and reduce greenhouse gas emissions.
- It is developing essential absorbents for carbon dioxide capture and optimal operating technologies, and is introducing the facilities in phases with the goal of securing a capacity to capture two tons of carbon per day.

Utilization of Carbon Capture (CCUS)

Carbon

Capture

Compression and Liquefaction

CO₂ Transportation

Storage

Utilization

Environmental Management

DL Group will embed environmental responsibility as a core corporate value and promote sustainable environmental management across all business activities company-wide.

Each affiliate of DL Group carries out its business activities based on an environmental management system and policies that reflect the characteristics of its main operations, and continues to make efforts to implement an eco-friendly new business portfolio.

DL Group's Goal

Through responsible decision-making that considers the environment, we aim to strengthen our environmental management system for a sustainable future.



Key Achievements in 2024

DL E&C, DL Construction, Pocheon Power

Waste Recycling Rate

99.996% (DL E&C)

99.9% (DL Construction)

99.6% (Pocheon Power)

Pocheon Power

Implementation of the CCUS (Carbon Capture, Utilization & Storage) Research Facility Project

GLAD H&R

Expansion of Customer-participatory Environmental Campaigns

Environmental Management

Environmental Management System

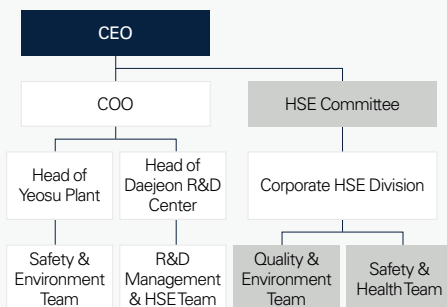
Environmental Management Governance

- DL Group operates a decision-making structure by establishing a dedicated environmental management organization within each affiliate to proactively respond to environmental risks.
- Centered on the ESG Committee, DL Group regularly deliberates on policies, regulations, and implementation plans related to environmental management and performs the role of managing and supervising environmental management activities.

Environmental Management Governance System by Major Affiliate

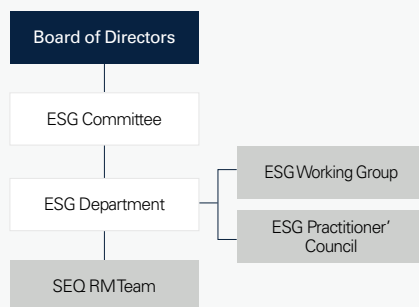
DL Chemical

- The HSE Committee monitors the progress of key environmental indicators on an ongoing basis.
- The Quality & Environment Team performs company-wide environmental management planning, while the Yeosu Plant and the Daejeon R&D Center implement detailed tasks based on environmental management strategies.
- When formulating major strategies, reports are submitted to the ESG Committee under the Board of Directors for deliberation and approval, and further reported to the Board if necessary.



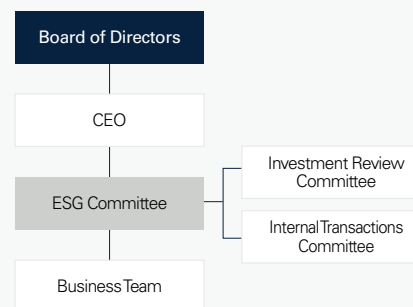
DL E&C

- DL E&C, led by the dedicated SEQ RM Team, operates a company-wide environmental and energy management system and an integrated management process to effectively respond to major environmental issues.
- Through the ESG Practitioners' Council and the ESG Working Group, the ESG Department identifies agenda items by analyzing risk and opportunity factors and their impacts across company-wide environmental aspects. These issues are reported to the ESG Committee and finalized by the Board of Directors.



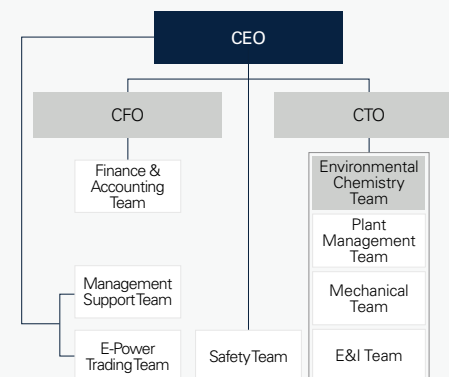
DL Energy

- DL Energy systematically manages and supervises the establishment and implementation of environmental management strategies through cooperation among the ESG Committee, composed of three members, the CEO, the Investment Review Committee, the Internal Transactions Committee, and each business team.



Pocheon Power

- Pocheon Power operates a dedicated environmental organization, the Environmental Chemistry Team, to carry out and manage detailed implementation of environmental issues.
- It strengthens its environmental management system by complying with established environmental policies, such as the Integrated Environmental Management Plan and the Chemical Accident Prevention and Management Plan.



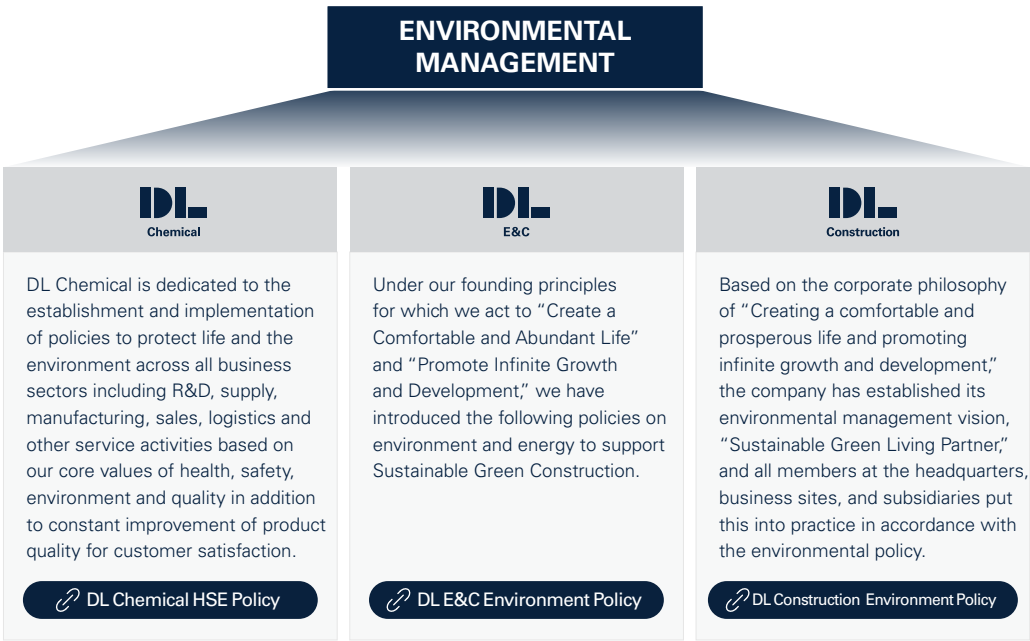
Environmental Management

Environmental Management System

Environmental Management Policy

- DL Group establishes and implements environmental management policies and guidelines with the aim of achieving sustainable management centered on environmental stewardship.
- The environmental management policies and guidelines set forth the company’s awareness of various environmental issues and its commitment to fulfilling social responsibility.
- By formulating policies and guidelines that reflect the industrial characteristics of each affiliate, DL Group strengthens the execution of environmental management across the entire group.

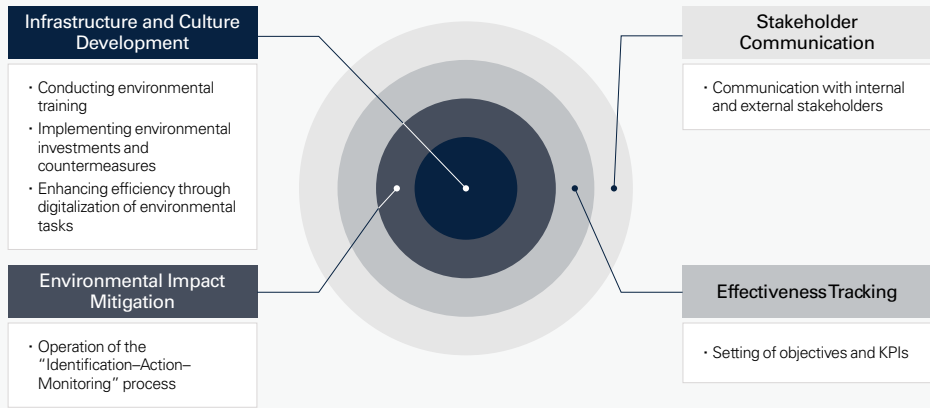
Environmental Management Policies and Guidelines



Environmental Management Strategy

DL Chemical

- DL Chemical operates an environmental management system that complies with ISO 14001 requirements as well as applicable environmental laws and regulatory frameworks.
- The company makes investments and provides training to strengthen the implementation of the environmental management policy and embed it into the organizational culture.
- It operates an "Identification–Action–Monitoring" process to reduce negative impacts across environmental management areas.
- Goals and KPIs are established to track the effectiveness of task implementation, with continuous monitoring and improvement carried out.
- DL Chemical also communicates regularly with stakeholders on the status of environmental management implementation and its ongoing efforts.



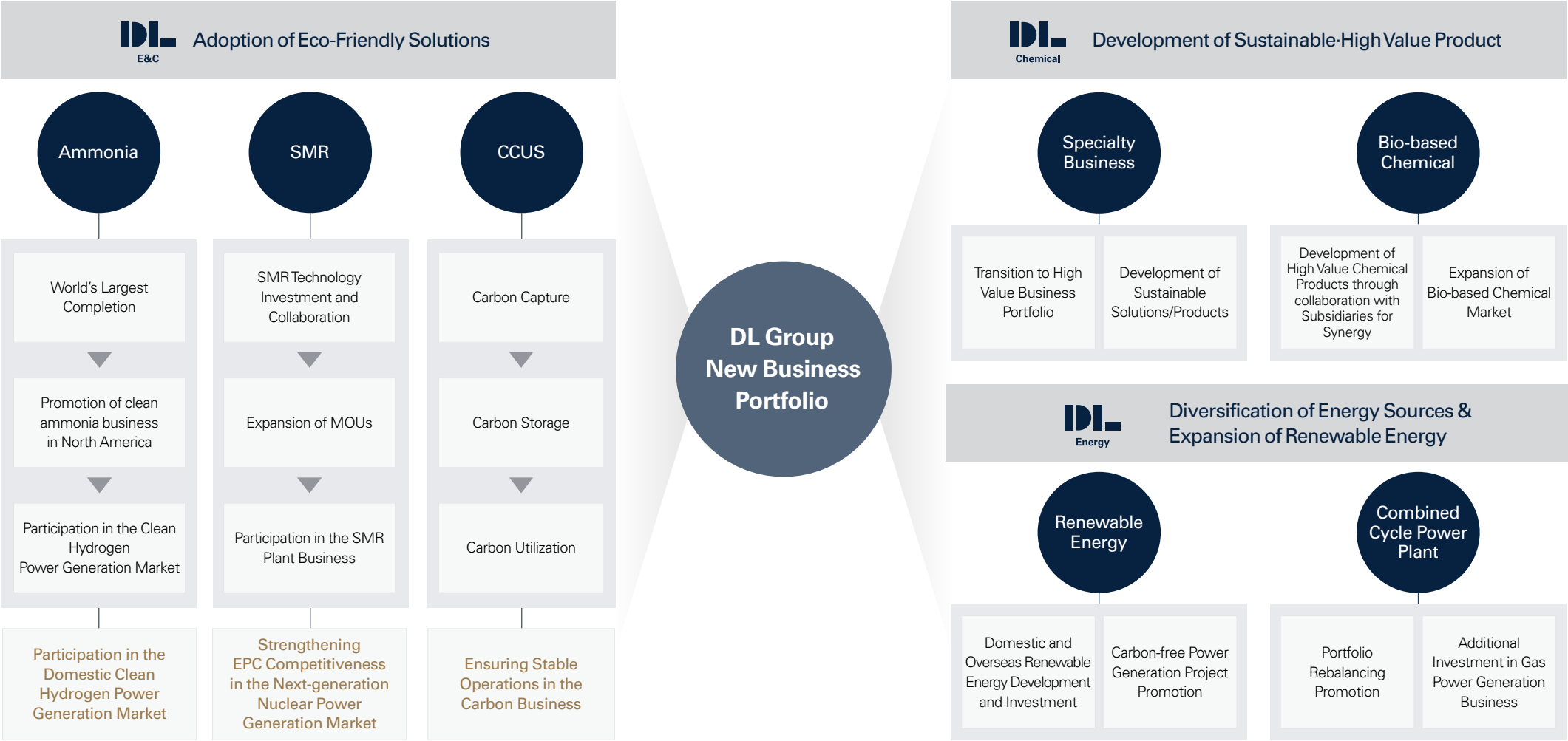
Environmental Management Objectives and KPIs

- Environmental management objectives and KPIs are established and implemented by reflecting the HSE&Q management policy and key management areas.
- HSE-related KPIs are established based on ESG key management indicators to drive improvement tasks in GHG, energy and waste, while monitoring reduction performance.

Environmental Management

Environmental Management System

DL Group New Business Portfolio



Environmental Management

Key Activities by Environmental Factor

Air and Noise Pollution

- DL Group establishes internal regulations in accordance with the Clean Air Conservation Act and other environmental pollution facility-related laws, and systematically carries out air pollutant reduction and management activities for each sector.
 - PETROCHEMICAL** The HSE-Portal is utilized to monitor compliance with relevant laws and to conduct self-measurements and inspections by facility and process.
 - CONSTRUCTION** It installs customized dust collection facilities by process, operates automatic water spray treatment systems, and maintains a real-time monitoring system.
 - ENERGY** Regular environmental impact assessments are conducted based on internal management regulations, and the company complies with pollutant emission standards under the integrated environmental permit.
- DL Group also systematically manages noise generated during business operations to minimize negative impacts on nearby communities and surrounding environments.
 - PETROCHEMICAL** For process noise improvements, plans are in place to implement investments by 2025.
 - CONSTRUCTION** In line with its noise management plan, it conducts risk assessments and applies low-noise technologies.

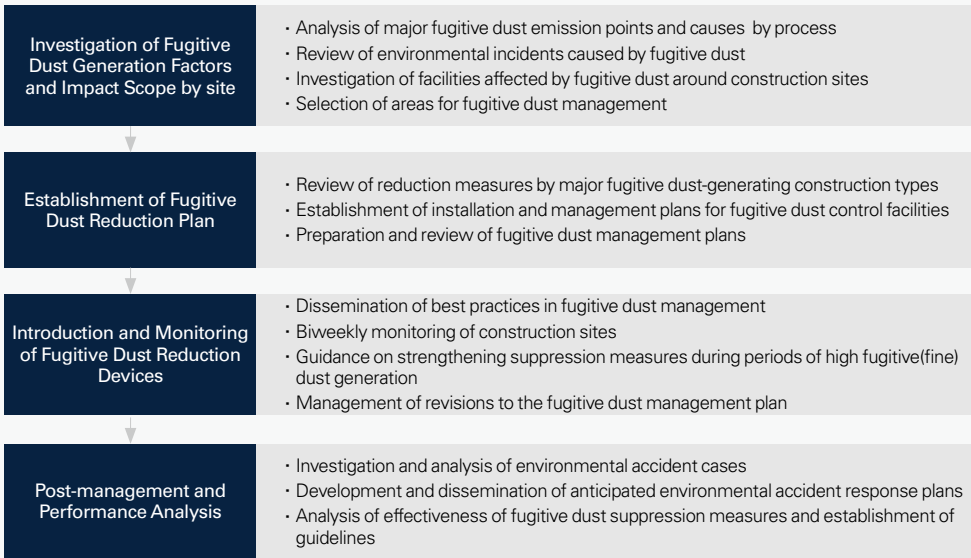
Noise Management Process

DL E&C

Advance On-Site Inspection	3D Noise Simulation	Evaluating On-Site Noise Risk	Noise Management Planning	Real-time Monitoring
<ul style="list-style-type: none">Status of environmental research on surrounding buildings (commercial facilities, apartments, building height, number of households, etc.)	<ul style="list-style-type: none">Execution of the CAD blueprint as a noise simulation programRunning the 3D simulation by designating the equipment, the noise values by equipment, and the work locations consistent with the work details of each process	<ul style="list-style-type: none">Using the self-developed noise risk evaluation indicator tool to identify and manage high-noise-risk sites	<ul style="list-style-type: none">Installation and operation of noise reduction facilities; establishment of on-site noise management plan (application of low-noise equipment and methods, noise monitoring measures, etc.)	<ul style="list-style-type: none">Measurement of noise using fixed noise measurement devices (daily intertrial) and mobile noise measurement devices (at least once a day)Modification of noise management plan in case of exceeding standards, to enable construction

Noise Management

DL E&C



Air Pollutant Management and Reduction Activities

Pocheon Power

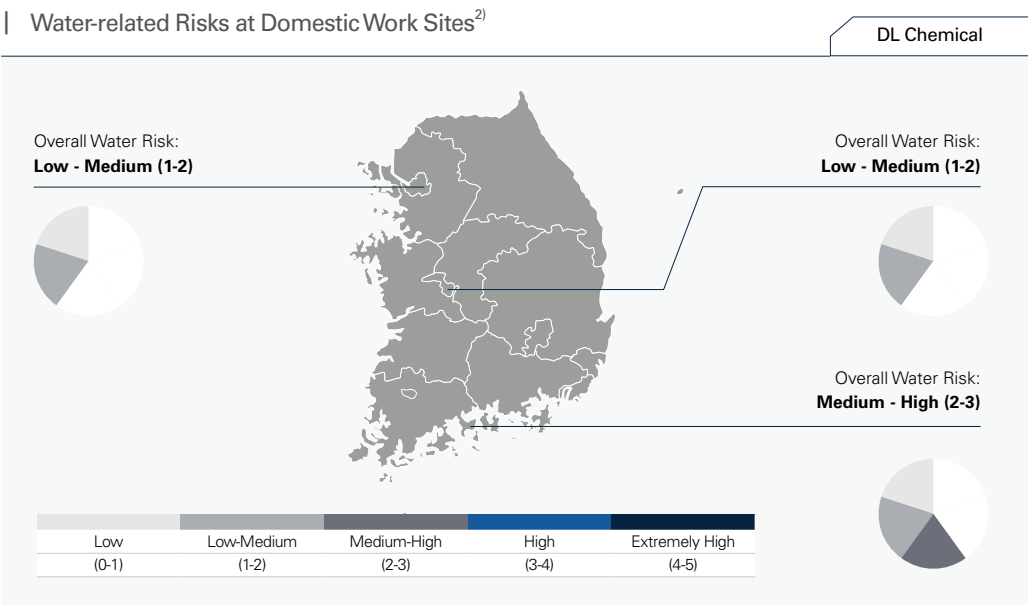
- Pocheon Power establishes and operates air pollutant management indicators in accordance with environmental impact assessment consultation standards.
- The company minimizes environmental impact by operating various air pollutant reduction facilities and implementing related management activities.
 - It operates HRSG iron oxide dust collectors, tunes GT combustors, and conducts SCR inspections and catalyst cleaning.
 - When emergency fine dust reduction measures are issued, it further reduces NOx emission concentrations by 20% and enforces a voluntary vehicle operation restriction program.
 - Nitrogen oxides are continuously measured and transmitted to the Ministry of Environment through the airTMS system.

Environmental Management

Key Activities by Environmental Factor

Water Resources

- DL Group operates optimized water management systems to ensure compliance with water resource–related regulations, minimize water pollution, and enhance water recycling rates.
 - PETROCHEMICAL** For new projects, the WRI¹⁾ Water Stress Index of the relevant region is identified in advance, and continuous monitoring is conducted for wastewater and effluent.
 - CONSTRUCTION** It implements water conservation strategies by recycling a portion of its water use to replace part of the required water.
 - ENERGY** Water treatment efficiency is expanded through the maintenance of wastewater treatment facilities.
- As part of its response to water resource risks, DL Group continuously analyzes the water stress index and regional conditions and operates an ongoing monitoring system.



1) World Resources Institute

2) WRI, Water Risk Atlas, as of June 2025

Water Resources Management

DL E&C

- DL E&C recognizes rainwater and groundwater runoff as important water resources and recycles them through various methods.
- DL E&C applies water efficiency technologies across all construction sites and residential facilities.
 - The company sets water usage reduction targets for residential buildings and expands its water-saving strategy through the phased application of efficiency technologies.

Technology for Efficient On-Site and Residential Water Use

On-site	<ul style="list-style-type: none">Intertrial aggregation of water usage on all sites in real-time, reduction of water withdrawal volume using intensity indicatorsInstallation of on-site rainwater and groundwater runoff collection devices (water saving devices)Purify collected water within water quality standards and reuse it for fugitive dust suppression spray facilities on site<ul style="list-style-type: none">e-Pyeonhansesang Siheung Double Square Site purifies and recycles water using brown coal for fugitive dust suppression facilities
Residential	<ul style="list-style-type: none">Installed water-saving faucets, toilets, and showerheads in householdsInstalled water pressure control depressurizing valvesInstalled water meters

Water Resources Management

Pocheon Power

- Pocheon Power continuously measures and transmits Total Organic Carbon (TOC), pH, Suspended Solids (SS), Total Nitrogen (TN), and Total Phosphorus (TP) through the Water Quality TMS to the Ministry of Environment.
 - It enhances the reliability of measurement results by conducting weekly inspections and annual accuracy tests of the measuring equipment.
- The company carries out continuous management of additional items outside the TMS measurements, including n-H (mineral oils), Biochemical Oxygen Demand (BOD), ecological toxicity, and 32 types of designated water pollutants.
- It regularly submits the results of self-measurements (monitoring) to the Han River Basin Environmental Office.
 - Based on public–private cooperation, Pocheon Power strengthens its water resource management capabilities and efficiency.

Environmental Management

Key Activities by Environmental Factor

Waste

- DL Group establishes and operates a resource circulation system to reduce environmental impact by minimizing waste and improving recycling rates.
- It conducts regular monitoring, inspections, and adequacy reviews to check compliance with waste-related laws and works to improve waste generation indicators.
- PETROCHEMICAL** It identifies and implements annual waste reduction projects and manages waste data based on unit indicators.
- CONSTRUCTION** It provides training to establish a waste generation monitoring system and internalize the waste treatment system.
- LEISURE** It expands waste recycling and reduction activities in hotel operations.
- As part of its waste management practices, DL Group operates a system to manage waste treatment companies, including the pre-identification and mitigation of risks in the waste treatment process and the provision of incentives to treatment companies.

Hotel Bedding Resource Circulation

- GLAD H&R produces eco-friendly recycled felt ribbon DIY slipper kits through hotel bedding upcycling.



Sustainable Wellness Lifestyle Brand 'Uisikjuui' Collaboration Eco-friendly Glad Slippers

Waste Recycle

Pocheon Power

- Pocheon Power strictly complies with the separation of workplace waste by type, maintaining a 100% recycling rate.
- It operates management indicators related to consigned waste treatment to achieve sustainable resource circulation.

Category	Unit	2022	2023	2024
Total	ton	239	212	320
Recycling Rate ¹⁾	%	97.4	98.4	99.6

1) Amount reflecting the volume of non-recyclable designated waste

Food Waste Treatment Facility

GLAD H&R

- In April 2025, GLAD H&R is introducing a new microbial decomposition-based food waste treatment system to achieve the goal of zero food waste generation.
- By shifting from the existing method of collecting food waste from farms for feed production to on-site treatment, it maximizes the effect of waste reduction.



Maison Glad Jeju Microbial Food Waste Treatment Equipment

Environmental Management

Key Activities by Environmental Factor

Chemical Substances

- DL Group has established a chemical substance management system to comply with relevant regulations, identify potential hazards in advance, and conduct regular monitoring activities.
 - PETROCHEMICAL** Risk factors of new chemical substances are analyzed through the site-led Change Management Committee, and chemical substances are monitored via the HSE-Portal.
 - CONSTRUCTION** It operates a chemical substance management and accident prevention system based on the Safety Management System (S-Net).
 - ENERGY** It enhances prevention and response capabilities for environmental accidents by providing education and training for hazardous chemical leaks, and by operating environmental chemistry standard operating procedures (SOPs) and emergency response manuals.

Chemical Management Process

- A stage-by-stage management process is established for chemical handling to ensure safe management, with training provided to dedicated personnel at each stage.
- Regular emergency response drills are conducted to minimize accident damage and strengthen response capabilities.



Hazardous Chemical Management System

DL Chemical

- DL Chemical continuously reviews compliance with the Chemical Control Act and the Act on the Registration and Evaluation of Chemicals (K-REACH) through intensive management of hazardous chemicals, including internal audits and monitoring.
- For transparent management, all hazardous chemicals used are reported to the Ministry of Environment and local communities.
- DL Chemical also promotes the development of substitute materials to minimize environmental impacts.

Hazardous Chemical Facility Management

- DL Chemical conducts regular inspections of chemical handling facilities to identify potential risk factors and establish response measures, thereby ensuring safe management of hazardous chemicals.
 - Pipe damage measurement and corrosion rate monitoring are carried out by professional service providers to prevent chemical leakage accidents.
 - In addition, CUI (Corrosion Under Insulation) inspections are performed by sampling aged insulated pipelines outside the plant to manage potential risks.

Pipeline Inspection Status

Type	Frequency	Performance	Actions
Daily Pipeline Inspection	Daily	246 cases	6 cases
Precision Pipeline Inspection	Once a year	1 time	58 cases
CUI Inspection for Insulated Piping (Sampling)	–	1 time	–

Environmental Management

Key Activities by Environmental Factor

Biodiversity

- DL Group preserves the natural environment in areas near its business sites and enhances sustainability by minimizing the impact of corporate activities on ecosystems through ecosystem protection activities.
- CONSTRUCTION

Ecosystem sustainability is ensured by creating terrestrial and aquatic ecological corridors and alternative habitats.
- ENERGY


Based on environmental impact assessments and post-environmental impact survey results, the companies establish and implement ecosystem protection plans.

Biodiversity Activities

Pocheon Power

Terrestrial Ecosystem Conservation Activities

- Environmental survey and improvement activities at the final discharge point of Yeongpyeong Stream near the power plant- Removal of invasive plant species and waste collection



Removal of Invasive Plant Species in Yeongpyeong Stream


DL Construction

Terrestrial and Aquatic Ecosystem Conservation Activities

- Removal of invasive species, installation of ecological corridors, and creation of alternative habitats

Management of transplanted old and damaged trees

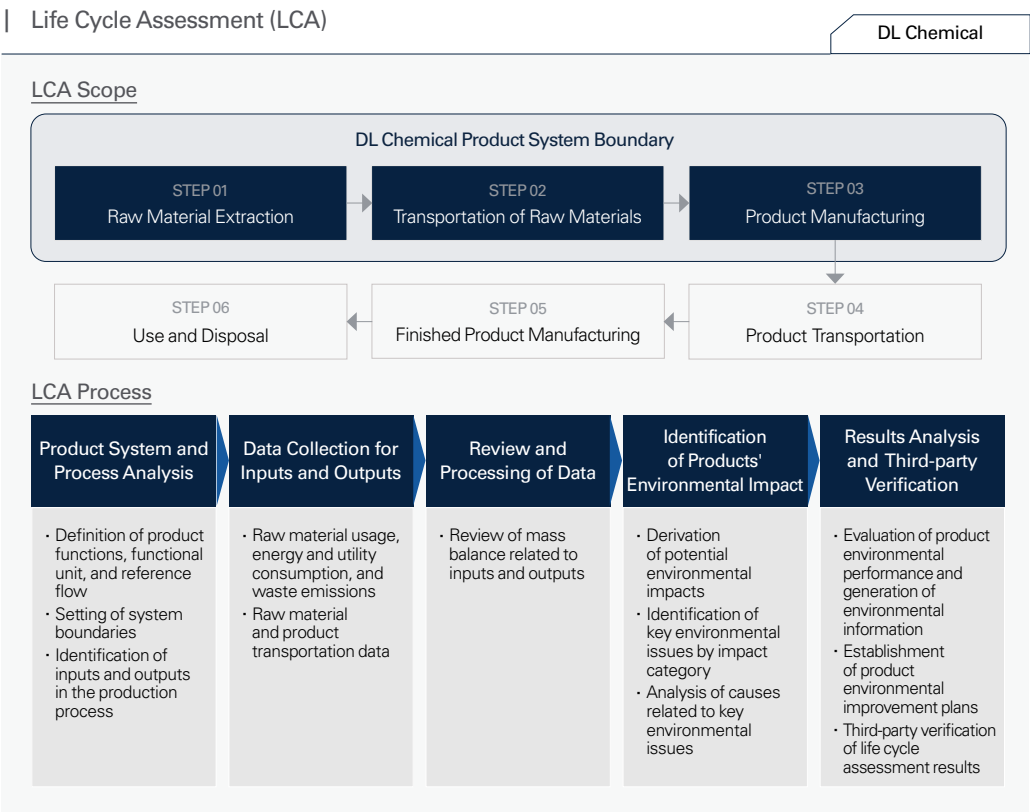
- Installation of fences around protected and old trees on-site and foliar spraying



Management of Transplantation Site in Saemangeum Section 6

Environment Impact of Products

- DL Group transparently discloses the environmental impacts of its products resulting from its business activities and seeks to minimize environmental burdens through the implementation and expansion of Life Cycle Assessment (LCA).
- It measures ten key environmental impacts generated throughout the entire process, from raw material extraction to product manufacturing, and provides this carbon emission information of products to stakeholders.



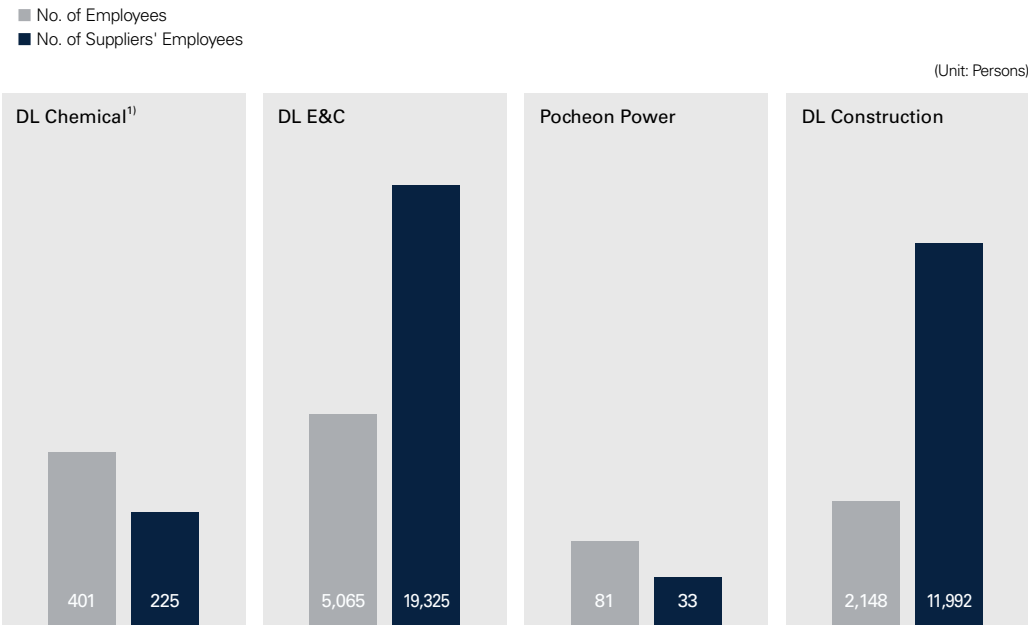
Environmental Management

Environmental Responsibility Activities

Environmental Education

- DL Group continuously provides environmental education for employees to internalize environmental management through compliance with environmental laws, raising awareness, and conducting self-monitoring.
- The education covers a wide range of environmental topics, including greenhouse gases and energy, biodiversity, and water resources, in addition to environmental laws and regulations.
- The programs are differentiated for headquarters and on-site workplaces, with on-site programs including training courses in addition to environmental education.

Status of Environmental Education

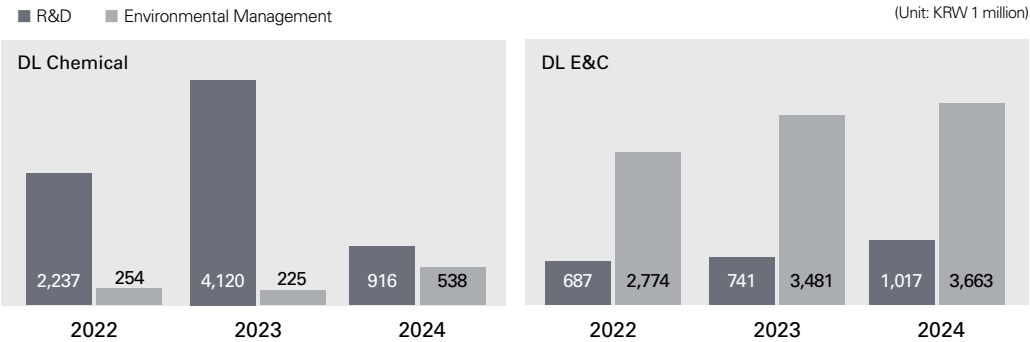


1) Including Daejeon R&D center and Yeosu Plant

Environmental Investment

- DL Group invests in environmental facilities and demonstration research to minimize environmental impact and achieve sustainable management.
- It also allocates environmental management expenses to address potential environmental burdens arising from business activities, including pollution, waste, and water resources.

Status of Environmental Management Expenditures



Green Procurement

- DL Group promotes green procurement activities targeting eco-friendly products that can reduce environmental impacts throughout the entire business process, including product manufacturing, distribution, use, and service provision.
- It purchases eco-friendly raw materials and products suitable for its business structure.

Status of Green Procurement

Category	Unit	DL Chemical			DL E&C			DL Construction			GLAD H&R		
		2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Procurement Amount	KRW 100 million	15	11	14	731	749	851	1,793	1,312	931	0	0.3	2.6
Procurement Ratio	%	0.5	0.5	0.5	7.7	8.1	8.3	26.6	27.0	27.4	-	2.7	9.6

Environmental Management

Environmental Responsibility Activities

Environmental Campaign

| Customer-Participation Campaign

GLAD H&R

- Glad H&R operates customer-participation campaigns aimed at raising awareness of environmental protection and promoting a culture of environmental preservation.
- The company organizes events to promote ESG management activities, such as offering package products that donate a portion of sales proceeds and providing eco-friendly amenities.

'GIVE US, GLAD EARTH' Campaign

- In collaboration with Beautiful Store, GLAD hotels placed "Recycle Donation Boxes" in the lobbies of all locations.
- Through active customer participation, the campaign achieved 1,044 donated items in 2024, surpassing the original goal of 1,000 items.



GIVE US, GLAD EARTH Campaign

"Journey to Earth" Campaign Eco-Friendly Amenity Sponsorship

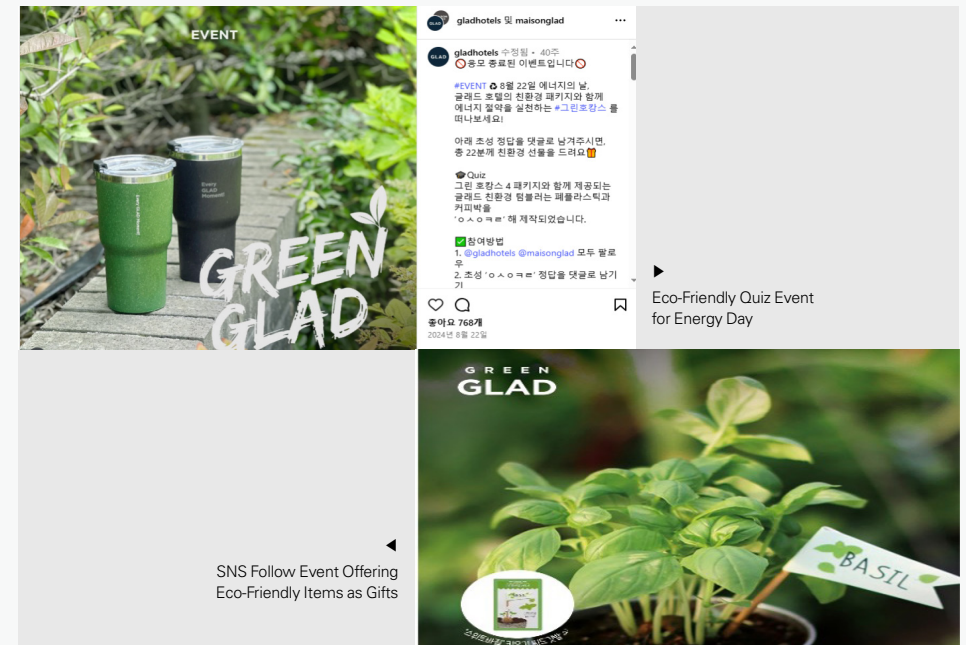
- GLAD H&R, in collaboration with Good Neighbors, has organized the eco-friendly "Journey to Earth" campaign to encourage individuals to practice "reducing their own carbon footprint" in daily life.
- To promote participation in the campaign, the company has sponsored 400 sets of eco-friendly amenities.



Journey to Earth Campaign

Operation of ESG Campaigns and Events Related to Environmental Conservation

- GLAD H&R has promoted the value of environmental conservation through the collaborative "Animal Run" product aimed at protecting endangered animals.
- On environmental commemorative days such as Arbor Day, Earth Day, and Environment Day, the company has planned interactive events to encourage customers' voluntary environmental practices.
- Participation-driven programs have been implemented, including sharing eco-friendly habits and offering eco-friendly seed flags as gifts.
- The company has also expanded online engagement through action-based participation on social media, such as guessing ESG campaign names, comment events, and initial consonant quizzes.



SNS Follow Event Offering Eco-Friendly Items as Gifts

Environmental Management

Environmental Risks Management

Environmental Management System

- DL Group operates a systematic environmental management system based on the ISO 14001 (Environmental Management System) international standard and applies it to overall environmental management across its business sites.
- Since the initial certification, it has continuously conducted follow-up inspections and renewals to enhance the sustainability of its environmental management.

Status of ISO 14001 Certification

Name	DL Chemical	DL E&C	DL Construction
Valid Date	2025.04.29.~2027.05.14.	2023.10.01.~2026.09.30.	2025.03.18.~2028.03.17.



DL Chemical



DL E&C

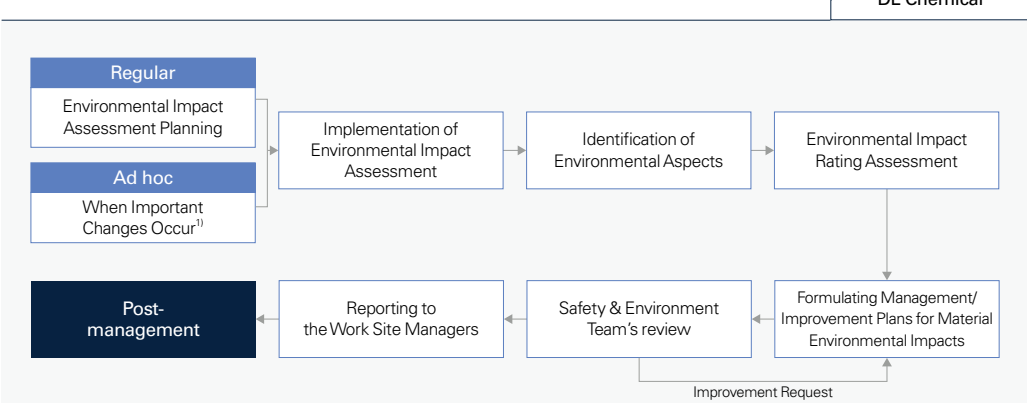


DL Construction

Environmental Impact Assessment

- DL Group regularly conducts environmental impact assessments at its headquarters and business sites to prevent environmental accidents.
- Through these assessments, the group analyzes identified environmental and energy risks and establishes and implements response measures accordingly.

Environmental Impact Assessment Process



Result of the Environmental Impact Assessment in 2024

Category	Unit	Daejeon R&D Center	Yeosu Plant	LHDPE Plant	PB Plant	C4 Plant	Total
Regular	Case	11	-	-	-	-	11
Ad hoc	Case	1	3	6	-	6	16

1) Permits, materials in use, additional installation or dismantling facilities

SOCIAL

48	Occupational Health and Safety
59	Human Capital Management
69	Human Rights Management
78	Social Contribution
82	Supply Chain Management

Occupational Health and Safety

DL Group places the highest priority on the lives and safety of its employees across all business operations and strives to create a safe and reliable working environment through systematic management of health and safety risks.

Based on the health and safety governance of each affiliate, DL Group practices health and safety management and ensures employee safety through various initiatives.

Building on this framework, the company continuously strengthens risk identification, internalization, and monitoring to enable proactive responses to health and safety risks.

DL Group's Goal

DL Group complies with its health and safety management policy and seeks to establish a company-wide safety culture to mitigate the risk of accidents and create a safe working environment that all employees can trust.



Key Achievements in 2024

DL Chemical, DL E&C, Pocheon Power,
DL Construction

Certification of Health and Safety Management Systems

(ISO 45001, KOSHA-MS maintenance and renewal)

Pocheon Power

Zero-accident Record Achieved (3,276 days)

Occupational Health and Safety

Health and Safety Management System

Health and Safety Governance

- DL Group complies with the Occupational Safety and Health Act, the Serious Accidents Punishment Act, and other relevant regulations, and has established a health and safety governance system to systematically manage health and safety risks.
- Based on its health and safety management policy, the company systematizes management processes, forms dedicated units, and appoints supervisors to carry out continuous health and safety management activities.
- In line with management policies, DL Group establishes internal regulations and detailed guidelines, regularly reports on their implementation, and strengthens the effectiveness of the health and safety management system.

Health and Safety Management Organization

DL Chemical

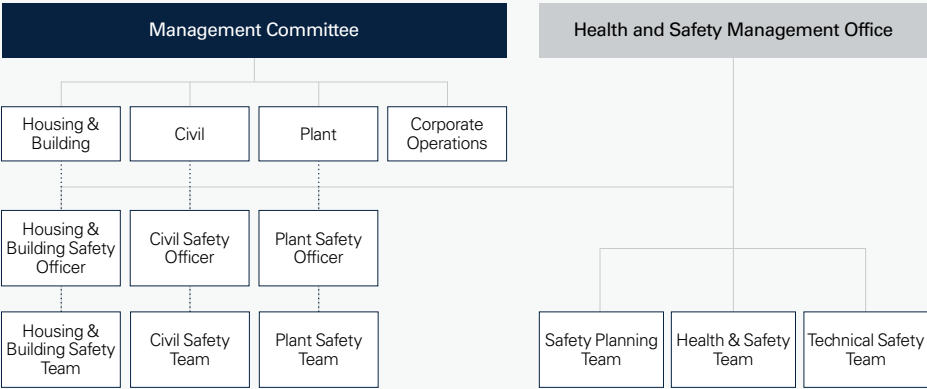
- DL Chemical has an HSE Committee, chaired by its CEO, which establishes a company-wide health and safety culture, prevents disasters, and ensures compliance with both domestic and international regulations.
 - In accordance with the Occupational Safety and Health Act, annual reports on management policies, organizational structure, budgets, and key activity plans related to safety and health were submitted to the Board of Directors, and the plans and execution results were monitored.
- Under the Corporate HSE Division reporting directly to the CEO, the Safety & Health Team and the Quality & Environment Team were organized to serve as the company-wide HSE control tower, and the implementation capacity of HSE was strengthened through dedicated units at each business site.
- DL Chemical selects suppliers through a preliminary evaluation of their health and safety management level and conducts regular inspections and education programs to enhance their awareness and strengthen their capabilities in health and safety.



Health and Safety Management Organization

DL E&C

- Centered on the Health and Safety Management Office, which establishes health and safety policies and implementation plans, the results of field inspections and diagnostics, along with the deployment status of dedicated personnel, are reported to the Chief Safety Officer (CSO), the highest decision-maker, to ensure efficient execution of health and safety management.
- DL E&C established the Health and Safety Innovation Task Force under the Safety Planning Team to develop the integrated safety management manual, which serves as the company-wide guideline for health and safety implementation, and to achieve standardization of management measures.



Occupational Health and Safety

Health and Safety Management System

Health and Safety Governance

| Health and Safety Management Organization

GLAD H&R

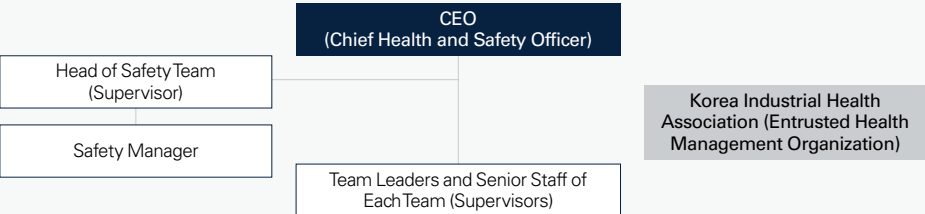
- GLAD H&R operates a dedicated units composed of health and safety managers for each workplace and team leaders to ensure the efficient execution of health and safety management.
- The company reviews and makes decisions on company-wide health and safety matters through the Occupational Health and Safety Committee, which is composed equally of employees and employers.



| Health and Safety Management Organization

Pocheon Power

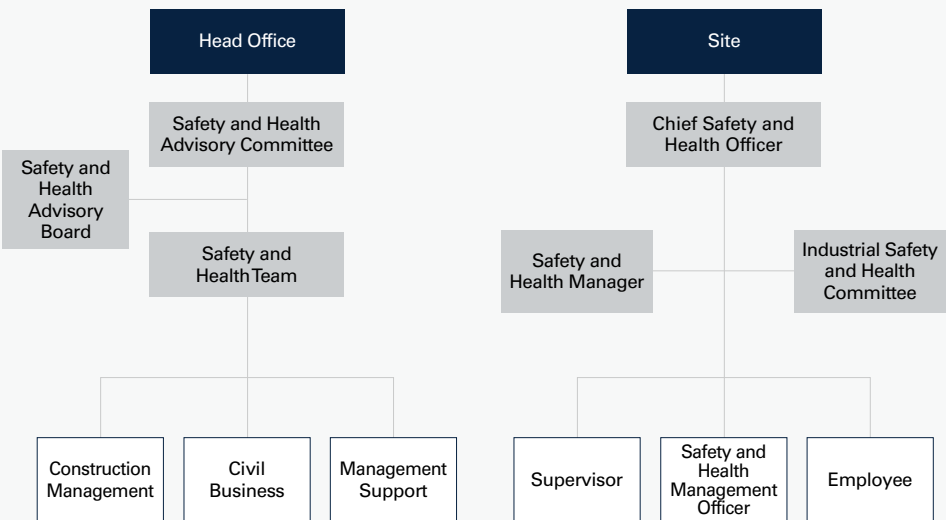
- Pocheon Power appoints the CEO as the Chief Health and Safety Officer and operates a dedicated Safety Team responsible for health, safety, and fire protection at power plants to strengthen the execution of the health and safety management system.
- To expand the scope of health and safety management to suppliers, the company operates a Health and Safety Council led by the Safety Team.



| Health and Safety Management Organization

DL Construction

- DL Construction operates a dedicated organizational system at both the head offices and site level to ensure systematic safety and health management.
- At the head offices, a structured safety and health organization has been established, consisting of the Chief Safety Officer (CSO), the Safety and Health Team, and the Safety and Health Advisory Council.
- At construction sites, health and safety management is carried out under the leadership of the Chief Officer for Safety and Health in collaboration with safety and health managers and the Industrial Safety and Health Committee.
- Through regular Safety and Health Advisory Council meetings at the head offices, feedback on safety and health management activities is shared, and future action plans are discussed based on this feedback.
- To strengthen labor-management communication on safety and health, each site holds quarterly Industrial Safety and Health Committee meetings.



Occupational Health and Safety

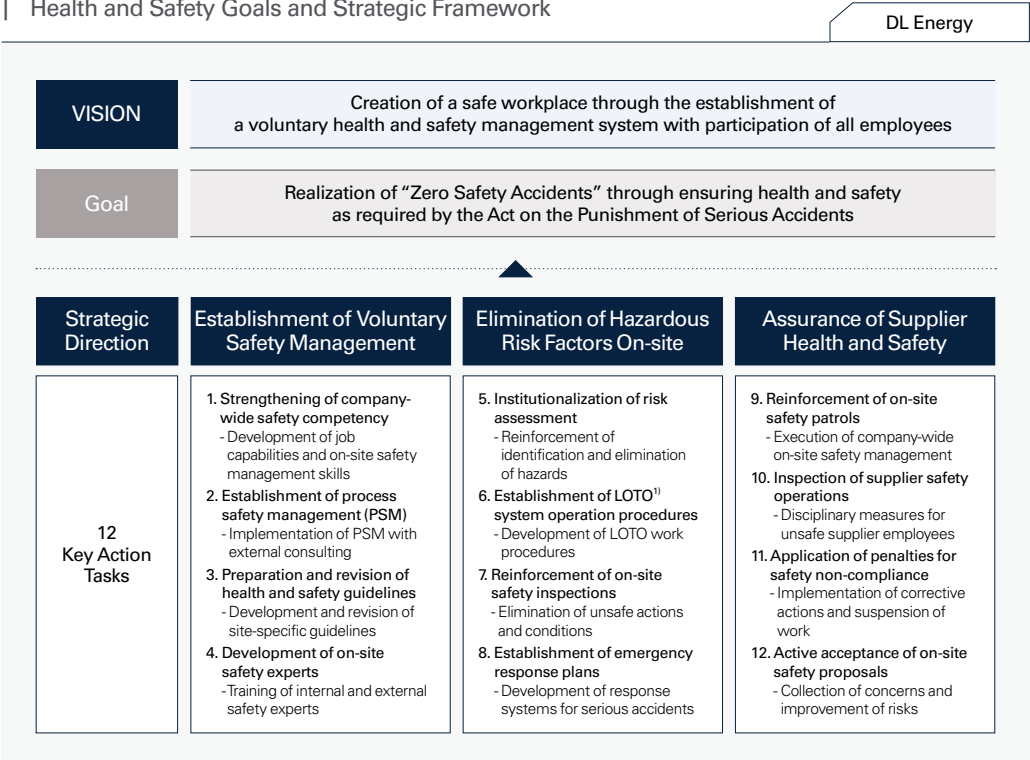
Health and Safety Management System

Health and Safety Management Policy

- DL Group establishes a health and safety management policy that sets out its direction and objectives for health and safety and declares its commitment to company-wide implementation.
- PETROCHEMICAL** Management principles and firm commitment of executives to safety, health, environment, and quality management are reflected in the declaration of the HSE management policy.
- CONSTRUCTION** Health and safety is recognized as an essential value of management and embedded into the culture of all employees.
- Based on the goals established by each affiliate, DL Group sets key plans and directions for implementation and operates a systematic health and safety management system.

- [DL Chemical HSE Policy](#)
- [DL E&C Health & Safety Management Policy](#)
- [DL Construction Health & Safety Management Policy](#)

Health and Safety Goals and Strategic Framework



1) LockOut TagOut: Safety procedures and devices used to physically isolate the energy sources of mechanical equipment and prevent reactivation

Health and Safety Management Policy



Occupational Health and Safety

Internalization of Health and Safety Competency

Health and Safety Education

- DL Group conducts health and safety training to raise awareness and embed a safety culture among all employees.

Health and Safety Education

DL Chemical

- Health and safety education is conducted by distinguishing between common training and site-specific training.

Category		Description	Completion Rate
Company-wide Common Education	Periodic training	Training in accordance with the classifications under the Occupational Safety and Health Act	100%
	On-boarding training		100%
	Training upon work change	Development of safety measures by identifying hazards for new hires, transferees, and supplier employees	100%
	Special training	Training provided for company employees (supervisors and workers) as well as employees of internal and external suppliers	100%
Site-specific Education	HSE leadership enhancement training for executives	Enhancement of leadership roles and capabilities to improve safety, health, and environmental performance and promote a strong safety culture across DL Chemical	100%
	Operation of Engineer Industrial Safety study group	Support for theoretical training aimed at acquiring the Industrial Safety Engineer national certification to enhance on-site safety and health management leadership by strengthening the HSE capabilities of Yeosu Plant managers	100%
	External training for enhancing employee HSE competency	Provision of opportunities for on-site HSE managers to participate in group training by external HSE institutions, supporting education on HSE trends and capability enhancement	100%

Health and Safety Education

Pocheon Power

- Health and safety capabilities of employees and suppliers are strengthened through the establishment of health and safety education plans and management of their implementation.

Category		Description	Completion Rate
Statutory Education	Common	Implementation of legally required training, including regular health and safety training, new employee training, supervisor training, and special training	100%
Specialized Education	Advanced external safety training	Training for development of professional health and safety personnel	100%
	OPS safety training	Monthly implementation	100%
	Experiential safety training	Strengthening of accident prevention and emergency response capabilities through emergency response training	100%
	Special training	Training on revised regulations to ensure compliance and prevent violations	100%

Safety Reward System

- DL Group recognizes the importance of complying with safety rules and regularly provides rewards for health and safety activities to foster a strong health and safety culture.

Employee Health and Safety Incentive D-Coin System

DL E&C

- The D-Coin system allows employees to carry out various safety activities for on-site safety through a mobile platform while providing incentives to encourage participation.
- By implementing the D-Coin incentive system, DL E&C enhances health and safety awareness and promotes active involvement in safety activities.
- Since its introduction in August 2024, safety reports submitted through the safety hotline have increased by 210% compared to the seven months prior to implementation.



Health and Safety Event

Pocheon Power

- Pocheon Power provides quarterly rewards to its employees and supplier staff for their health and safety activities.
- Through this reward program, outstanding safety practices are identified and recognized, thereby raising employee safety awareness and promoting company-wide recognition of the importance of safety activities.



Safety Excellence Award in February 2024

Occupational Health and Safety

Internalization of Health and Safety Competency

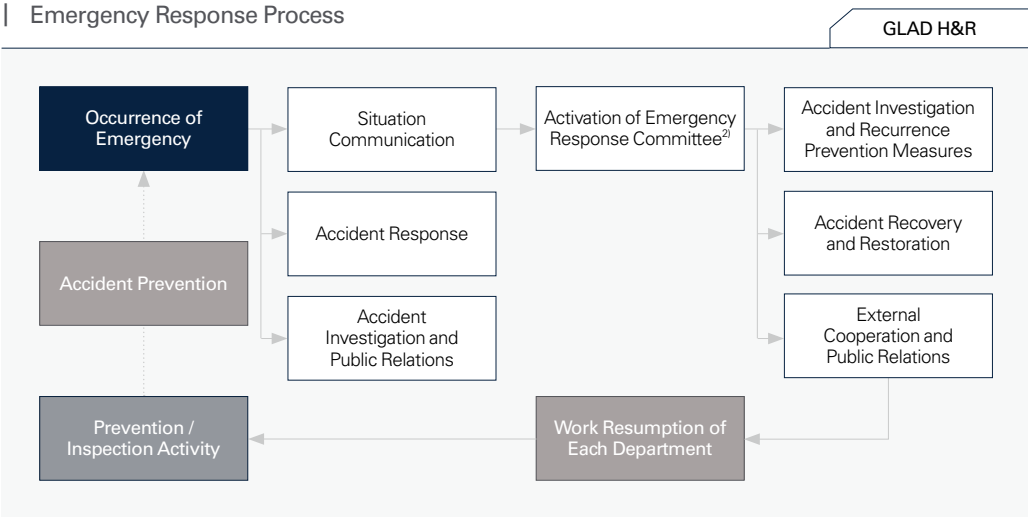
Emergency Response Training

- DL Group establishes and conducts regular emergency response training to prevent accidents and enhance initial response capabilities in the event of an incident.

Emergency Response Training

GLAD H&R

- GLAD H&R classifies emergencies into Level 1 and Level 2¹⁾ in accordance with emergency management regulations and organizes response teams by type to respond promptly to accidents and disasters.
- Led by the Head of the Health and Safety Team, the company conducts risk assessments, identifies environmental aspects and evaluates impacts at least once every half year, and carries out emergency drills that take into account the types of emergencies that may occur.



1) Level 1 Emergency: Cases requiring company-wide response measures due to large scope and severe extent of damage
Level 2 Emergency: Cases of urgent danger, excluding Level 1 emergencies, that can be resolved under the supervision of the department head

2) Operation of Emergency Response Committee only in cases of Level 1 emergencies

Emergency Action Training

Pocheon Power

- Pocheon Power operates an emergency response organization chart and emergency action procedures at all times to strengthen its initial response system.
- The company minimizes the impact of accidents through an emergency reporting structure that includes both internal reporting and external reporting to relevant authorities.
- Response teams are formed by accident type, and scenario-based training is conducted in accordance with response procedures.
- A total of nine drills³⁾ were completed in 2024.

Category	Training Period	Completion Status
Fire Incident	Q3	• Wildfire outside the administration building • Occurrence of suffocation patient during initial fire response
Gas Leakage	Q3	• Fire and explosion caused by hydrogen gas leakage in H2 Gas Station during #1 GT H2 injection • Fire caused by NG leakage from #3 GT FG Valve
Electric Shock Accident	Q3	• Electric shock accident during transformer inspection in circuit breaker room on the first floor of control building
Explosion Accident	Q4	• Explosion caused by NG leakage from external pipeline flange of FGC Room
Hazardous Chemical Leakage Accident	Q3	• Leakage of hydrochloric acid, sulfuric acid, and ammonia water
Confined Space Accident	Q2/Q3	• #3 GT Enclosure second floor interior and platform
Industrial Accident	Q3	• Accident during grinding work in maintenance building
Natural Disaster	Q3	• Collapse of slope and soil runoff caused by heavy rainfall

3) Include environmental accident response trainings

Occupational Health and Safety

Employee Health Promotion

Health Management Programs

- DL Group operates a variety of health management programs to prevent and manage health-related issues that may arise in the course of employees’ work.
- The group also provides customized programs tailored to individual health conditions to promote well-being and enhance satisfaction.

Status of Health Management Programs

Category		Program	Details
Petrochemical	DL Chemical	Employee Healthcare Programs	• Support for employee health checkups and follow-up care programs for those with medical findings
		Musculoskeletal Disease Prevention Program	• Provision of occupational medicine specialist consultations for employees engaged in tasks primarily involving musculoskeletal areas, along with health consultations and follow-up care support
		Employee Work Consultation/Medical Consultation Services	• Support for employees and supplier employees through counseling services to address work-related grievances and resolve health issues
Construction	DL E&C	Psychological Counseling Services	• Provision of online and offline psychological counseling services for job stress relief and psychological stability
Energy	DL Energy		- DL E&C: Employees and their families - DL Energy: Employees
Leisure	GLAD H&R	Operation of Medical Rooms	• Immediate response to occupational diseases/injuries and prompt measures to prevent damage escalation and minimize health impacts
		Employee Rest Facilities	• Operation of rest areas for physical and mental recovery, reduction of work fatigue, and improvement of job satisfaction
		Musculoskeletal Risk Factor Management Program	• Identification of musculoskeletal disorder risk factors through ergonomic hazard assessments and promotion of improvements through related consultations
		Comprehensive Health Check-ups & Flu Vaccination for Employees	• Implementation of comprehensive health checkups and counseling for employees and spouses to identify and manage potential health risks - 270 general health checkups and 15 special health checkups conducted for employees in 2024

Occupational Health and Safety

Health and Safety Management Certification

Health and Safety Management System Certification

- DL Group pursues international standard certification (ISO 45001) to identify and manage potential risks at worksites in advance and to embed its health and safety management system.
- After the initial certification, the group conducts continuous internal monitoring and maintains the effectiveness of the certification through follow-up audits and regular renewal procedures.

Status of Health and Safety Management System Certifications

Category		Certification		Validity Period
		ISO 45001	KOSHA-MS	
Petrochemical	DL Chemical	●		2025.04.29.~2027.05.14.
Construction	DL E&C	●		2023.10.01.~2026.09.30.
	DL Construction		●	2024.12.08.~2027.12.07.
Energy	Pocheon Power	●	●	[ISO 45001] 2025.02.19.~2026.03.22. [KOSHA-MS] 2023.05.18.~2026.05.17.

ISO 45001/KOSHA-MS Certificates



DL Chemical



DL E&C



DL Construction



Pocheon Power



Occupational Health and Safety

Workplace Risk Management

Risk Assessment

- DL Group identifies hazardous risk factors in advance through workplace risk assessments and implements and reinforces countermeasures to create a safe working environment.
- To identify practical risk factors, the company operates a participatory risk assessment system that requires employee input.
- DL Group also selects suppliers through preliminary health and safety evaluations and enhances their awareness and capabilities through regular inspections and training programs.

|

Health and Safety Risk Assessment

DL Chemical

- DL Chemical establishes and implements measures to eliminate and reduce risks related to hazardous factors and the work environment through risk assessments of processes, tasks, and hazardous chemicals.
- During the risk assessment process, employees participate to provide feedback, and the results are shared with suppliers to monitor risks across the supply chain.
- In accordance with the revised Occupational Safety and Health Act announced in May 2023, DL Chemical fully revised its risk assessment methodology in 2024 and strengthened its framework for practical risk identification and improvement through company-wide training and updated procedures.

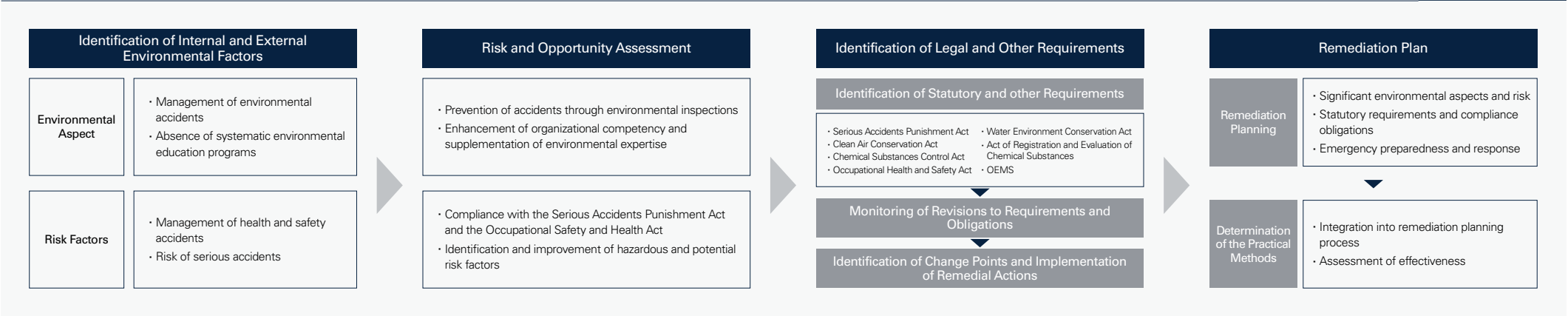
Risk Assessment Improvement Performance in 2024

Category	Plant (Cases)	R&D Center (Cases)	Total (Cases)
Identification of Tasks subject to Risk Assessment (JRA)	1,328	260	1,588
Improvement of Risk Factors	119	16	135
Adjustment of Risk Rating	86	1	87

|

Risk Management Process

DL Chemical



Occupational Health and Safety

Workplace Risk Management

Health and Safety Risk Assessment

DL E&C

- DL E&C has introduced Risk Assessment 2.0, under which supplier-led preliminary review meetings are conducted before formal assessments to identify hazardous risk factors in advance.
- The company identifies all foreseeable hazards through trade-specific risk assessment data and implements preventive and recurrence-prevention measures.

Risk Assessment Types

Type	Target	Timing
Initial Risk Assessment	Entire process of the contract work	Before commencing the work
Initial Risk Assessment for Each Work Type	Entire process of the contracted work type	Before commencing the work type
Regular Risk Assessment	Remaining process until completion	Within a year after commencing the work (Annually)
Risk Assessment at all times (weekly)	<ul style="list-style-type: none">All processes that last for 1 or 2 weeksNew or changed machinery, equipment, or raw materialsMaintenance or repair of structures, machinery, or equipmentNew of changed work methods or proceduresIn a serious industrial accident or other cases where the site manager deems it necessary	Weekly Once every other week (or upon occurrence)
Risk Assessment at all times (daily)	<ul style="list-style-type: none">All daily tasksTasks not in risk assessment or unplanned new tasks	Daily

Risk Assessment and Inspection Results in 2024

Inspection Items	Result (Cases)			Implementation Rate (%)
	Adequate	Disciplinary Recommendation	Inadequate	
Implementation of the Initial, Regular risk Assessments	141	20	1	99.4%
Implementation of the Constant Risk Assessments	150	12	0	100%
TBM Attendance & Worker Feedback	155	7	0	100%
Nonroutine Work Management (small-scale, short-term work) and Safety Measures Implementation	148	14	0	100%
Checking for Other Hazards and Risk Factors; Implementation of Improvement Measures	125	33	4	97.5%
Overall Results	719	86	5	99.4%

Risk Assessment Framework

GLAD H&R

- GLAD H&R designates a general manager for risk assessments in accordance with health and safety management regulations and has established a systematic framework under which initial assessments are followed by regular annual assessments, with ad hoc assessments conducted as needed.
- The results of the assessments are retained for three years, and the Health and Safety Manager continuously shares them with employees through pre-work safety meetings (TBM) to strengthen risk awareness.

Risk Assessment Procedure

Process	Details
Preparatory Work	<ul style="list-style-type: none">Preparation of implementation regulationsConfirmation of risk levels and judgment criteriaUtilization of preliminary health and safety information
Identification of Hazardous Risk Factors	<ul style="list-style-type: none">Identification through patrol inspectionsUtilization of near-miss cases
Risk Determination	<ul style="list-style-type: none">Assessment of risk levelsDecision on acceptability
Acceptable Risk Level	<ul style="list-style-type: none">Execution of countermeasures according to priorityEstablishment and implementation of measures to reduce risks to a lower levelReconfirmation of acceptability
Sharing of Risk Assessment Results	<ul style="list-style-type: none">Posting and communication of resultsSharing through safety meetings (TBM)
Recording and Retention	<ul style="list-style-type: none">Documentation of results and retention for three years

Occupational Health and Safety

Workplace Risk Management

Monitoring

- DL Group conducts monitoring to enhance the effectiveness of its health and safety management system and to continuously identify and improve risk factors.
- Internal monitoring is carried out mainly through regular safety inspections involving executives and dedicated staff, while external monitoring is conducted through audits by relevant authorities to ensure compliance with safety regulations and to objectively identify risk factors.

Status of On-site Inspections in 2024

DL Chemical

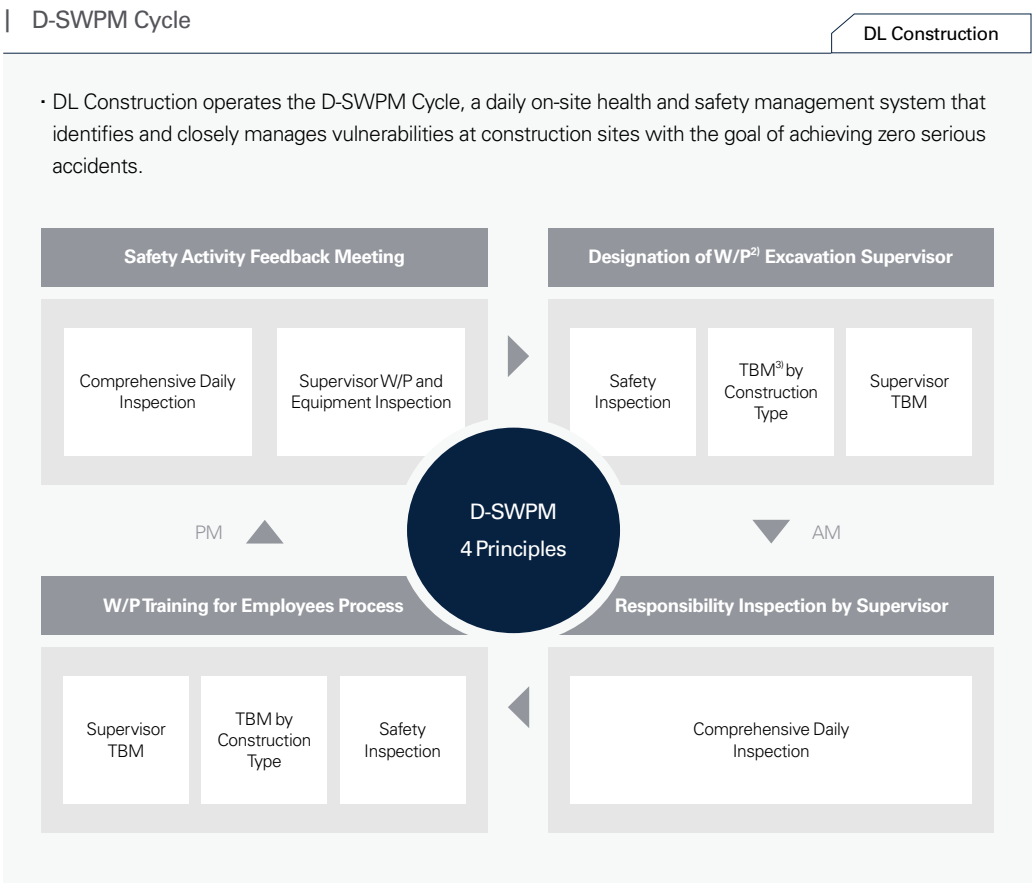
Category	Contents	Description	Completion Rate
Regular	HSE Audit	• Semi-annual HSE audits conducted with external experts in safety, health, environment, and firefighting for third-party verification and detailed diagnosis of vulnerabilities - Identification of 213 findings in 2024 and implementation of corrective actions and improvements for all issues	100%
	External Chemical Audit	• Identification and improvement of major risk factors through inspections by external specialized agencies of hazardous chemical management, storage and spill prevention facilities, and local exhaust ventilation systems	100%
	Routine Safety Inspection	• Identification of on-site risk factors and site diagnosis through routine safety inspections by safety experts • Identification and improvement of risk factors through interviews with key personnel including on-site workers, supplier managers, site managers, safety managers, and representatives - At the Yeosu Plant, theme-specific focused inspections are conducted with joint participation of company employees and supplier employees ¹⁾	100%
Non-regular	Unscheduled Inspection of New/Renewed Sites	• Unannounced inspections led by Headquarters with external experts (HSE guidance inspections) during new construction or expansion periods to identify and improve potential risks in advance • Inspections at partial renovation sites and new pilot facility installation sites	100%

Implementation and Performance of Safety Inspections

Pocheon Power

- Pocheon Power operates a safety council in collaboration with suppliers and conducts regular monthly health and safety inspections.
 - The company strengthens compliance with safety rules and enhances employee safety awareness through the implementation of the 1 Strike Out system.
- Pocheon Power carries out continuous safety management activities with the goal of achieving zero accidents.
 - The company obtained the Accident-Free Certification (for 2,730 days / Korea Industrial Safety Association) in September 2023.
 - Pocheon Power has maintained a zero-accident record for 3,276 days. (March 2025)

1) Substitution with external audits when required



Human Capital Management

Based on its founding philosophy, the “Hansup Spirit,” DL Group has established and operates a company-wide talent management system.

DL Group supports the continuous growth of its employees by fostering an environment where they can strengthen their job competencies and engage deeply within the organization, based on a systematic talent management framework grounded in the seven principles of the Hansup Spirit. Through ongoing communication, organizational culture assessments, and improvement activities, the company strives to ensure employee satisfaction with both their work and the organization, thereby securing sustainable competitiveness.

DL Group’s Goal

By systematically selecting and developing outstanding talent and enhancing job satisfaction and organizational commitment through various communication and support systems, DL Group seeks to achieve sustainable growth together with its employees.

Key Achievements in 2024

DL Holdings and 6 affiliates	DL Chemical, DL E&C	DL Chemical, DL E&C, Pocheon Power
100% Utilization of Management by Objectives (MBO)	Improvement of Organizational Culture Satisfaction	Expansion of Employee Training Performance
	(based on survey results)	(based on total training cost)



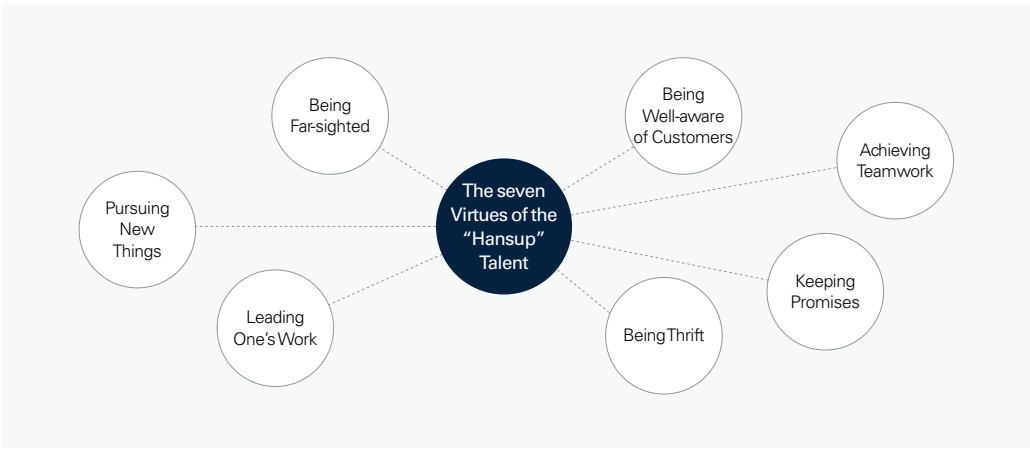
Human Capital Management

Human Capital Management Framework

Human Capital Management Strategy

- DL Group establishes talent development strategies based on its ideal talent model, which reflects the founding philosophy, the “Hansup Spirit.”
- The company objectively evaluates the capabilities of its employees and operates on the principle of assigning appropriate positions and providing fair promotion opportunities.

DL Group’s Ideal Talent Profile



Talent Acquisition Strategy

DL E&C

- DL E&C operates a fair and transparent recruitment process to secure outstanding talent for the future.
- The company selects talent through systematic and professional evaluations based on the “7 Virtues of Hansup,” which clearly define the required competencies for each role.
- To objectively verify applicants’ fundamental job skills and personal character, an AI-based competency test is conducted.
- DL E&C also collaborates with professional institutions to implement an interviewer training and certification program and provides training to strengthen interviewers’ competencies.

Human Resources Management Strategy

DL Construction

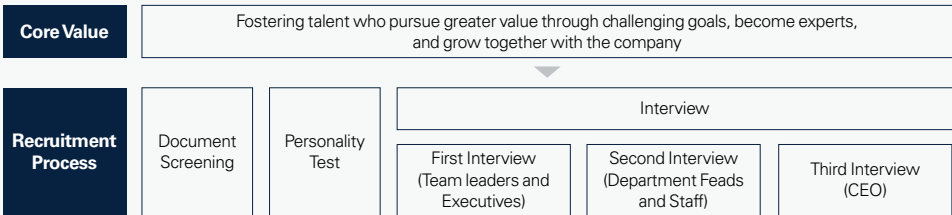
- DL Construction has established its talent philosophy based on the “7 Virtues of Hansup,” aiming to foster talents who dream of excellence and take on challenges with determination.
- The company implements talent management strategies to select outstanding individuals who align with this philosophy and to develop them into the organization’s core talents.
 - For new hires, DL Construction provides various programs over the course of one year to help them internalize working methods
 - Core workforces are intensively nurtured so that they may grow into key positions or future successor

Recruitment	Fostering System		Training System		Monitoring
Ideal Talents	Manage Employee Diversification Goals	Nurture New Hires/ Key Talents	Job-specific Training	Operate Regional TFs	Manage Training Effectiveness

Talent Recruitment Strategy and Process

Pocheon Power

- Pocheon Power has established a recruitment process based on its core values to secure both new and experienced talent, and provides education linked to career management to build a system in which the company and its employees can grow together.
- The company is also promoting the institutionalization of the Career Development Program (CDP) for systematic talent development, with completion targeted for 2025.



Human Capital Management

Human Capital Management Framework

Employee Development System

- Based on its talent development strategy, DL Group has established three competency development frameworks to support the continuous growth and capability enhancement of employees, ultimately strengthening organizational competitiveness.



Human Resource Development Strategy

DL E&C

- DL E&C emphasizes an “On-the-job Learning” philosophy, placing importance on the close integration of learning and actual work.
- Based on an educational philosophy aimed at improving productivity, the company provides practical knowledge and skills through company-wide training programs.
- DL E&C also expands the scope of support for self-development programs and strengthens learning accessibility, enabling employees to learn without restrictions on time and place, whether at domestic or overseas sites.

Talent Fostering System

DL Construction

- DL Construction provides a one-year program for new employees, including introductory training, mentoring, and innovation challenges, to help them learn work practices and strengthen their job competencies.
- An intensive development program is also operated for key talents to foster their growth as organizational successors and future leaders in major positions.

Item	Description
Manage Employee Diversification Goals	<ul style="list-style-type: none">Provision of welfare benefits such as parental leave and family care leave to ensure equal opportunities regardless of gender in recruitment, evaluation, and promotionExpansion of the ratio of female senior managers to 3% and the proportion of female employees company-wide to 14% by 2030, and promotion of employment ratio increase for socially disadvantaged groups such as persons with disabilities and national veterans
Nurture New Hires	<ul style="list-style-type: none">Systematic training for one year after joining to support organizational adaptation and strengthen job competenciesOperation of the “1:1 Mentoring Program” and “Reverse Mentoring Day” to promote closeness among employees and facilitate organizational adaptationFostering problem-solving skills and challenging spirit through the Innovation Challenge Program performing actual work tasks
Nurture KeyTalents	<ul style="list-style-type: none">Strengthening basic management knowledge and problem-solving capabilities through Pre-CEO educationEnhancement of leadership competencies by job level for prospective managers and next-generation leaders

Human Capital Management

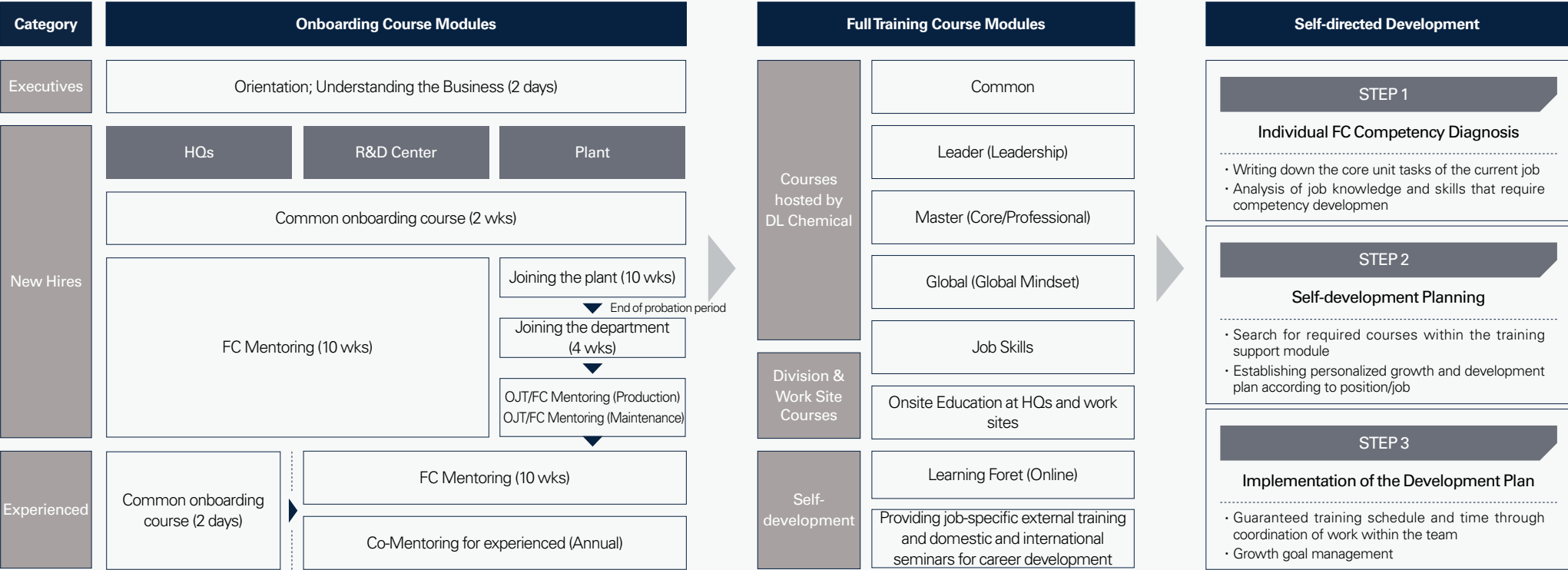
Human Capital Management Framework

Employee Development System

Talent Development Roadmap

DL Chemical

- Customized talent development programs were operated based on the talent development roadmap to strengthen core job competencies and support continuous growth.
- Autonomous growth of employees was encouraged by providing internal and external training opportunities and operating self-development modules.
- Individual competency assessments were conducted based on the FC Skill-Set, followed by one-on-one meetings with team leaders to identify supplementary skills and set development directions.- Individual development plans were established, and regular feedback and interim monitoring between team leaders and members were carried out to refine and improve execution directions.

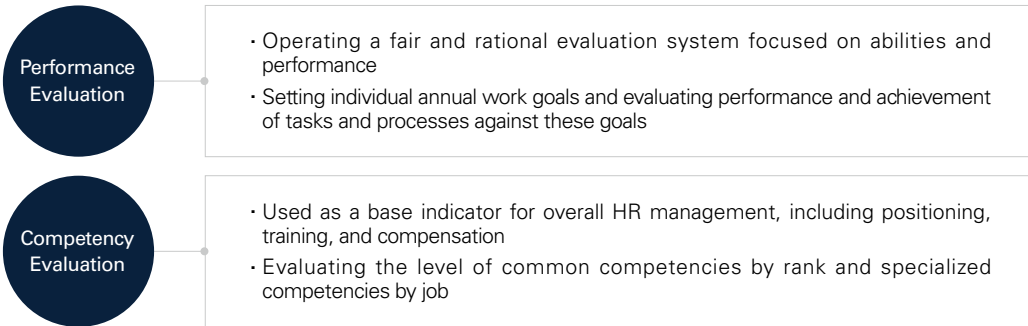


Human Capital Management

Human Capital Management Framework

Performance Evaluation System

- DL Group enhances employees’ sense of goal achievement, work productivity, and motivation through a performance management system that combines performance-based evaluation and competency-based evaluation.



Performance Evaluation System

Pocheon Power

- Pocheon Power applies a differentiated ratio of performance evaluation and competency evaluation by job level to ensure a balanced assessment of performance and capabilities.
- It operates a compensation system linked to evaluation results to establish a clear evaluation culture.
- Outstanding performers are systematically managed to foster their growth into next-generation leaders.

Employee Performance Evaluation Conducted

Category	Unit	2022	2023	2024
Employees subject to Regular Performance Evaluation ¹⁾	Person	66	68	69
	%	84.4	89.2	86.3
Proportion of Employees subject to MBO ²⁾	%	100	100	100

1) Excluding temporary employees
2) Ratio of employees subject to regular performance evaluation

Employee Performance Evaluation

DL Chemical

- Employee performance evaluations are conducted transparently and fairly based on work performance and competencies, with corresponding compensation and promotion systems in place to motivate performance improvement.
- DL Chemical transparently discloses the remuneration of all employees through public filings, including quarterly, semi-annual, and annual reports.
 - Based on the principle of non-discrimination by gender within the same position, any differences in total remuneration and average salary per employee are attributable to variations in average length of service.

Employee Performance Evaluation Conducted

Category	Unit	2022	2023	2024
Employees subject to Regular Performance Evaluation ³⁾	Person	595	652	611
	%	83.7	84.8	79.7
Proportion of Employees subject to MBO ⁴⁾	%	100	100	100

Employee Compensation System

Compensation System	Description
Individual PI	Provision of financial incentives to employees who performed well for two consecutive years
OSI	Immediate rewards employees for their performance
Best Practice	Immediate compensation for best practices every month

3) All employees, including office, production, and temporary employees, excluding mid-year hires, employees on leave, and employees returning from leave in the relevant year
4) Ratio of employees subject to regular performance evaluation

Human Capital Management

Competency Development Program

Job Competency Enhancement Training

- DL Group has established a job competency enhancement system reflecting the characteristics and strategies of each business division, and operates systematic education programs based on expertise across all affiliates.

PETROCHEMICAL

It has built a job-oriented talent management system through job competency assessments and the FC Skill framework, operating the Global Talent Exchange Program (GTEP) and FC Academy.

CONSTRUCTION

It operates customized expert-led training programs tailored to job grade and function, fosters a voluntary learning environment, and provides integrated education programs covering both common and practical competencies

LEISURE

To strengthen service capabilities at customer contact points and expand employee experience, it regularly improves training programs and has introduced step-by-step introductory training courses for new hires.

| Job-specific Training

Pocheon Power

- DL Construction selects in-house experts every year to operate job-specific training programs for employees.
- Experts in each construction type share new construction methods and practical cases, and customized training curricula are provided by job grade and site.
- Job-oriented learning content such as expert notes and videos is developed to create a voluntary learning environment.
- Work manuals are distributed to encourage employees to contribute to achieving “Zero Defects.”

Major Training Programs

Training program for prospective leaders and each position

On-site customized job competency enhancement program

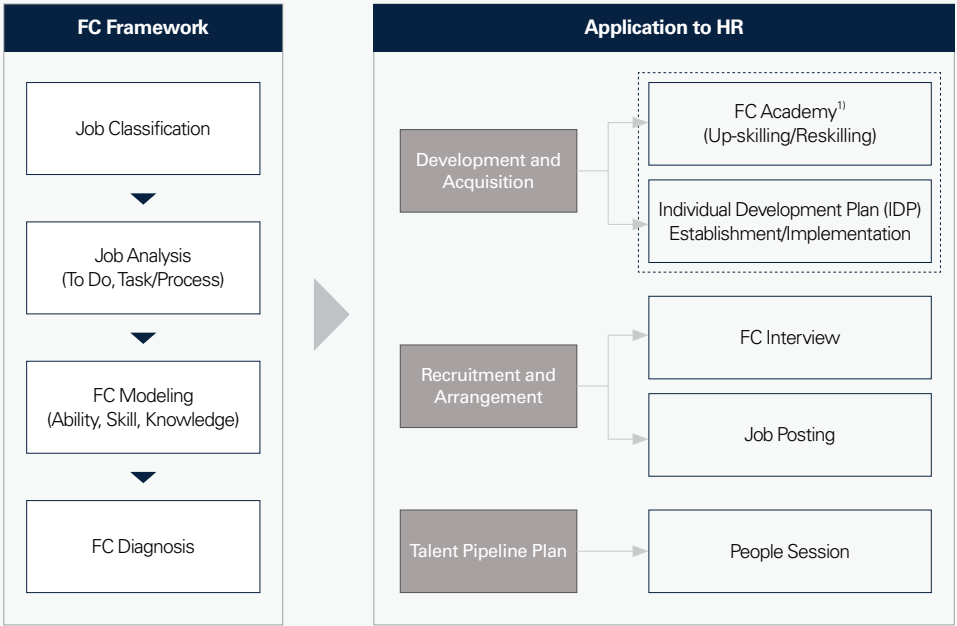
Small group job training program

Sustainability management training program for all employees

| FC (Functional Competency) Framework

DL Chemical

- The FC Skill framework has been established based on job competency assessments and job-specific competency modeling to support employees in securing job expertise and career development.
- Job-centered operational principles have been applied across all HR areas, including recruitment, development, placement, and performance management, based on the FC Skill framework.
- The talent management system centered on jobs and roles has been strengthened by establishing an HR operating framework where career paths and competency development are organically connected.



1) Derivation of segmented Skill Cluster categorized by common, unique, and Tech. Skill, and design and operation of customized talent development programs based on them

Human Capital Management

Competency Development Program

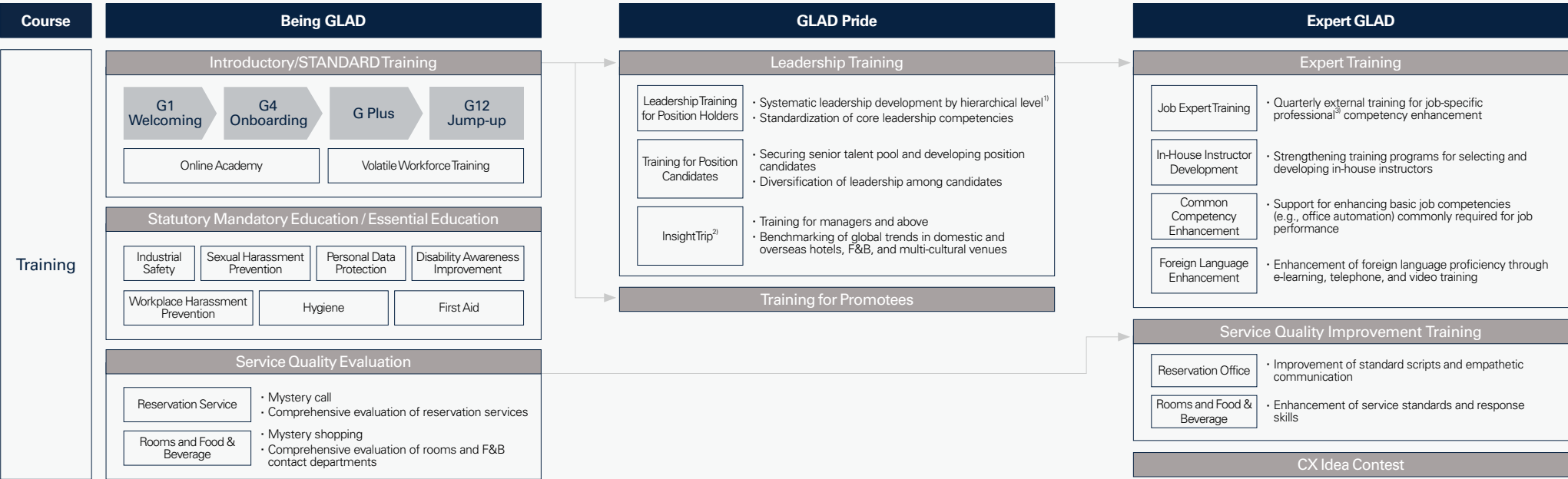
Job Competency Enhancement Training

| GLAD Education System

GLAD H&R

- GLAD H&R strengthens employees' competencies by designing and operating step-by-step training courses (Being GLAD, GLAD Pride, Expert GLAD) aimed at achieving organizational vision and generating performance.
- It systematically develops the required competencies and expertise for each job grade by distinguishing training targets.
- Considering the business characteristics where customer service is core, it conducts service quality assessments and training programs to enhance professionalism and expand employee experience (EX).
- All training programs are regularly updated through internal monitoring, accompanied by workplace and intergenerational communication programs to reinforce the organizational culture across the company.

GLAD Training Program



1) General manager, team leader, part leader
2) Team leader and above
3) Sales, marketing, finance & accounting, IT, HR, etc.

Human Capital Management

Talent Management System

Employee Benefits System¹⁾

· DL Group operates a comprehensive employee benefits system across various areas, including healthcare, housing, family, leisure, and work flexibility, to improve employees’ quality of life, support work-life balance, and enhance organizational satisfaction within a stable working environment.

Employee Benefits Overview of DL Holdings and Major Affiliates

| Health and Maternity Protection

Category	Description
Medical Expenses	Support for medical expenses within limits for employees, spouses, children, and parents registered under health insurance
General and Comprehensive Health Check-ups	Regular general and comprehensive health examinations for employees and spouses
On-site Medical Office	Operation of an on-site medical office providing medicines, emergency aid, and trauma treatment
Group Accident Insurance	Insurance coverage for employees against personal injury
Maternity Leave and Parental Leave	Statutory leave system for maternity and childcare
Paternity Leave	Leave granted to encourage childcare participation upon spouse's childbirth

| Work and Leave System

Category	Description
Flexible Working Hours	Adjustment of commuting hours according to personal schedule
Reduced Working Hours	Allowance for reduced working hours in cases such as pregnancy, childcare, and family care
Flexible Work Arrangements	Operation of deemed working hours, staggered working hours, bi-weekly flexible hours, and quarterly flexible hours systems
Compensatory Leave	Provision of compensatory leave for overtime work to allow rest and recovery
Congratulatory and Condolence Leave	Provision of monetary support and leave for employees’ family events
Leave for Contributors and Long-Service Employees	Special leave and rewards (including overseas travel support) for outstanding contributors and long-serving employees

1) Partially different by affiliate

| Economic Support

Category	Description
Housing and Living Loans	Loan support for living expenses, home purchase/rental, tuition, and limited leasehold loans
Company Housing	Provision of housing for employees who have difficulty residing near the workplace
Commuter Bus	Operation of commuter buses by region to facilitate employees’ commuting convenience
Children's Tuition Support	Educational support for employees’ children from kindergarten to university
Enrollment Grant	Grant provided upon children's enrollment from kindergarten to high school
Childbirth Grant	Grant provided upon the birth of a child
Welfare Points and Point Mall	Annual grant of welfare points and operation of employee benefits mall
Moving Expense Support	Support for moving expenses for employees relocated with family (including single-person households)
Group Term Insurance	Insurance coverage for disease, injury, or death from overwork
Echo of Love Fund	Fund operated to support employees facing unexpected financial difficulties due to intractable, incurable, rare diseases, or cancer affecting themselves, spouses, or family members
Disaster Relief Grant	Financial support provided in case of damages caused by natural disasters such as typhoons, heavy rain, or earthquakes

| Cultural Support

Category	Description
Clubs	Monthly activity support provided for operating clubs
Cultural Performances	Support for exhibitions and experiential programs for employees and their families, and art/educational programs for employees’ children
Summer Vacation and Resorts	Provision of additional summer leave and vacation allowance apart from statutory leave, and operation of affiliated resorts
Affiliated Condominiums	Use of nationwide affiliated condominiums at discounted rates

Human Capital Management

Talent Management System

Communication Culture

- DL Group operates various communication channels and programs on a regular basis to establish a healthy organizational culture, while promoting activities tailored to the characteristics of each business division.
 - PETROCHEMICAL** It fosters a trust-based labor-management culture by operating diverse communication channels such as workshops and councils to realize joint growth between labor and management.
 - CONSTRUCTION** It has established a system that enables horizontal communication between management and employees, and spreads a culture of trust and empathy within the organization through regional councils and company-wide communication systems.
 - ENERGY** It provides practical communication opportunities such as external lectures, town hall meetings, and on-site exchange programs, and promotes the creation of a sustainable working environment and a culture of mutual growth.

Labor-Management Shared-Growth and Cooperation System Framework

DL Chemical

- Regular workshops and council meetings are operated to promote communication between labor and management, thereby enhancing the stability of labor-management relations.
- Joint events such as spring hiking, fall sports competitions, and labor-management unity workshops serve to promote a culture of mutual growth.

Labor-Management Shared-Growth System

- Regular communication between labor and management (through workshops)
- Pursue a dispute-free labor-management culture
- Mutual understanding, respect and caring

Stable Labor Relations

Establish a labor-management culture that pursues the value of shared growth

Cooperative Labor Relations

- Strengthen partnerships for coexistence and cooperation
- Create a happy workplace
- Implement joint social responsibilities between labor and management
- Expand management information sharin

Collective Bargaining

Category	Unit	2022	2023	2024
No. of Employees Subject to Collective Bargaining ¹⁾	Person	522	568	607
No. of Union Subscribers	Person	288	314	312
Union Subscription Rate	%	55	55	51

1) Application of collective bargaining agreement to senior managers and below

Major Communication Channel

DL E&C

Category	Description
Town Hall Meeting	A transparent and open space for sharing ideas on the company's vision and strategy
Hansup Podium	A platform for open dialogue and horizontal proposals on challenging conventions, improving corporate culture, and fostering reflection.
Hansup Council	A labor-management council fostering company growth through mutual trust by addressing workplace improvements and welfare enhancements.
Hansup Committee	Each department appoints communication officers to enable direct dialogue between executives and staff.

Communication Culture based on Core Values

Pocheon Power

- Pocheon Power newly established and declared its corporate values in September 2024, and has fostered a healthy corporate culture by institutionalizing various communication programs to strengthen an organizational culture based on core values.
- Through regular town hall meetings, management and employees share business performance and future outlook, and mutual communication and empathy are encouraged through team-based presentations on freely chosen topics.
- Lecture programs with external experts are operated to vitalize organizational culture while enhancing employees' job-related as well as humanistic and social competencies.

Human Capital Management

ORGANIZATIONAL CULTURE

Organizational Culture Diagnosis

- DL Group conducts regular organizational culture diagnostics to establish a healthy corporate culture, designing diagnostic items based on employees’ perceived levels of engagement, job experience, and happiness.
- Improvement tasks are derived through qualitative and quantitative analysis tailored to the characteristics of each affiliate and on-site conditions, and execution capability is continuously reinforced through team-based action activities.


Organizational Culture Improvement Process

DL Chemical

• An annual diagnosis is conducted to assess voluntary engagement and perceptions of the execution environment in order to enhance employee satisfaction with organizational culture, and based on the results, improvement tasks are derived at the individual level and improvement activities are encouraged at the team level.


Organizational Culture Survey

- Conducting an organizational culture survey targeting all employees and sharing the results




FGI by Position

- Verification of survey results through focus group interviews (FGI) by position




Survey Result Analysis

- Root cause analysis for areas requiring improvement and derivation of improvement points




Identification of Improvement Tasks

- Derivation of new improvement tasks creating a virtuous cycle through complex interaction of improvement change points



Sharing and Implementing Improvement Task

- Sharing of improvement task implementation plans through company-wide briefing sessions
- Monitoring and feedback on improvement task implementation
- Enhancement of organizational culture through continuous implementation of action tasks



Changes in Average Scores

(Unit: Score, On a 5-point scale)

2022	3.69
2023	3.78
2024	3.90

Changes in Positive Response¹⁾ Rates

(Unit: %)

2022	65.0
2023	67.5
2024	71.6

1) Respondents agreeing with the statement “Our company is changing positively.”

Employee Satisfaction and Engagement Survey

DL E&C

• DL E&C conducts a regular Culture Survey among all employees to assess the status of organizational culture.

• The survey items are designed around comprehensive perception factors, including engagement, job experience, motivation, role clarity, happiness, and stress levels.

Results of Employee Satisfaction and Engagement Survey

• The overall result of the 2024 Culture Survey (Culture Index) was 79%, representing an increase of about 6 percentage points compared to the previous year.

Category	Unit	2022	2023	2024	
				Performance	Target
Employee Participation Rate	%	48.5	80	90	85
Satisfied Employee Ratio	%	53	73	79	75
Satisfaction Score ²⁾	Point	3.5 (Out of 5)	5.89 (Out of 7)	6.17 (Out of 7)	6 (Out of 7)

2) Disclosure of 2022 and 2023 data for continuity of disclosure and trend analysis despite revision of evaluation criteria after 2023

Human Rights Management

DL Group embeds the values of respect for and protection of human rights across all business activities and operates a company-wide human rights management system in accordance with its Human Rights Management Policy, which is established based on international standards and guidelines.

Based on its Human Rights Regulations and Policy, DL Group prevents human rights risks and systematically promotes policy development, training, monitoring, reporting, and remediation procedures with each department serving as the responsible entity.

DL Group's Goal

DL Group seeks to create an environment where all employees and stakeholders are guaranteed dignity and rights without discrimination or unfair treatment, and aims to establish a corporate culture that internalizes human rights through continuous education and activities.



Key Achievements in 2024

DL Holdings and Major Affiliates Operation of Grievance Handling System	DL Chemical Establishment of Mid-term Human Rights Management Roadmap (Strategy and Action Tasks)	DL E&C Expansion of Human Rights Impact Assessment Sites 242 sites → 274 sites
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Human Rights Management

Human Rights Management System

Human Rights Management Framework

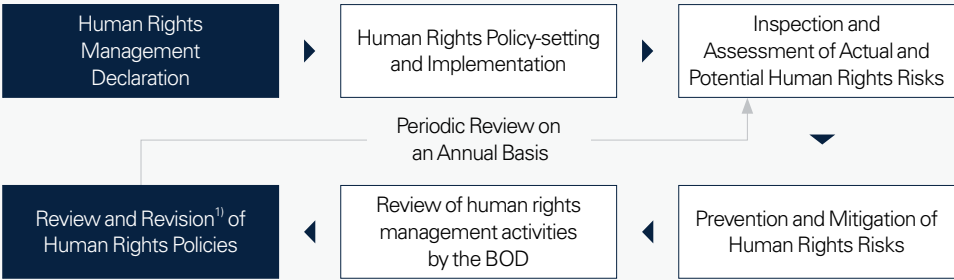
- DL Group has established a human rights management system with a clear decision-making structure and an execution-based foundation to prevent human rights risks and strengthen human rights protection across all workplaces.
- Company-wide human rights impact assessments are conducted on a regular basis to identify key human rights issues, and a dedicated units systematically carries out activities including policy development, risk management, grievance handling, and training.
- Human rights training and remediation measures for employees and business partners are strengthened to promote substantive human rights protection and the spread of a sustainable human rights management culture.

Human Rights Management Governance

DL Chemical

- The Board of Directors, as the highest decision-making body for human rights management, deliberates and resolves on human rights policies and major human rights issues, and strengthens executive accountability through a regular reporting system.
- A dedicated organizaion has established a systematic human rights management process covering policy development, risk assessment and prevention, policy review, and policy revision.
- An annual human rights impact assessment is conducted to identify and evaluate potential human rights risks, and improvement plans for key human rights issues derived from the materiality assessment are established and implemented.
- Human rights protection activities are reinforced by regularly providing human rights training to employees and business partners and by ensuring prompt remedies in the event of human rights violations.

Human Rights Management Process



1) If necessary

Human Rights Management Governance

DL E&C

- DL E&C has established a human rights management system and formulated a human rights policy to prevent human rights risks across all business sites, thereby protecting employees and stakeholders from human rights violations.
- A dedicated units promotes activities such as the development of human rights-related policies, institutionalization initiatives, and other implementation measures.
- Company-wide human rights impact assessments are conducted to identify human rights issues, and the resulting improvement tasks and implementation outcomes are reported to the ESG Committee and the Board of Directors to strengthen implementation capacity and accountability.



Human Rights Management Governance

DL Construction

- DL Construction operates various forms of human rights governance, including committees with top decision-makers and key department heads, company-wide management meetings, and working-level meetings led by dedicated departments.
- The dedicated unit carries out overall human rights-related tasks such as enacting and revising the Human Rights Charter, formulating implementation plans, assessing risks, operating grievance-handling channels, and conducting training and external communication.

Human Rights Management

Human Rights Management System

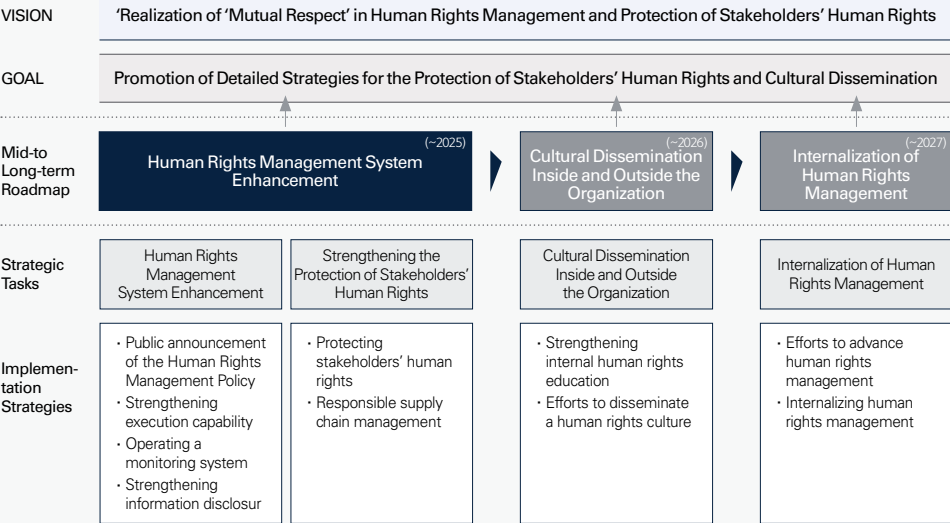
Human Rights Management Strategy

- DL Group has established a step-by-step roadmap linked to its human rights management framework to internalize human rights awareness among employees.
- The scope of application for human rights management is gradually expanded to spread a corporate culture centered on respect for human rights throughout DL Group.
- Continuous monitoring of implementation performance and outcomes is conducted to derive improvement tasks, which serve as the basis for advancing a more systematic human rights management system.

Human Rights Management Strategic Framework

DL Chemical

- DL Chemical has established a human rights management roadmap to ensure systematic implementation of human rights management and has developed a management system and implementation framework based on labor-management cooperation.
- Key human rights management tasks have been identified through the materiality assessment process, including strengthening non-statutory training, operating feedback systems, promoting cultural dissemination activities, refining response systems for human rights violations (reporting and remedies), and reinforcing supply chain management such as human rights compliance monitoring.



Human Rights Management Mid- and Long-term Roadmap

DL Construction

- DL Construction has established a human rights management system and developed phased implementation strategies to grow as a leading company in human rights management.
- In 2024, as part of its growth stage, it operated a Human Rights Protection Center and carried out various activities to strengthen human rights within the company, thereby achieving the establishment and dissemination of a culture of respect for human rights.
- A human rights management performance system has been established, and the scope of implementation will be gradually expanded to business partners and local communities.

Stage	Introduction(2023)	Growth(2024~2025)	Maturity(2026~)
Goal	Establishment of a Human Rights Management System	Establishment and Spread of a Culture of Respect for Human Rights	Growth as a Company Leading Human Rights Management
MainTask	<div>• Establishment of a human rights management system including the Human Rights Charter, human rights policy, and practice guidelines</div> <div>• Establishment of human rights violation relief procedures</div> <div>• Implementation of human rights impact assessment (external evaluation)</div>	<div>• Enhancement of human rights management provisions (human rights-designated organizations, reporting systems, etc.)</div> <div>• Establishment and operation of a Human Rights Protection Center (Workplace SOS) within the groupware system</div> <div>• Improvement of the effectiveness of relief procedures (education and guidance)</div> <div>• Implementation of human rights impact assessment</div>	<div>• Establishment of human rights management performance management performance management system (index development)</div> <div>• Enhancement of awareness and trust in relief procedures</div> <div>• Creation of a human rights management ecosystem in local communities and suppliers</div> <div>• Expansion of human rights impact assessment targets (suppliers, local residents, etc.)</div>

Human Rights Management

Human Rights Management System

Human Rights Management Policy

- DL Group has established and operates human rights management policies tailored to each affiliate’s industry, providing standards of proper conduct and value judgment that all employees and suppliers must follow in business activities.
- The company complies with international human rights and labor standards and guidelines, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the ILO Declaration, and the OECD Due Diligence Guidelines.
- The scope of the human rights management policy applies to all employees¹⁾ of DL Group, its domestic and overseas subsidiaries and branches, as well as employees of its suppliers.

Non-Discrimination and Anti-Harassment Policy

- DL Group implements an employment policy that prohibits discrimination based on gender, age, nationality, marital status, health condition, or political orientation.
- The company has established workplace sexual harassment and harassment prevention policies to eliminate forced labor, child labor, and other human rights violations.
- Regular human rights surveys are conducted, and proactive inspections and remedial actions are carried out at sites with potential human rights risks to prevent workplace human rights violations.

Human Rights Policy

DL E&C

- DL E&C expresses its support for international human rights and labor standards, including the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization (ILO) Core Conventions, and the OECD Guidelines for Multinational Enterprises.
- A Human Rights Charter has been enacted to identify potential risks related to human rights and labor issues that may arise in the course of business operations and to derive necessary improvements.
- Except in cases where conflicts with overseas laws exist, compliance with the Human Rights Charter is required not only by all employees but also by employees of subsidiaries and sub-subsidiaries (including non-regular workers) as well as suppliers.

DL E&C Human Right Charter

1) All Employees Including Non-Regular Workers

Human Rights Policy

DL Chemical

- DL Chemical establishes standards of conduct and value judgments through the Human Rights Management Regulations to minimize human rights risks and lays the foundation for protecting and promoting the human rights of employees and stakeholders.
- The regulations set forth general principles such as respect for human dignity, prohibition of discrimination, freedom of association, prohibition of forced labor and child labor, and safety and health, and specify detailed guidelines for each principle.

General Principles of the Human Rights Management Regulations

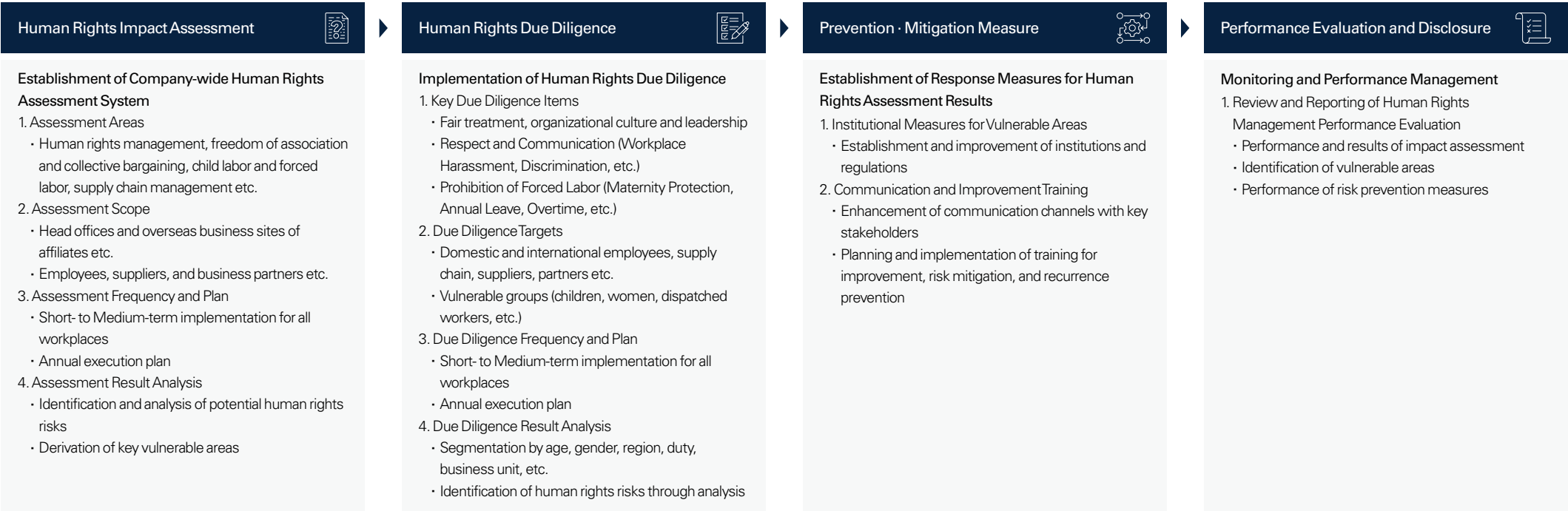
Human Rights Management Regulations				
General Principle				
 <div>Respect for Human Dignity</div>	 <div>Guarantee of Environmental Rights</div>	 <div>Protection of Personal Information and Privacy</div>	 <div>Prohibition of Discrimination</div>	 <div>Protection of Employees' Human Rights</div>
 <div>Prohibition of Abuse of Authority</div>	 <div>Freedom of Association</div>	 <div>Responsible Supplier Management</div>	 <div>Human Rights Management Department</div>	 <div>Prohibition of Forced and Child Labor</div>
 <div>Respect for Local Community Human Rights</div>	 <div>Remedies</div>	 <div>Safety and Health</div>	 <div>Protection of Customers' Human Rights</div>	 <div>Human Rights Impact Assessment</div>

Human Rights Management

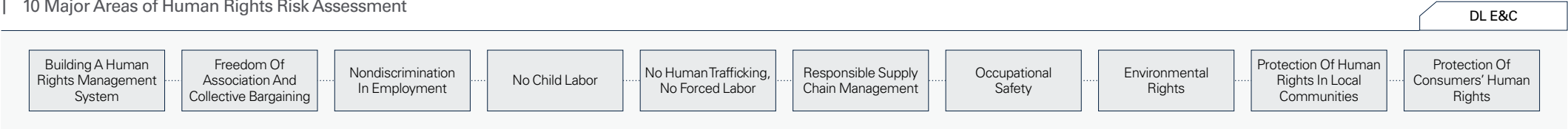
Human Rights Management Internalization

Human Rights Management Strategy

- DL Group manages to ensure that all employees, including those of its subsidiaries and partners, comply with the Human Rights Charter, and regularly identifies human rights risks and promotes improvement processes.
- Risks identified through human rights impact assessments are analyzed, and improvement processes are carried out to verify remediation, followed by continuous monitoring activities.



10 Major Areas of Human Rights Risk Assessment



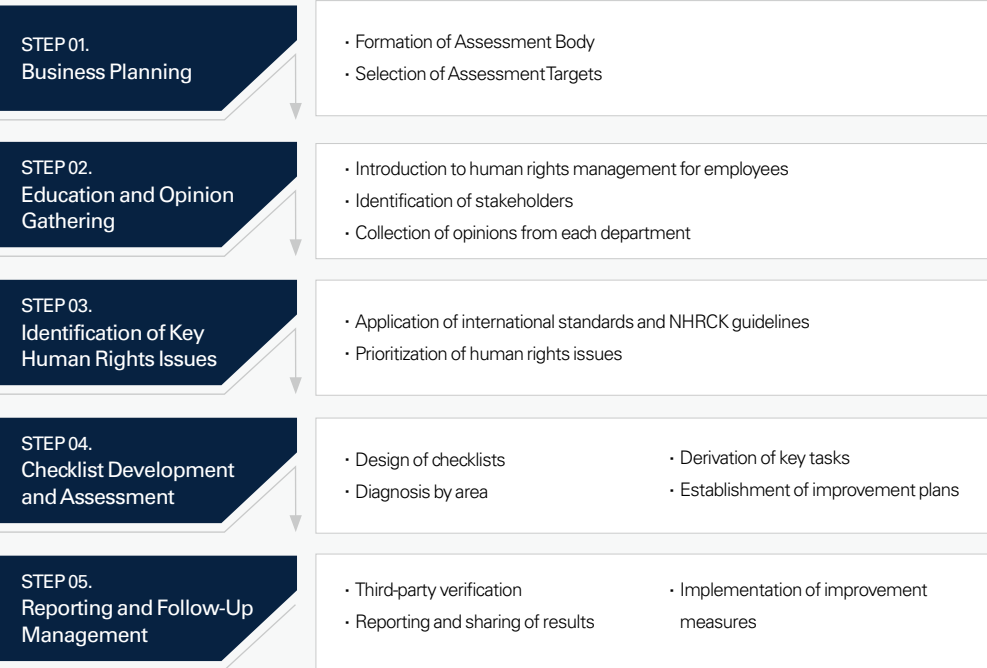
Human Rights Management

Human Rights Management Internalization

Human Rights Management Strategy

| Human Rights Impact Assessment Process

- DL Chemical developed a checklist based on international standards and the National Human Rights Commission of Korea guidelines, and has operated systematic human rights impact assessments that include indicator development, training, and reporting systems.
- In 2024, human rights impact assessments were conducted for major departments such as the Headquarters, Yeosu Plant, and Daejeon R&D Center, and key tasks were identified and improvement plans were established.
- A materiality assessment was performed through a three-step process of identifying human rights management issues, determining priorities, and selecting and validating key issues, with final validation conducted by the Human Rights Management Committee.



| Human Rights Impact Assessment Key Domains and Results

DL Chemical

- DL Chemical structured its human rights impact assessment into four areas, developed checklists, and derived key issues.
- Core human rights issues were identified through a materiality assessment that reflected severity and urgency.

Key Domains

Human Rights Establishment of promotion system, employee human rights, customer human rights, and dissemination of human rights culture 	Labor Employment relations, labor relations, working conditions, and freedom of association 	Environment GHG reduction, pollution control, regulatory compliance, and precautionary approach 	Society Local community engagement and opinion gathering, dissemination of human rights in the supply chain 
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Results of the Human Rights Impact Assessment in 2024

Item	Total Score	Directions for Improvement
Establishment of a Human Rights Management Framework	89.1	Expansion of internal and external cultural promotion activities, reporting on human rights management performance, refinement of reporting channels and grievance procedures
Non-Discrimination in Employment	100	-
Guarantee of Freedom of Association and Collective Bargaining	100	-
Prohibition of Forced Labor	100	-
Prohibition of Child Labor	100	-
Assurance of Occupational Safety and Prevention of Serious Accidents	100	-
Responsible Supply Chain Management	81.3	Strengthening supply chain management (explicit inclusion of human rights violations in pledges)
Protection of Local Community Human Rights	100	-
Guarantee of Environmental Rights	92	Strengthening ESG management response (including precautionary approach)
Protection of Customer (External Stakeholder) Human Rights	94	Enhancement of ESG disclosures to include human rights
Average	95.6	-

Human Rights Management

Human Rights Management Internalization

Human Rights Risk Identification and Improvement Process

Human Rights Impact Assessment Process

DL E&C

Human Rights Impact Assessment Results and Targets

2023 Performance	87.4%
2024 Performance	88.4%
2024 Targets	88%
2025 Targets	89%
2030 Targets	90% above

Results of Human Rights Impact Assessment in 2024

Category	Unit	Assessment Results
No. of Worksites subject to Assessment	Site	310
No. of Worksites assessed (Ratio)	Site(%)	274(88.4)
No. of Worksites where Risks have been identified (Ratio)	Site(%)	4(1.29)
No. of Worksites where Mitigation Plans have been established	Site	4
No. of Worksites where Mitigation Plans have been implemented	Site	4
Mitigation/Improvement Ratio of the Worksites where Risks have been identified	%	100

Corrective Actions and Improvements

- DL E&C established immediate improvement processes and implemented corrective measures for inadequacies identified through human rights risk assessments.
 - Improvement activities were carried out at each workplace based on assessment results, and all risk items were addressed and monitored.
- According to the 2024 human rights impact assessment, “Establishment of a Corporate Human Rights Framework” and “Prevention of Workplace Sexual Harassment and Bullying” were identified as potential risks, and improvement measures were established and implemented.
 - For human rights issues identified at the potential risk level, evaluations of the effectiveness of mitigation measures were conducted.
 - Human rights training was provided to all employees, and major human rights counseling channels and handling procedures were reannounced.
 - Supply chain human rights risk management was strengthened by fully applying the standard subcontracting agreement with partners, operating the Fair Trade Compliance Program, and promoting cooperative communication with suppliers.

Human Rights Impact Assessment Key Areas and Results

DL Construction

STEP 01.
Development of Metrics

Development of Indicators with Reference to the Human Rights Charter, the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct, and the Standard Guidelines for Corporate Human Rights Management of the Ministry of Justice

STEP 02.
Operation of Evaluation Processes

Human rights impact assessment conducted by a professional external organization (9 evaluation areas, 255 detailed indicators)
Self-diagnosis by evaluation targets and establishment of internal improvement plans for deficiencies
Decision on conducting interviews and on-site inspections based on diagnosis results
Immediate corrective actions and establishment of improvement plans for high-risk and nonconformity issues identified through written review and on-site inspections

STEP 03.
Identification and Discussion of Improvement Plan

Derivation of implementation plans for improvement by headquarters, domestic and overseas affiliates, and business partners that have undergone risk assessment

STEP 04.
Monitoring of the Implementation Status

Monitoring of implementation status of improvement plans derived by responsible managers of assessed organizations, and execution of additional actions if not implemented

STEP 05.
Report to Key Decision-makers

Reporting of identified risks, implications, and improvement plans to key decision-makers and sharing with relevant departments

STEP 06.
External Disclosure

Disclosure of human rights violation cases, risk assessment results, and improvement measures in sustainability reports, etc.

Human Rights Management

Human Rights Management Internalization

Human Rights Education

- DL Group has enhanced company-wide awareness and proactively responded to emerging human rights issues by providing regular human rights education and conducting various campaigns for all employees.

Human Rights Education in 2024

Category	Unit	DL Holdings	DL Energy	GLAD H&R	Pocheon Power
Ethics and Compliance Education ¹⁾	Hour	49	72	81	80
Sexual Harassment Prevention Education		20	40	374	80
Disability Awareness Education		20	40	345	80

1) CP-related Training included

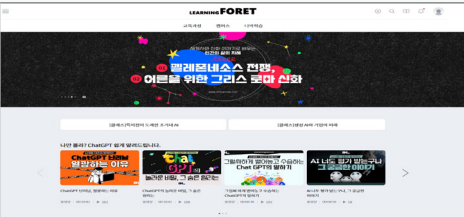
Human Rights Education

DL Chemical

- DL Chemical has expanded a culture of respect for human rights by preventing human rights violations in advance through education and by raising employees' awareness of human rights protection.
- The company has continued activities to enhance human rights sensitivity to ensure the protection of fundamental rights in the workplace and to create a healthy and safe working environment.
- Human rights issue-focused content and customized education on basic rights have been provided through the online education platform 'LearningForet'.
- DL Chemical has fulfilled legal compliance requirements by providing statutory education to all employees on the prevention of workplace harassment, prevention of sexual harassment, and disability awareness improvement.



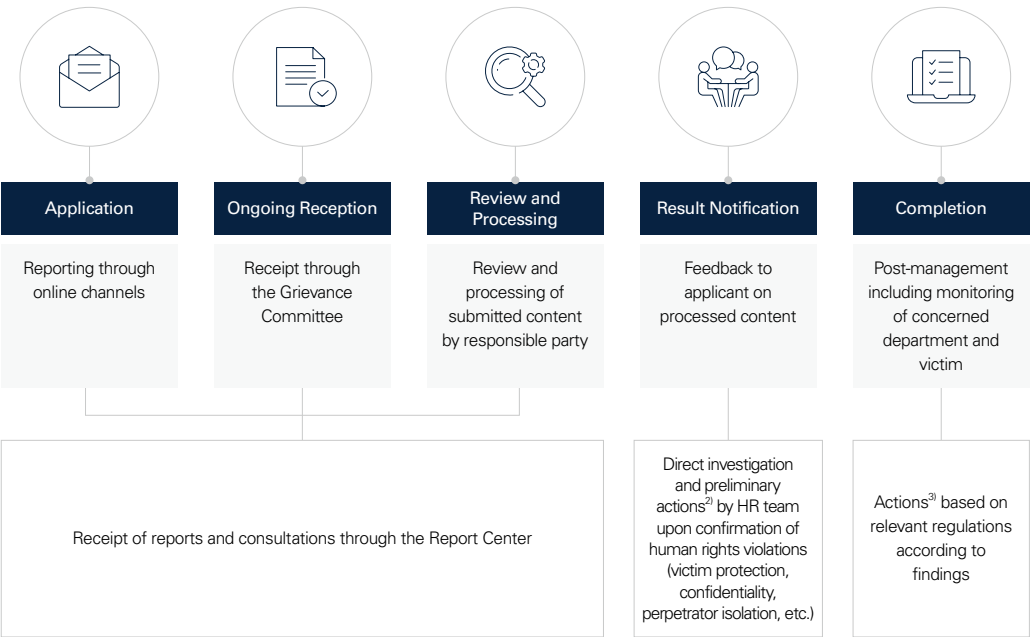
Human Rights Impact Assessment Briefing



Online Education Platform LearningForet

Grievance Handling Process

- Each affiliate of DL Group operates multiple reporting channels such as in-house hotlines and the cyber sinmungo, and designates grievance officers at each workplace to establish a prompt and systematic handling system.
- DL Group applies the principle of "immediate action upon occurrence" for all grievances, with the HR department leading swift investigation and corrective measures, and ensures strict handling in accordance with relevant regulations
- The identity protection and confidentiality of whistleblowers are upheld as top principles, with thorough management to prevent retaliation and to safeguard the rights of whistleblowers throughout the reporting process.



2) Victim protection, confidentiality, perpetrator isolation, etc.
3) Disciplinary measures, personnel measures, monitoring/training, etc.

Human Rights Management

Human Rights Management Internalization

Grievance Handling Process

Status of Human Rights Violation Prevention System

DL Energy

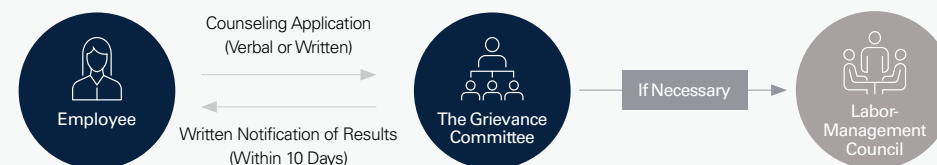
- DL Energy has raised employees' awareness of human rights by providing human rights education such as workplace harassment prevention and sexual harassment prevention.
- The company operates systems that allow employees to safely report unfair practices that infringe upon human rights.
 - An anonymous reporting system has been introduced to prevent disadvantageous treatment against whistleblowers or victims.
- Online-based reporting channels such as the Cyber Audit Office and the Grievance Handling Center are in operation.

Grievance Handling Process

Pocheon Power

- Pocheon Power operates a Grievance Committee to resolve individual grievances that may arise during work life promptly and fairly.
- The Grievance Committee consists of one employer representative and one employee representative from the Labor-Management Council.
- When an employee reports a grievance verbally or in writing, the committee member listens and provides written notification within 10 days from the date of receipt, and depending on the case, the matter is referred to the Labor-Management Council for consultation and resolution¹⁾.

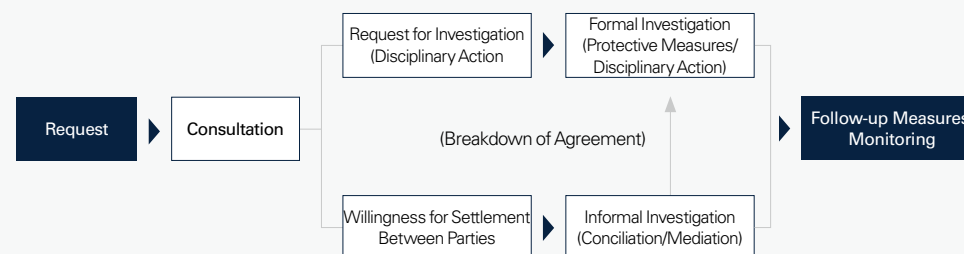
Grievance Handling Procedure



1) Chapter 7 Grievance Handling Body of the Labor-Management Council Regulations

Employee Grievance-handling Process

DL Construction




Social Contribution

To fulfill its corporate social responsibility, DL Group establishes social contribution strategies and systematically implements a variety of programs based on those strategies, practicing shared growth with local communities.

Guided by its governance and strategies for social contribution, the company promotes employee-led initiatives and operates diverse programs, including community partnership projects and support for vulnerable groups.

DL Group's Goal

DL Group seeks to enhance corporate sustainability by realizing social value, proactively addressing the diverse challenges faced by society, and working together with all stakeholders to build a sustainable future.



Key Achievements in 2024

DL Chemical & DL E&C	Pocheon Power
Promoting a wide range of social contribution initiatives based on established strategies and systems	30% increase in scholarships and education support expenditure

Social Contribution

Social Contribution Management System

Governance

- DL Group has established a systematic management framework to promote a wide range of social contribution activities, fulfilling its responsibilities and roles as a member of the local community.
- The group operates diverse programs to support the growth and development of local communities.

Focus Areas of Social Contribution



Strategy

- DL Group has established a vision for social contribution and promotes a wide range of initiatives based on this vision.
- The group operates social contribution programs targeting various stakeholders, including local residents, vulnerable groups, and youth, thereby contributing to the realization of a sustainable society.

Strategy

DL Chemical

- ‘Support for the Underprivileged’, ‘Carbon Emission Reduction’, and ‘Community Contribution’ are set as the core directions of major social contribution activities.
- In addition to these core directions, employees’ needs are actively heard, and a process is operated to identify them as new social contribution programs.
- Specialized social contribution activities are continuously operated reflecting each site’s location and unique characteristics, with the aim of generating long-term synergies with local communities.

CSR Promotion System

DL E&C

- DL E&C operates customized programs centered on five core activities under its social contribution vision of “A Partner Growing with the Local Community.”

Hansup Philosophy	Living a pleasant and prosperous life				
VISION	A Partner Growing with the Local Community				
Five Major Areas	Sharing Happiness	Sharing Love	Sharing Culture	Sharing Nature	Sharing Hope
Five Major Activities	Projects to improve the residential environmen	Employee volunteering with local communities	Cultural support projects	Environmental protection projects	Support for education, schools, and academic activitie

Social Contribution

Social Contribution Activities

- DL Group operates a variety of social contribution programs to support the growth and development of local communities.

Major Activities by Area

Environmental Protection

- Conducting environmental protection campaigns and clean-up activities to help prevent global warming
- Operating tree-planting programs to preserve biodiversity and ecosystems



DL Chemical | HQ Eco-Plogging



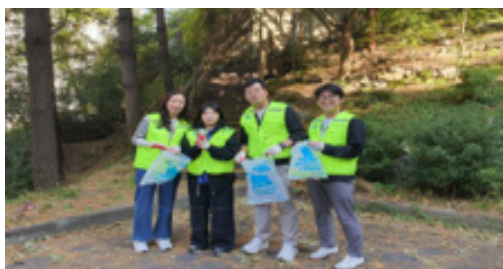
DL E&C | "Jipssi-tong" Program



DL Chemical | Hansup Volunteer Corps



DL Chemical | Briquette Sharing



DL Energy | Ansan Jarak-gil Eco-Plogging



GLAD H&R | Yeouido Park Eco-Plogging



Pocheon Power | Residential Environment Improvement in Pocheon



Pocheon Power | Volunteering at Noah's Home

Social Contribution

Social Contribution Activities

Major Activities by Area

Community Donations

- DL Group participates in local events near its business sites and provides both in-kind and financial support. The company also fosters local talent and helps reduce educational disparities through scholarship programs.





DL Chemical | One Love Corps

DL Energy | Donation to Welfare Facilities for Persons with Disabilities

Education and Cultural Support

- In cooperation with local communities and public institutions, DL Group operates various education and cultural support programs.
- Safety-related education is also provided to instill safety awareness and establish a culture of safety within the community.



DL Chemical | Chemistry Classroom

GLAD H&R | Green Wall Project

| Community Support and Social Contribution Activities

Pocheon Power

- Pocheon Power implements a range of educational programs for residents near the power plant to enhance their understanding of power generation, promote community development, and support the stable operation of the plant.
- Scholarships for students, provision of educational equipment such as tablet PCs for AI-based learning, operation of specialized collaborative courses, and after-school care programs to improve the educational environment.
- The company also carries out diverse social contribution activities to strengthen social responsibility, improve community relations, and enhance public perception of the plant.
- Supporting local events such as kimchi-making and holiday-sharing events, and conducting volunteer activities at facilities such as Noah's Home.

Performance of CSR Activities

Category	Unit	2022	2023	2024
Scholarship Programs		4,500	6,330	8,200
Educational Support including provision of learning equipment and improvement of educational environments	KRW 10 thousands	4,410	6,330	8,210
Total		8,910	12,660	16,410

Supply Chain Management

DL Group incorporates ESG factors throughout its supply chain and establishes a sustainable supply chain ecosystem based on trust with its suppliers.

At both the Board and executive levels, DL Group develops supply chain management strategies and monitors key implementation matters. The company provides systematic support for the integration of sustainability management into its suppliers’ practices and for strengthening their capabilities through the Supplier Code of Conduct, ESG assessments, and support programs.

DL Group’s Goal

DL Group is committed to spreading ESG values across its supply chain based on trust and communication with suppliers, and to achieving sustainable growth through supply chain strategies and support programs.



Supply Chain Management

Supply Chain Management System

Governance

- DL Group has established a supply chain management system to integrate ESG factors across the supply chain and systematically manage potential risks.
 - This ensures stronger execution of supply chain management through final decision-making at the Board of Directors and executive level.
- Regular reporting to the Board of Directors and the ESG Committee ensures continuous monitoring of supply chain risks.

Supply Chain Management Governance

DL Chemical

- Shared growth tasks are carried out through collaboration between the Compliance Team and the Procurement Team, and a decision-making structure has been established whereby major issues are reported directly to the CEO.
- To reinforce the promotion of shared growth in connection with the performance management system, related duties have been added to the job descriptions of the responsible departments, and relevant matters are reflected in departmental KPIs.

CEO

Legal & Compliance Division

Compliance Team

Support for Shared Growth and Supply Chain ESG Programs

COO

YeoSu Plant

Procurement Team

Overall Supply Chain Management
Supply Chain ESG Assessment

Win-Win Partnership Management Governance

DL E&C

ESG Committee

Executive in Charge

Responsible Department

- Deliberation, approval and oversight of policies, strategies, and support related to a win-win partnership management
- Approval of win-win funds for promoting ESG management support programs
- Reporting the supply chain risk management plan to the ESG Committee and implementing it accordingly
- Annual expansion of suppliers subject to ESG management support
- Implementation of ESG management support programs
- Identification and monitoring of potential sustainability risks within the supply chain

Sustainable Supply Chain Management System

DL E&C

- Shared growth tasks are carried out through collaboration between the Compliance Team and the Procurement Team, and a decision-making structure has been established whereby major issues are reported directly to the CEO.
- To reinforce the promotion of shared growth in connection with the performance management system, related duties have been added to the job descriptions of the responsible departments, and relevant matters are reflected in departmental KPIs

Supply Chain Management

Supply Chain Management System

Management Strategy

- DL Group systematically manages its supply chain by establishing supply chain management strategies and roadmaps, and builds a shared growth framework based on collaboration.
- To strengthen the ESG capabilities of its suppliers, the group designs and operates financial support and training programs, and fosters a sustainable supply chain ecosystem through regular evaluations.

Supply Chain Win-Win Strategy

DL Chemical

- A systematic supply chain partnership system has been established, built on supplier evaluation and monitoring, joint growth with suppliers, and active communication.
- To foster a sustainable supply chain ecosystem for co-prosperity and mutual growth, a five-year shared growth plan and roadmap have been developed.

Key Focus Strategies for Supply Chain Partnership

Mutual Win-Win Transaction Culture	<ul style="list-style-type: none">• Enacting, announcing, and operating the Supplier Code of Conduct and Supplier Integrity Pledge to maintain fair and transparent business and trading relationships• Preventing low-price bidding to ensure supplier business stability, work quality, and safety• Providing appropriate rewards for innovation activities and achievements• Sharing relevant information and conduct activities to strengthen safety capabilities
Effective Communication	<ul style="list-style-type: none">• Establishing communication channels through supplier councils to handle grievances, suggestions, and operate reward systems• Operating a purchasing portal system and Q&A platform for efficient communication
Expanding to a Global-Level Compliance Culture	<ul style="list-style-type: none">• Integrating ESG core elements such as labor and human rights into supplier evaluation processes.• Strengthening compliance systems with domestic and international laws
Strengthening Shared Growth	<ul style="list-style-type: none">• Creating a shared growth fund to provide financial support to suppliers and shorten subcontract payment periods• Establishing and operating a review committee for fair subcontract transactions• Operating support programs such as training to enhance suppliers' ESG capabilities

Supply Chain Management Strategy

DL E&C

- Shared growth with suppliers is promoted based on the 'ECO-SYSTEM,' and a supply chain management strategy composed of four elements is implemented.

Fairness	<ul style="list-style-type: none">• Establishing a culture for fair trade with suppliers• A transparent supplier selection and assessment system
Competitiveness	<ul style="list-style-type: none">• Enhancing competitiveness through suppliers' growth• Operating industry-leading win-win cooperation program
Eco-Friendliness	<ul style="list-style-type: none">• Bolstering suppliers' environmental competencies to realize sustainable green construction• Linking suppliers' ESG activities to the assessment system
Openness	<ul style="list-style-type: none">• Operating an open-type, year-round supplier registration system• Operating supplier communication channels and events

Supply Chain Management

Supply Chain Management System

Supply Chain Policy












- DL Group establishes a Code of Conduct and supply chain policies based on supplier management standards tailored to the businesses of each affiliate, and jointly implements ESG management practices with its suppliers.
- To strengthen the sustainability of its supply chain, the group has institutionalized the procedures for new supplier registration processes and the criteria for regular evaluations.

| Supply Chain Policy

DL Chemical

- DL Chemical promotes shared growth with suppliers in the value chain through its supply chain policy and the Supplier Code of Conduct, reinforcing cooperation and trust.
- The Supplier Code of Conduct requires compliance with eight ESG areas and strengthens the effectiveness of supply chain management through written assessments and on-site inspections.
- All suppliers are required to sign a pledge of integrity, thereby embedding fair trade and an ethical corporate culture.

Supplier ESG Requirements

Supplier Code of Conduct			
 Employment and working conditions	 Labor relations	 Guarantee of fundamental rights	 Health and safety
 Environmental protection	 Data security	 Corporate ethics	 Cooperation with due diligence/evaluation
Supplier Integrity Pledge			
 Prohibition of collusion and unfair practices	 Prohibition of providing money, gifts, or other bribes	 Implementation of measures to prevent unethical behavior	

| Supplier Code of Conduct

DL Construction

- DL Construction requires suppliers to fulfill social responsibility within the supply chain through the Supplier Code of Conduct, which includes principles on labor and human rights, safety and health, environment, and ethics.
- To ensure implementation of the Supplier Code of Conduct, compliance is included as an item in supplier evaluations, and external on-site inspections are conducted to identify violations, with improvement measures recommended in cases of serious breaches.

Overview of Supplier Code of Conduct

Chapter 1. Labor Human Rights	Chapter 2. Occupational Health and Safety	Chapter 3. Environment	Chapter 4. Ethics	Chapter 5. Management System
<ul style="list-style-type: none">• Compliance with the Labor Relations Act• Wages and benefits• Humane treatment• Non-discrimination• Recruitment	<ul style="list-style-type: none">• Occupational safety• Industrial hygiene and health• Emergency response	<ul style="list-style-type: none">• Compliance with environmental regulations• Pollution prevention and resource efficiency• Hazardous substances• Green construction	<ul style="list-style-type: none">• Business integrity• Fair trade• Protection of intellectual property rights and personal information	<ul style="list-style-type: none">• Management involvement• Monitoring and evaluation• Supplier selection and management

Supply Chain Management

Shared Growth Programs

Capacity-building Programs

- DL Group operates a variety of shared growth programs to support the integration of ESG management into its suppliers’ operations and to strengthen their capabilities.
 - Through both financial and non-financial programs, the group reinforces the foundation for a sustainable supply chain.
- The performance of these programs is measured on a regular basis, and the results are used to establish implementation plans for the following year, thereby enhancing their effectiveness.

Focus Areas



Supplier ESG Competency Development Program

DL Chemical

Supplier ESG Training

- DL Chemical has run an ESG training program for small and medium-sized suppliers to strengthen ESG capabilities across the supply chain.
 - The program is conducted for suppliers subject to ESG assessments as well as those in key sectors.
 - It is held annually to raise awareness of strengthened ESG laws and regulations and the growing demand for supply chain risk management.

Date	No. of Participating Suppliers	Content
May 2024	28	<ul style="list-style-type: none">• Lecture by an accounting firm expert on global ESG trends and their implications for small and medium-sized enterprises in Korea.• Introduction of supplier support programs (win-win loans, win-win cooperation fund, etc.) and guidance on utilization methods.

Support Programs

Category	Unit	Details	2024 Performance
Financial	Win-win Loans	KRW 100 million	Loan amount 70
	Win-win Cooperation Fund	KRW 1 million	Fund contribution 100
	Welfare Points Payment	KRW 1 million	Amount of welfare points paid 50
Non-financial	HSE Management	Companies	Safety & Health audits and coaching 5
		Companies	Risk assessment support 13

Supply Chain Management

Shared Growth Programs

Shared Growth Programs

DL E&C

- DL E&C operates shared growth programs divided into five areas to promote sustainable growth.
- In the 2023 Shared Growth Index announced in 2024, DL E&C was selected as the Best grade company for the fifth consecutive year.

Key Programs

Category	Program	Contents	Performance
Support for ESG Program	Non-financial ESG consulting	· Providing consulting program to key suppliers to support supply chain ESG improvement	43 suppliers
	Safety and health cooperation program between large and small enterprises	· safety consulting by external experts to strengthen suppliers' industrial accident prevention capabilities - Includes diagnosis of suppliers' safety organizations and systems, analysis of results, improvement planning, and performance evaluation	15 suppliers
Technical Support Programs	Benefit-sharing system	· Supporting suppliers' technological advancement and corporate competitiveness by operating a benefit-sharing system for technologies jointly developed with suppliers, and supporting suppliers' sales increase by applying newly developed products and technologies to design standardization when successful in new product or technology development	77 cases
	Technology escrow program	· Securing technological competitiveness and reliability by temporarily placing supplier-developed technologies in custody to prevent leakage	1 case
Support for ESG Competency Training	Construction CEO program for Shared Growth	· Enhancing suppliers' competitiveness by providing specialized higher education at a graduate school to significant suppliers (Fair-trade system, construction and legal system, construction ESG trends and strategies)	19 suppliers
	Job training for supplier employees	· Supporting supplier training and strengthening the job capabilities of supplier employees through external expert agencies(The Framework Act on the Construction Industry, the Fair Transactions in Subcontracting Act, labor management, safety management, and understanding of ESG)	251 persons

Shared Growth Programs

DL Construction

- DL Construction was selected as a Excellent grade company for the fourth consecutive year in the 2023 Shared Growth Index announced in 2024.

Key Programs

Category	Program	Description	
Financial	Financial	Direct fund support for shared growth	· Since 2022, implemented an interest-free direct loan program worth 1 billion KRW to alleviate suppliers' financing burdens - Provided 1 billion KRW in loans in 2024
		Operation of the shared growth fund	· Collaborating with Woori Bank to operate a win-win fund supporting suppliers facing financial difficulties - Deposited 10 billion KRW in cash to support a 1.5% interest subsidy on suppliers' loan rates - Provided approximately 7 billion KRW in loans in 2024
		Introduction of payment system	· Mandatory use of the 'Nomoobi.com' payment system at all sites · Operating an internal monitoring system to ensure accurate payment from suppliers
		Support of contract incidental costs	· Granting exclusive rights and enter negotiated contracts when jointly developing new technologies with skilled suppliers · Establishing a virtuous cycle that supports supplier growth and secures DL Construction's technological competitiveness
Non-financial	Technical Support Programs	Purchase-linked technology development	· Granting exclusive rights and enter negotiated contracts when jointly developing new technologies with skilled suppliers · Establishing a virtuous cycle that supports supplier growth and secures DL Construction's technological competitiveness
		Technical data leasing support	· Supporting the use of the Technology Deposit System of the Korea Federation of SMEs and Agricultural, Forestry and Fishery Cooperatives to protect suppliers' trade secrets, intellectual property rights, and management information
	Management Support	Donation to the large/small business Win-win Cooperation Fund	· Contributed to the Win-Win Cooperation Fund at the Korea Federation of SMEs and Agricultural, Forestry and Fishery Cooperatives to support management, technical capabilities, workforce development, and productivity improvement of small and medium suppliers - Contributed approximately 220 million KRW in 2024
			Support of job training for suppliers' employees

Supply Chain Management

Supply Chain Risk Management

Supply Chain ESG Assessment

- DL Group has established a supplier ESG assessment system based on global initiatives, conducting regular assessments to identify potential risks in the supply chain and to implement corrective actions.

• PETROCHEMICAL

The supplier registration-to-post-management process operates under an assessment system that incorporates ESG factors, and the scope of suppliers subject to assessment is continuously expanded.

• CONSTRUCTION

A supply chain sustainability assessment is conducted based on the in-house system, and incentives and corrective actions are implemented according to evaluation grades.

• ENERGY

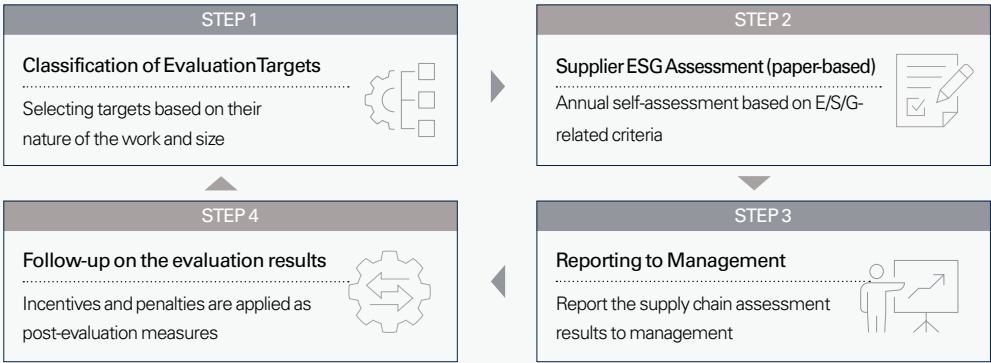
Materials, construction, and service sectors are assessed with a focus on industrial safety, and trading relationships are managed according to grades determined by overall scores.
- The supply chain ESG management process is continuously reviewed and improved, and the assessment scope is expanded to embed ESG management throughout the value chain.

| Supply Chain ESG Assessment

DL Chemical

- A systematic assessment system is operated to identify ESG risks in the supply chain in advance and to implement response and improvement measures.
- Assessments are conducted based on 26 indicators in the environmental, social, and code of conduct categories, tailored to supplier characteristics, with safety and health evaluations reinforced to address the Serious Accidents Punishment Act.
 - When suppliers score below 70 points in any evaluation category, corrective action plans are required to drive improvement, and in cases where improvements are not made, effective measures such as suspension of transactions are implemented.
 - The ESG assessment system is continuously enhanced to strengthen supply chain sustainability.

ESG Assessment Process



Assessment Areas

Category	Sub-category	No. of Assessment Questions
Environmental	Environmental management	4
	Chemical management	3
Social	Adequacies in human rights protection/worker treatment	8
	Safety & Health	4
	Suppliers	1
	Social contribution	1
	Information security	2
Governance	Public disclosure	1
	Corporate ethics & Compliance management	2
	Communication with Stakeholders	2

2024 ESG Evaluation Result

Evaluation Area	Evaluation Target	Average Score	Improvement Requests
ESG	Suppliers with annual transactions of KRW 1 billion or more	95.7	None

Supply Chain Management

Supply Chain Risk Management

Supply Chain ESG Evaluation

| Supply Chain Sustainability Evaluation and Risk Management

DL E&C

- DL E&C has designed its own evaluation methodology, the DL E&C Suppliers Sustainability Checklist (DSSC), based on global initiatives such as ISO 26000, RBA (Responsible Business Alliance), and SMETA, to identify potential supply chain risks.
- An annual evaluation is conducted for 905 Tier 1 suppliers across 18 items in four areas—health and safety, environment, labor and human rights, and ethics.

DSSC (DL E&C Suppliers Sustainability Check-list) Supplier Evaluation Items

Area	Description
Health and Safety (4)	<ul style="list-style-type: none">• Establishment of regulations and manuals• Safety-designated organizations• Standard operating manuals• Evacuation drills
Labor and Human Rights (8)	<ul style="list-style-type: none">• Compliance with the Labor Standards• Act and the issuance of written employment agreements• Compliance with working hours• Compliance with the minimum wage• Keeping the Human Rights Charter at hand• Regulations prohibiting child and forced labor• Regulations prohibiting discrimination• Regulations prohibiting sexual harassment and related training• Operation of a labor union or labor-management council
Environment (3)	<ul style="list-style-type: none">• Environmental policies in place• Organizations designated for environmental issues• Violation of environmental laws
Ethics (3)	<ul style="list-style-type: none">• Ethical charter or ethical guidelines• Ethical training• Corruption and conflict of interest reporting channel

Supply Chain Sustainability Evaluation

- When selecting and contracting new suppliers, DL E&C reflects the results of sustainability evaluations by applying weighted criteria and gives preference to suppliers with outstanding performance.
- Regular ESG evaluations are conducted, and the results and progress are reported to the ESG Committee under the Board of Directors.

Supplier Risk Management Status

Category		No. of suppliers	Rate	Description
Total Suppliers (Tier 1)		905	100%	• Number of suppliers subject to supply chain inspection
New Suppliers		91	10%	• Number of new suppliers among inspected suppliers
Significant Suppliers	ESG risk screening	94	10.4%	• Suppliers subject to document review and on-site inspection
Improvement Measures for High-Risk Suppliers	Suppliers identified with negative impacts (risk identification)	39	4.3%	• Suppliers scoring below 50
	Supplier corrective action/ improvement plans (risk mitigation)	39	100% ¹⁾	• Provision of improvement guidelines and completion of corrective actions
	Suppliers with terminated contracts	5	-	• Causes such as anti-corruption violations

1) Calculated based on suppliers with identified negative impacts

Supply Chain Management

Supply Chain Risk Management

Supply Chain Communication

- DL Group operates various communication programs and systems to share key issues related to supply chain risks and to discuss improvement measures.
- Through consultative bodies such as meetings and councils, the group ensures transparent communication within the supply chain and builds a foundation of mutual trust.

Supplier Communication Channels

DL Chemical

- DL Chemical operates diverse communication channels, supports monitoring and improvement activities, and thereby prevents supply chain risks while strengthening cooperative systems.
- Regular meetings and councils build mutual trust by sharing safety management standards and hearing supplier suggestions.
- Support for continuous monitoring and improvement activities fosters a culture of shared growth by enhancing technological capabilities and preventing safety accidents.

Major Communication Channels

Name	Frequency	Participants	Key Communication Topics
Shared Growth Representative HSE Meeting	Annual	Representatives of high-risk suppliers	• Strengthening safety cooperation through direct communication with representatives of suppliers engaged in high-risk work
Plant Maintenance Supplier Council	Semiannual	Construction/unit price suppliers	• Sharing OEMS procedures, updates to regulations, and reviewing emergency response systems
Transporter Safety Meeting	Quarterly	Transporters	• Sharing logistics policies and safety guidelines • Verifying compliance with safety guidelines; focusing on accident prevention
Logistics Supplier Safety Council	Monthly	On-site packaging & shipping suppliers	• HSE inspections, near-miss reports, and customer complaints

Supplier Communication Channels

DL E&C

Name	Key Agenda
Hansup Partners Day	• An annual invitation event to select and reward outstanding suppliers(sharing major management status, listening to suppliers' opinions) • Sharing suppliers' best practices and ways to utilize the DL E&C manual
Cyber Sinmungo	• Damage arising from our employees' unfair demands or actions, suggestions concerning ethical management, opinions, and supplier grievances are regularly received through our website
Supplier Portal, 'Partnership'	• Sharing various support programs and information through the supplier portal • Operating 'TalkTalk bulletin board' for two-way communication and a notification system to notify the received inquiry to the responsible personnel
Win-Win Council	• Regularly operating the Win-Win Council, a communication channel with suppliers on-site • Minimizing subcontracting-related disputes by listening to the suppliers' opinions and forming a consensus on shared growth
Quarterly Supplier Meeting	• Sharing quarterly order/sale plans with suppliers, and communicate current construction market status and key company issues • Receiving suppliers' concerns and inquiries through VOC, and discuss related matters in meeting

Major Communication Program

DL Construction

Name	Key Agenda
Suppliers Portal	• Sharing contract and bidding information, supplier support programs, and supplier information through the suppliers' portal site, 'Partners Portal'
Win-Win Council	• Holding regular win-win consultative meetings to listen to suppliers' difficulties and opinions, aiming to prevent disputes

GOVERNANCE

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Corporate Governance

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Ethics & Compliance Management

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Information Security



Corporate Governance

DL Holdings is establishing and operating a sound and transparent governance system based on our Corporate Governance Charter.

DL Holdings enhances sustainability through the independence, diversity, and expertise of its Board of Directors, and strengthens managerial transparency and accountability through in-depth discussions by four key committees.

DL Group's Goal

DL Holdings seeks to enhance the effectiveness of its Board of Directors and committees by ensuring both supervisory and advisory functions over management through a Board structured with independence, expertise, and diversity, and by providing continuous training to its members.

Key Achievements in 2024

<p>DL Holdings</p> <p>Appointment of an Independent Director as Chair of the HR Committee</p> <p>(to strengthen independence)</p>	<p>DL Holdings</p> <p>Assessment and Disclosure of the Board Skill Matrix</p>	<p>DL Holdings</p> <p>100% Average Attendance Rate for the Board and its Committees</p>
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Corporate Governance

Governance Structure

Principles of Corporate Governance

The Board of Directors as the Highest Decision-Making Body	Enhancement of Efficiency through the Board Committees	Strengthening the Independence and Expertise of Independent Directors
<ul style="list-style-type: none">• Deliberation and resolution on key matters related to the company's management strategies, objectives, and business plans• Oversight of the management through the appointment of the CEO and approval of transactions between directors and the company	<ul style="list-style-type: none">• Enhancement of board efficiency through the establishment of four committees under the Board of Directors (Audit Committee, Human Resources Committee, Finance Committee, and ESG Committee)	<ul style="list-style-type: none">• Strengthening of board independence from management and controlling shareholders through a prior verification process• Prevention of stakeholder value conflicts through the appointment of independent directors with professional expertise

Corporate Governance Charter

- DL Holdings seeks to maximize corporate value by establishing sound corporate governance, thereby enhancing trust among all stakeholders and improving transparency and efficiency in management.
- The Corporate Governance Charter outlines principles regarding shareholders, the Board of Directors, the audit body, stakeholders, and market-based oversight.

 [DL Corporate Governance Charter](#)

Governance-Related Operational Guidelines

- DL Holdings discloses the regulations governing its board committees, including the purpose, operation, and responsibilities of each committee, in addition to the articles of incorporation and board regulations.
- The operating regulations for board committees are revised as needed based on changes in internal and external business environments and the results of internal reviews.

Board Operation

Principles of the Board Composition

- DL Holdings establishes and operates its Board of Directors based on the Corporate Governance Charter, aiming to ensure independence, transparency, and expertise through institutionalized regulations and implementation frameworks.

Board Independence

- The majority of board members must be independent directors, with at least three in number.
- When appointing independent directors, the Nomination and Remuneration Committee is convened to ensure fairness and independence; per the Commercial Act, more than half of its members must be independent directors.
- According to the board regulations, directors with special interests in resolutions are restricted from exercising voting rights.

Board Transparency

- Directors are appointed through resolutions at the general shareholders' meeting.
- Regulations ensure that shareholders are provided with sufficient information and time for deliberation to exercise their voting rights on director nominations.
- Disclosure of individual directors' attendance rates and their votes on key public agenda items is required.

Board Expertise and Diversity

- The Nomination and Remuneration Committee evaluates candidates' qualifications for independence directorship based on relevant laws and Article 5 of the Corporate Governance Charter, which requires professional expertise in business management and other key areas.
- To enhance board competency, DL Holdings provides training programs for independence directors, including sessions on internal accounting control systems, audit committee operations, and ESG regulatory trends and response strategies.

Corporate Governance

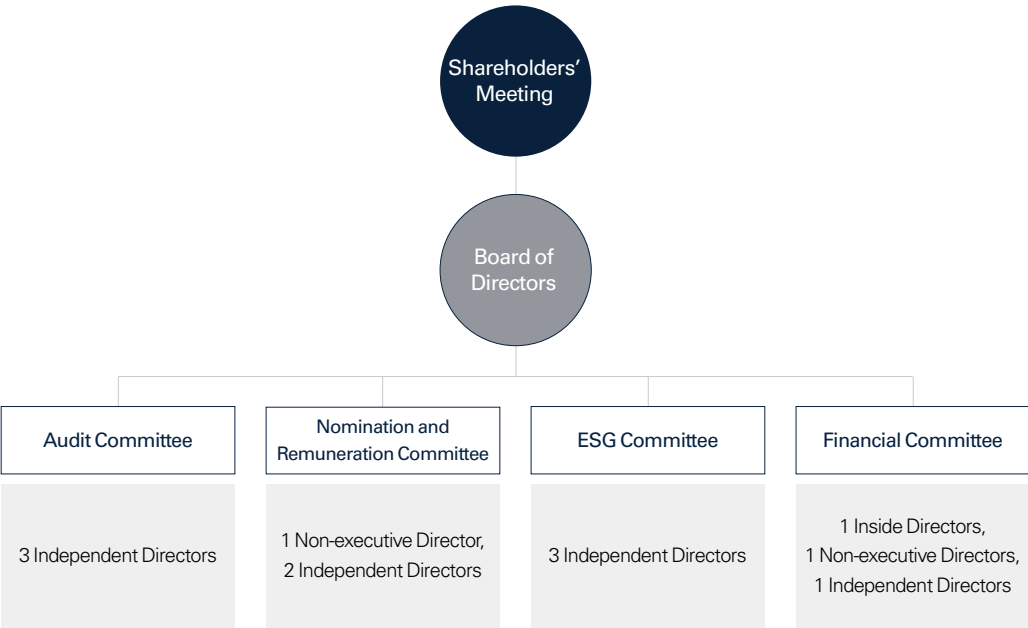
Board Operation

Board Composition and Functions

- The Board of Directors of DL Holdings is composed of a total of five members: one inside director, one non-executive director, and three independent directors, with independent directors accounting for 60% of the Board¹⁾.
- The Chair of the Board is Mr. Jonghyun Kim, an inside director who concurrently serves as the CEO, and was appointed by the Board in recognition of his expertise in corporate management.
- The Board of Directors, as the highest decision-making body of DL Holdings, is responsible for making key management decisions and overseeing the company's overall business operations in the interests of both the company and its shareholders.

1) As of the end of May, 2025

BOD Organization Chart



Board Composition

Category	Name	Gender	Position	Date of Appointment	Career Highlight
Inside Director (CEO)	Kim JongHyun	Male	• CEO • Member of Finance Committee	2022.12.	• (Current) CEO of DL Chemical • (Former) CEO of LG Energy Solution, Ltd
Non-executive Director	Shin HyunSik	Male	• Member of Nomination and Remuneration Committee • Member of Finance Committee	2021.01.	• (Current) Head of Legal Division, DL Chemical • (Former) Attorney at Shin & Kim LLC
Independent Director	Lee YoonJung	Female	• Chairperson of ESG Committee • Member of Audit Committee • Member of Nomination and Remuneration Committee	2021.01.	• (Current) Brand Consultant • (Former) Director and Editor-in-Chief at Noblesse Media International Co., Ltd.
	Choi WooSeok	Male	• Chairperson of Audit Committee • Member of ESG Committee • Member of Finance Committee	2023.03.	• (Current) Professor at Korea University Business School • (Former) Independent Director of SK Innovation Co., Ltd • (Former) Assistant Professor at California State University, USA
	Kim YongRae	Male	• Chairperson of Nomination and Remuneration Committee • Member of Audit Committee • Member of ESG Committee	2024.03.	• (Current) Research Professor at Kyung Hee University • (Current) Independent Director of Kyung Dong City Gas • (Former) Commissioner of the Korean Intellectual Property Office • (Former) Director-General for Industrial Innovation Growth at the Ministry of Trade, Industry and Energy

Board Skill Matrix

Category		Inside Director	Non-executive Director	Independent Director		
Name		Kim JongHyun	Shin HyunSik	LeeYoonJung	Choi WooSeok	KimYongRae
Expertise	Investment / Business Strategy	●	●		●	
	Industry / Economy	●		●	●	●
	Finance / Accounting				●	
	Legal Affairs / Public Policy		●			●
	ESG	●	●	●	●	●
	Global	●				●
	Risk Management	●	●	●	●	●

Corporate Governance

Board Operation

Board Activities

- DL Holdings holds regular board meetings on a quarterly basis, and convenes extraordinary meetings as necessary to address specific resolutions.
- Agenda items are notified to individual directors at least seven days prior to each meeting
- Directors with a material interest in any agenda item are prohibited from exercising their voting rights on that matter.

Board Activity Performance

Category		Unit	2022	2023	2024
Meeting	No. of meetings held	Time	10	8	7
	Participation rate	%	100	100	100
Agenda Category	Resolutions	Case	26	14	13
	Reports	Case	12	10	9

Board Appointments

- DL Holdings appoints directors through the approval of the general meeting of shareholders, with inside directors nominated by the Board of Directors and independent directors nominated by the Nomination and Remuneration Committee.
- Candidates for independent directors are selected based on evaluation criteria such as expertise, independence, integrity, and diversity, and are recommended to the general meeting of shareholders following deliberation by the Nomination and Remuneration Committee.
- The initial term of office for a director is three years and reappointment/appointment is determined through shareholder resolution.
 - If a director's term expires prior to the regular general meeting, the term is extended until the close of that meeting.
- In accordance with the Commercial Act and the Capital Markets Act, independent directors are subject to restrictions on holding concurrent directorships at other companies.
 - Directors are permitted to serve as a registered director at no more than one company other than DL Holdings

Changes in Board Composition

(As of Jan 1, 2024 ~ May 31, 2025)

Category	Name	Date of Appointment	End Date of Term	Date of Change	Reason for Change	Employment Status
Independent Director	Lee YoungMyung	2021.01.04.	2024.01.04.	2024.03.22.	Expiration	Retired
Non-executive Director	Shin HyunSik	2021.01.04.	202703.22.	2024.03.22.	Reappointment	Employed
Independent Director	Lee YoonJung	2021.01.04.	202703.22.	2024.03.22.	Reappointment	Employed
Independent Director	Kim YongRae	2024.03.22.	202703.22.	2024.03.22.	Appointment	Employed

Board Evaluation and Remuneration Structure

Board Evaluation

- DL Holdings conducts an annual evaluation of board operations and the results of the evaluation are disclosed publicly via the company's website and Sustainability Report.
- The evaluation is conducted through a survey of individual directors and consists of nine questions across three sector: board composition, independence, and operation.

Board Evaluation Items and Results

(Max 5 points per item)

Sector	Item	Score
Board Composition	Appropriate board size for effectively carrying out executive and oversight functions	4.0
	Diversity and expertise of directors	4.0
	Suitability of BOD committee composition for performing independent and specialized functions	4.5
Board Independence	Suitability of BOD composition for ensuring independence	4.3
	Communication with external auditors excluding management, to ensure independence of the Audit Committee	4.3
	Provision of fair and ample opportunities to raise opinions in the BOD or Committee	4.5
Board Operation	Pre-distribution and report of meeting materials for agenda review	4.5
	Appropriateness of the frequency of BOD and committee meetings	4.0
	Training and reporting on key management matters to enhance efficiency of directors' roles	4.0

Board Remuneration

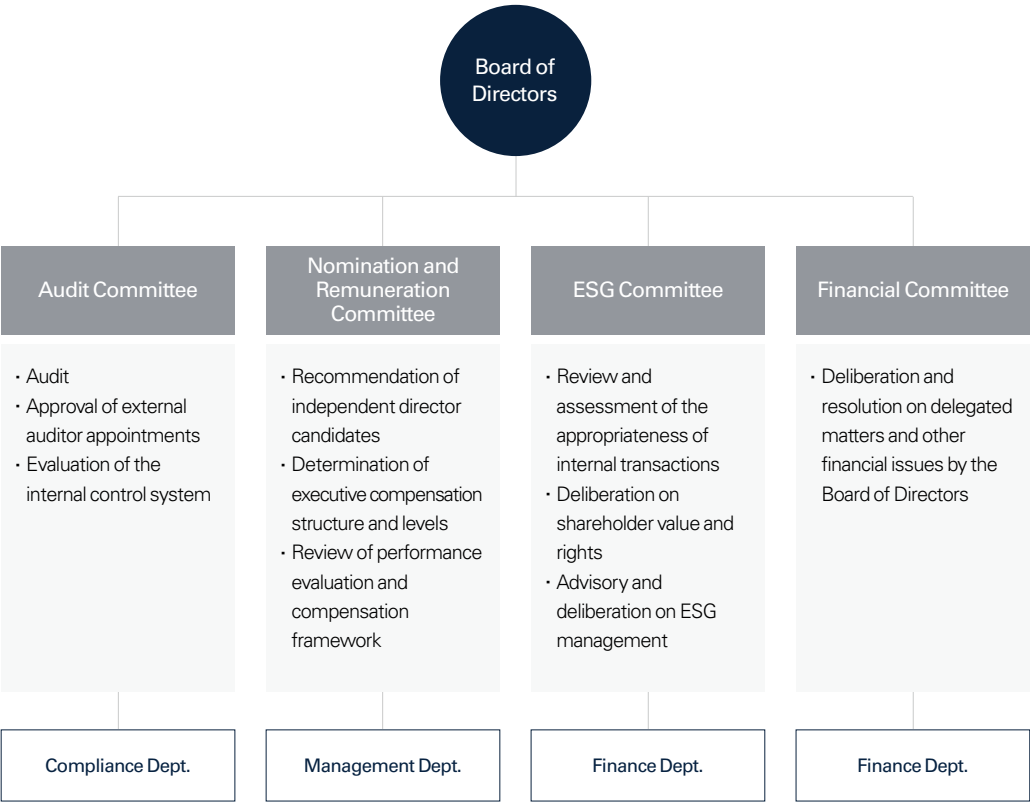
- DL Holdings' executive remuneration is determined in accordance with the Executive Remuneration Regulations as resolved by the Board of Directors, and performance-based bonuses are awarded based on a comprehensive evaluation of management performance, including achievement of targets and operating profit growth.
- Compensation for independent directors is paid as fixed salaries within the director remuneration limit approved at the general meeting of shareholders, and no individual differentiation or stock option is granted.
- The Nomination and Remuneration Committee deliberates on the compensation structure for both inside and independent directors and resolves the compensation limit for registered directors.

Corporate Governance

Board Committees

- DL Holdings has established four board committees to enhance the functionality and efficiency of the Board of Directors and provides regular training through dedicated support organizations.
- In accordance with the Board regulations, each committee maintains the required ratio of independent directors, thereby strengthening independence and the Board’s oversight of management.

Four Committee Composition and Responsibilities



Audit Committee

- The Audit Committee is established to serve as an internal audit body in accordance with applicable laws, DL Holdings' internal articles of incorporation, and Board regulations.
- The committee conducts regular and ad-hoc operational and accounting audits, and reports the results to the Board of Directors at least once a year.
- The committee, in accordance with Article 542-11 of the Commercial Act for professional performance of duties, has appointed one member as an accounting/finance expert, is composed entirely of outside directors to ensure independence and efficiency, and has elected one of them as the chairperson.

Nomination and Remuneration Committee

- The Nomination and Remuneration Committee reviews the qualifications of independent director candidates, including independence and expertise, and recommends them to the general meeting of shareholders.
 - The shareholder proposal right is implemented, allowing shareholder-nominated candidates to be included in the candidate pool for independent directors.
- The committee reviews and approves the compensation levels for executives, as well as the appropriateness of the performance evaluation and compensation systems
- To ensure the independence of the committee, a majority (67%) of its members are independent directors, and one of them is appointed as the chair.

ESG Committee

- The ESG Committee pre-reviews ESG-related policies and management plans, shareholder return policies, and internal transactions of affiliates, and performs oversight and evaluation of affiliate companies.
- The committee reports to the Board of Directors on key internal transactions, management matters that significantly affect shareholder value and rights, and strategic/execution plans related to ESG management.
- All members of the committee are independent directors, and one of them is appointed as the chairperson.

Financial Committee

- The Finance Committee reviews and deliberates on financial matters such as the acquisition and disposal of stocks and assets, bond issuance, and investment decisions.
- The committee notifies each director of its resolutions to ensure transparency.
- At least one independent director is included among the committee members to enhance the independence and soundness of financial decision-making.

Corporate Governance

Shareholder-Friendly Management

Convening of General Shareholders’ Meetings and Exercise of Voting Right

- DL Holdings announces the date, venue, and agenda of the general shareholders’ meeting at least two weeks prior to the meeting date, in accordance with the Commercial Act and its Articles of Incorporation, to ensure that shareholders have sufficient time to review the agenda.¹⁾
- To enhance the convenience and accessibility of voting, DL Holdings implements an electronic voting system and a proxy solicitation system.
- The company discloses detailed procedures for shareholder proposals on its website to facilitate shareholders’ ability to submit agenda items for the general meeting.

1) For the 78th General Shareholders’ Meeting, the notice was issued four weeks in advance.

Resolutions of the General Shareholders’ Meeting

(Based on the 78th Annual General Shareholders’ Meeting)

Proposal Number	Category	Agenda	Total No. of Voting Shares issued	No. of Shares voted	No. of Shares in favor	No. of Shares against/ abstained	Approval Ratio(%)	Approval Status
Item 1	Ordinary	Approval of the 78th Fiscal Year Financial Statements	20,930,727	14,477,757	14,310,168	167,589	98.84	Approval
Item 2	Special	Amendment to the Articles of Incorporation	20,930,727	14,477,757	14,471,920	5,837	99.96	Approval
Item 3	Ordinary	Approval of Director Remuneration Limit	20,930,727	14,477,757	12,289,349	2,188,408	84.88	Approval

IR Activity

- DL Holdings establishes and discloses its dividend policy and maintains ongoing communication with shareholders through IR meetings.
- To strengthen shareholder engagement, the company regularly holds quarterly earnings briefings, non-deal roadshows (NDRs), conference calls, and other IR meetings.
 - In 2024, a total of four earnings conference calls and NDRs were held.

Shareholder Returns

Dividend Policy and Status

- DL Holdings discloses a three-year mid- to long-term dividend policy to enhance predictability for shareholders and investors.
 - In consideration of foreign shareholders and investors, a dedicated English-language website and resources are provided, and ongoing IR meetings are held.
- Dividend amounts are finalized upon approval at the general shareholders' meeting
- Under the three-year dividend policy for 2024 to 2026, cash dividends will be paid at approximately 40% of separate net income, excluding one-off non-operating gains and losses.
 - For 2024, even if the calculated dividend per the policy falls below KRW 1,000 per share, a minimum of KRW 1,000 per share will be paid

Year	Type of Share	Stock Dividend	Cash Dividend			
			Dividend per Share (KRW)	Total Dividends (KRW 100 million)	Dividend Yield Ratio (%)	Dividend Payout Ratio (%) ²⁾
2024	Common	-	1,000	209	3	25.4
	Preferred	-	1,050	18	5.2	
2023	Common	-	1,000	209	1.9	-
	Preferred	-	1,050	18	4.2	
2022	Common	-	1,000	209	1.6	32.6
	Preferred	-	1,050	18	2.9	

2) Consolidated dividend payout ratio


Ethics & Compliance Management

Based on the founding philosophy of “integrity and trust,” DL Group practices ethical and compliance management to implement a sustainable management system.

DL Holdings presents principles and standards of judgment for the Board of Directors, management, and employees to follow in practicing ethical and compliance management, and aims to implement global-level ethical and compliance practices through the continuous enhancement of its management system and capabilities.

DL Group’s Goal

DL Group seeks to establish a sustainable management system that earns the trust of stakeholders by reinforcing systems and training so that ethics and compliance serve not only as part of the organizational culture but also as standards for business execution and decision-making processes.



Key Achievements in 2024

<p>DL Holdings and 3 affiliates</p> <p>ISO 37301 Certification Renewed</p>	<p>DL Holdings</p> <p>100% Rate of Ethics/ Compliance Training</p>	<p>DL E&C, DL Construction</p> <p>Obtained AA ratings for two additional companies from the Fair Trade Commission's CP Evaluation</p> <p>(2 companies → 4 companies)</p>
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Ethics & Compliance Management

Ethics & Compliance Management

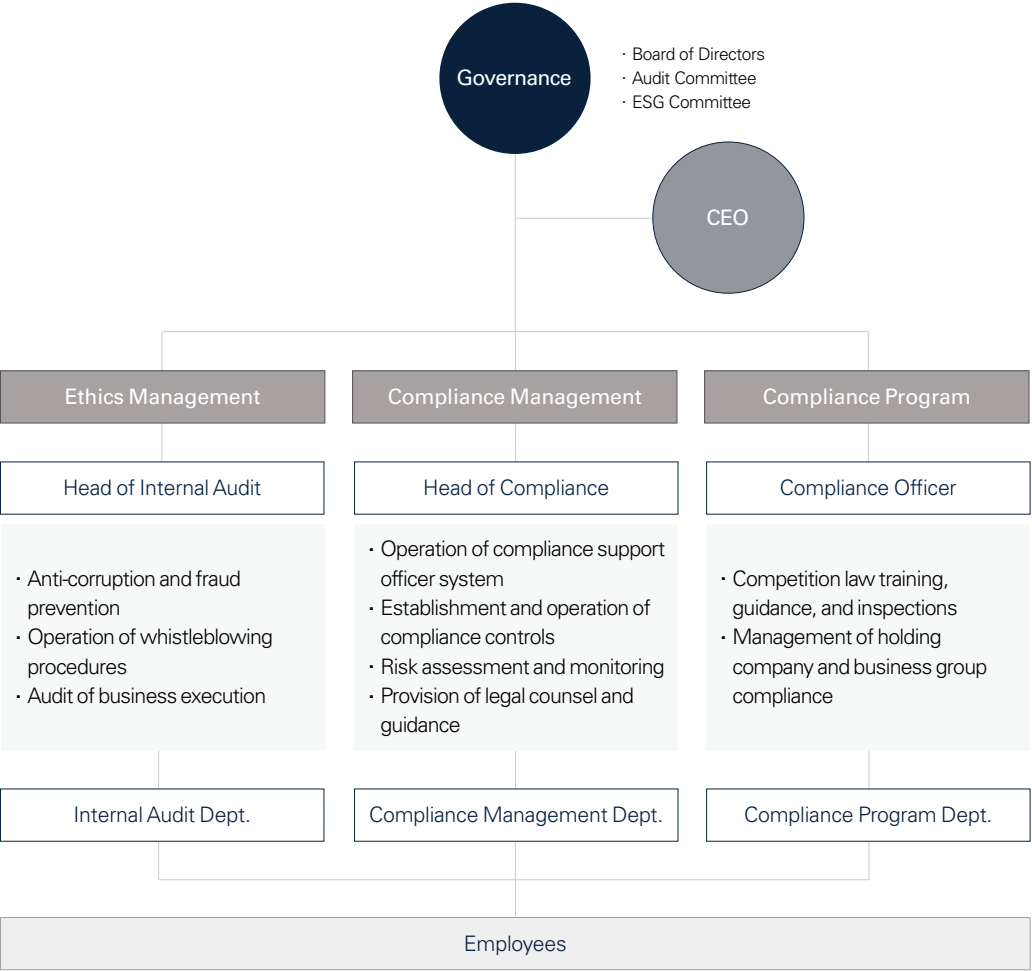
Principles and Management System

- DL Holdings implements its ethics and compliance management principles, which encompass this management, based on integrity and trust.
- The company has formalized these principles and shared them across all members, encouraging their practice as a foundation for sustainable growth.
- Under the supervision of the CEO and the Audit Committee, DL Holdings operates a structured management system to effectively promote ethics and compliance management.

Principles



Management Structure



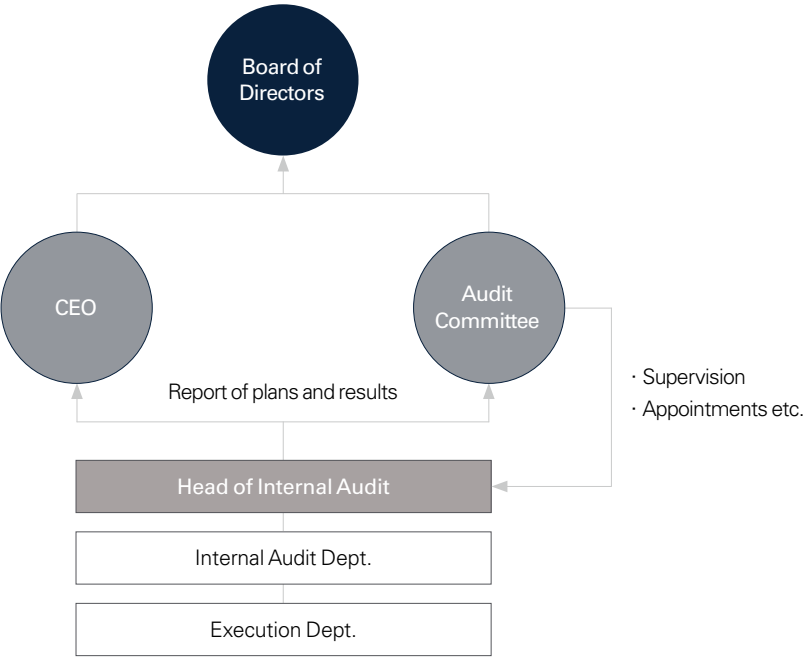
Ethics & Compliance Management

Ethics Management

Ethics Management Governance

- DL Group has practiced ethical and compliance management based on the founding philosophy of integrity and trust, and since its declaration of ethical management in 2000, it has established and operated a globally aligned ethical management system.
- The Audit Committee appoints the head of the internal audit department, and under the leadership of senior management and the internal audit head, DL Group promotes the spread of an ethical culture, operates systems, and conducts monitoring related to ethical management.

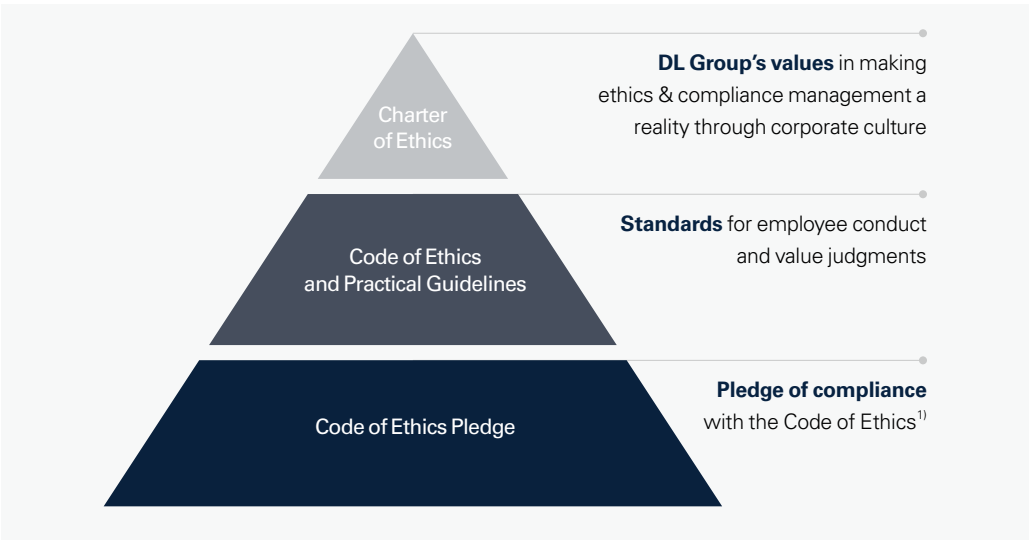
Organization Chart



Policy and Implementation System

- DL Group distributes a Code of Ethics and Ethical Practice Guidelines that reflect international standards and social expectations, fostering a culture of voluntary ethical behavior among all employees and laying the foundation for sustainable growth.

Ethical Regulations of DL Group



1) For all employees annually

Ethics & Compliance Management

Ethics Management

Ethics/Compliance Training

- DL Holdings establishes annual ethics and compliance training plans at the beginning of each year to enhance employees’ awareness and capabilities in ethics and compliance.
- To encourage participation, employees with excellent engagement in training are selected and rewarded.
- In 2024, a total of eight courses were conducted, with 100% completion among all target participants.



Capacity Development for Compliance Management System



Fair Trade Training

Operation of Whistleblowing System

- DL Holdings and its affiliates operate whistleblowing channels for employees to report cases such as unfair or unethical practices and human rights violations.
- The identity and information of whistleblowers are strictly protected based on confidentiality agreements and whistleblower protection policies.

DL Holdings

- Tel 02-2011-7399
- E-mail ethics@dlholdings.co.kr
- Post (03181) DL Holdings Compliance Manager, Donuimun D-Tower 24F, 134 Tongil-ro, Jongno-gu, Seoul, Korea

DL Group Affiliates

- Cyber Sinmungo of each affiliates or Compliance Department

Ethics Management Campaign

- To foster a fair and transparent corporate culture, DL Holdings conducts ethics management campaigns.
- As part of these efforts, the company enforces an internal self-regulation initiative, such as a “No Holiday Gifts” policy, to promote integrity throughout the organization.

Notice on Ethics Management Campaign

We would like to extend our sincere appreciation for your continued support and cooperation. As the Thanksgiving holiday approaches, we wish you and your family happiness, good health, and success in all your endeavors.

DL Holdings is committed to becoming a more transparent and fair company, both at the organizational and individual level, by upholding our management philosophy grounded in ethical business practices. As part of this commitment, we have established a company-wide policy of “No Holiday Gifts,” which we kindly ask for your understanding and cooperation in observing.

We are truly grateful for the goodwill and trust you have shown us, and we consider your continued partnership more valuable than any gift.

Once again, thank you for your unwavering support. We wish you all the best in your future undertakings.

Sincerely,
DL Holdings

DL Holdings
Compliance Officer

“No Holiday Gifts” Campaign

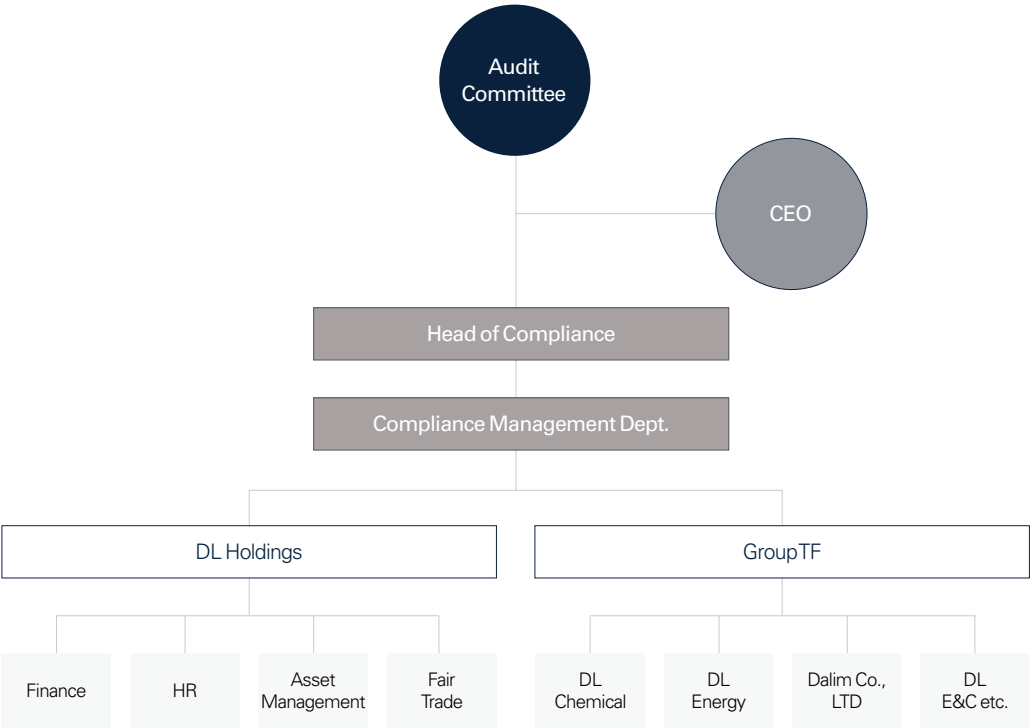
Ethics & Compliance Management

Compliance Management

Compliance Management Governance

- DL Holdings fulfills its compliance management oversight responsibilities primarily through the Audit Committee, which is responsible for introducing relevant policies and reviewing key matters.
- To continuously enhance the compliance management framework and promote a culture of integrity across the group, a group-level task force (TF) has been established and is being operated.
 - This initiative supports the implementation and improvement of a compliance management system aligned with global standards.

Organization Chart



Role and Responsibilities

Category		R&R
Governance	Audit Committee	<ul style="list-style-type: none">• Review and approval of compliance management policy establishment, appointment of responsible officers• Management review of the compliance system and performance indicators, provision of advisory support to the CEO and compliance officer
	CEO	<ul style="list-style-type: none">• Collection and implementation of governance body feedback, review and approval of compliance performance indicators and management review outcomes
Compliance Dept.	Head of Compliance (Executive)	<ul style="list-style-type: none">• Identification of legal obligations and risk assessment, monitoring of control activities, internal audit and compliance performance evaluation
	Compliance Manager	<ul style="list-style-type: none">• Establishment of management review plans, review of requests for obligation identification and risk assessment materials, internal audit and compliance performance review
Dept.	Head of Dept.	<ul style="list-style-type: none">• Obligation identification and risk assessment by departments, implementation of monitoring, operation and evaluation of system effectiveness
	Department Compliance Manager	<ul style="list-style-type: none">• Review of departmental obligation identification and risk assessment, review of monitoring activities

Ethics & Compliance Management

Compliance Management

Policy and Implementation Direction

- DL Holdings has established and disclosed its Compliance Management Policy as a responsible code of conduct for compliance management.
 - This policy clearly sets out the respective obligations and responsibilities of the company and its employees.
- The company provides a guidance on compliance management through the development and revision of manuals and related guidelines necessary for operating the compliance management system.
- DL Holdings has acquired and is operating an ISO 37301 (Compliance Management System) certification.

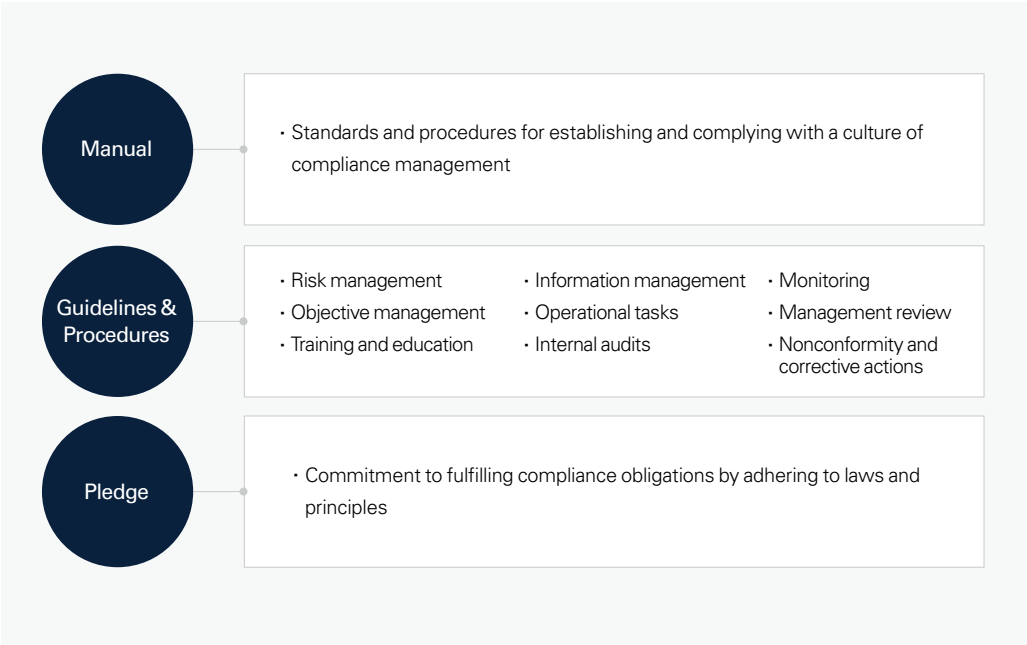
Compliance Management Policy

 [Compliance Management Policy](#)

Duties and Responsibilities

Company	Employees
<ul style="list-style-type: none">• The company fosters a culture and work environment that enables employees to implement the compliance policy and provides related training.	<ul style="list-style-type: none">• In carrying out business, employees prioritize compliance with domestic and international laws and internal regulations, and consistently adheres to the company's code of conduct.
<ul style="list-style-type: none">• It sets compliance objectives and operates and continuously improves the compliance management system to achieve them.	<ul style="list-style-type: none">• To promote fair and transparent competition, employees implement a Fair Trade Compliance Program and actively pursues equitable interests through mutual cooperation with partner companies.
<ul style="list-style-type: none">• The head of compliance is granted the authority to conduct independent and autonomous evaluations, and compliance-related activities and issues are reported without delay.	<ul style="list-style-type: none">• In all business relationships, employees must not demand or accept any unfair benefits such as money, gifts, or entertainment from stakeholders.
<ul style="list-style-type: none">• Employees who report actual or suspected violations of compliance are protected from any form of disadvantage or retaliation.	<ul style="list-style-type: none">• Any actual or suspected violation of compliance must be reported to the company immediately, without concealment.

Compliance Management System Operation Regulations and Guidelines



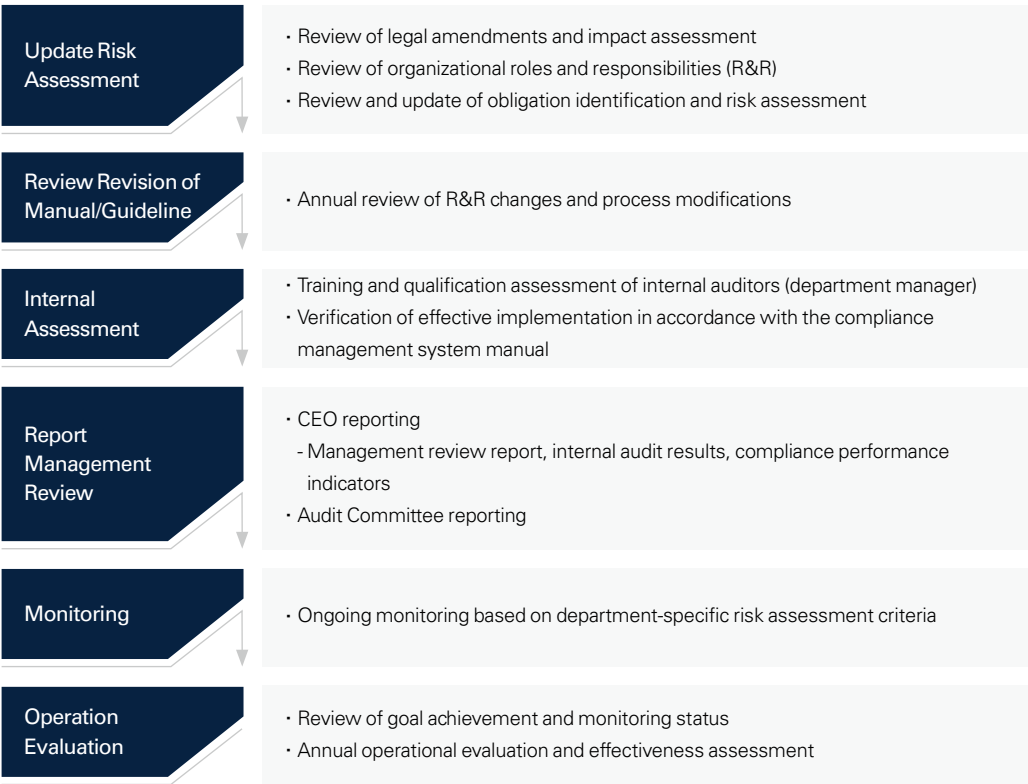
Ethics & Compliance Management

Compliance Management

Compliance Management System Operation

- DL Holdings has established and embedded a culture of compliance management across the organization through the continuous operation and improvement of the compliance management system.
- A real-time monitoring system has been implemented to ensure effective control activities and performance evaluation.

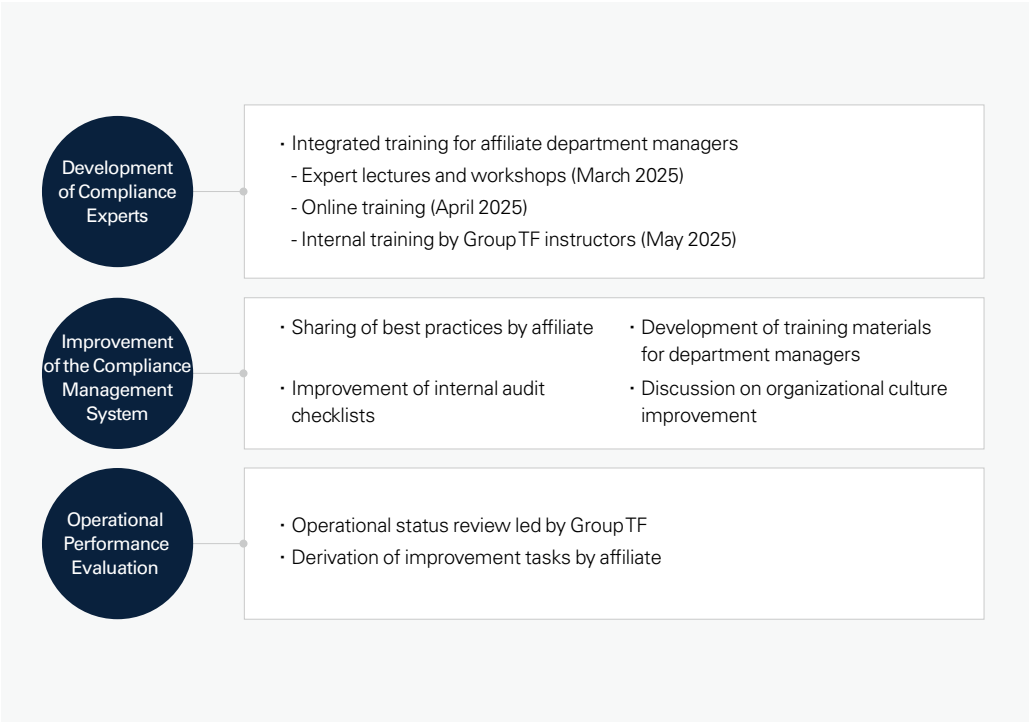
Compliance Management System Operation Process



Compliance Management Group TF Operation

- A Group task force has been formed and operated, consisting of experts from each affiliate who hold ISO 37301 compliance management system auditor certifications
- The task force conducts both regular and ad-hoc activities to enhance the Group’s compliance management system and promote a culture of compliance.

TF Key Activities



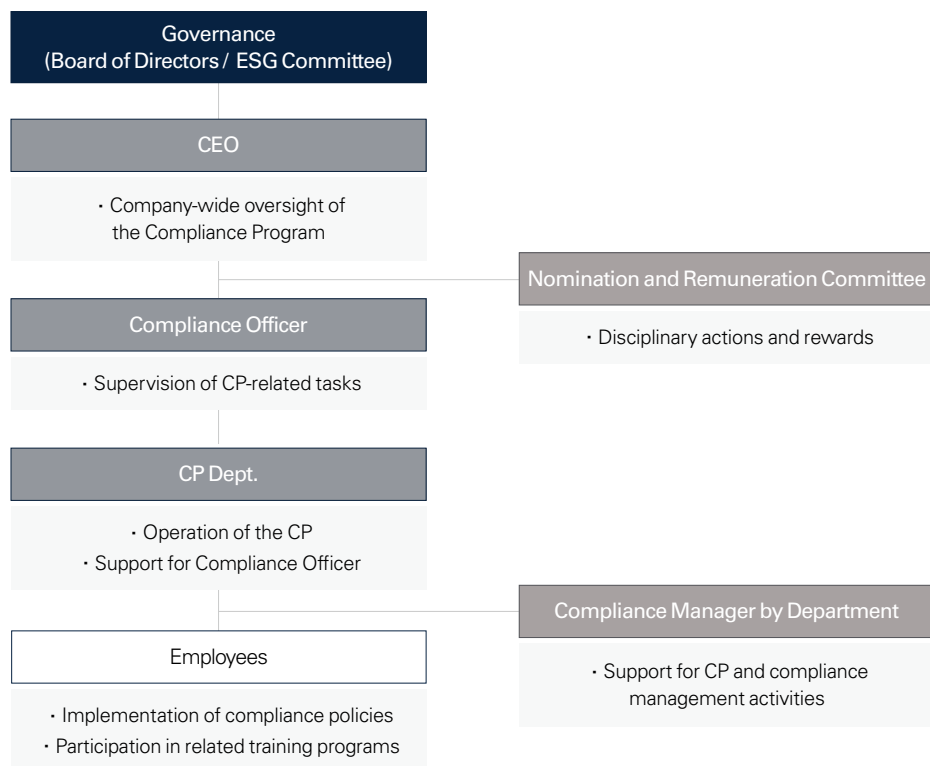
Ethics & Compliance Management

Compliance Program

Compliance Program Governance

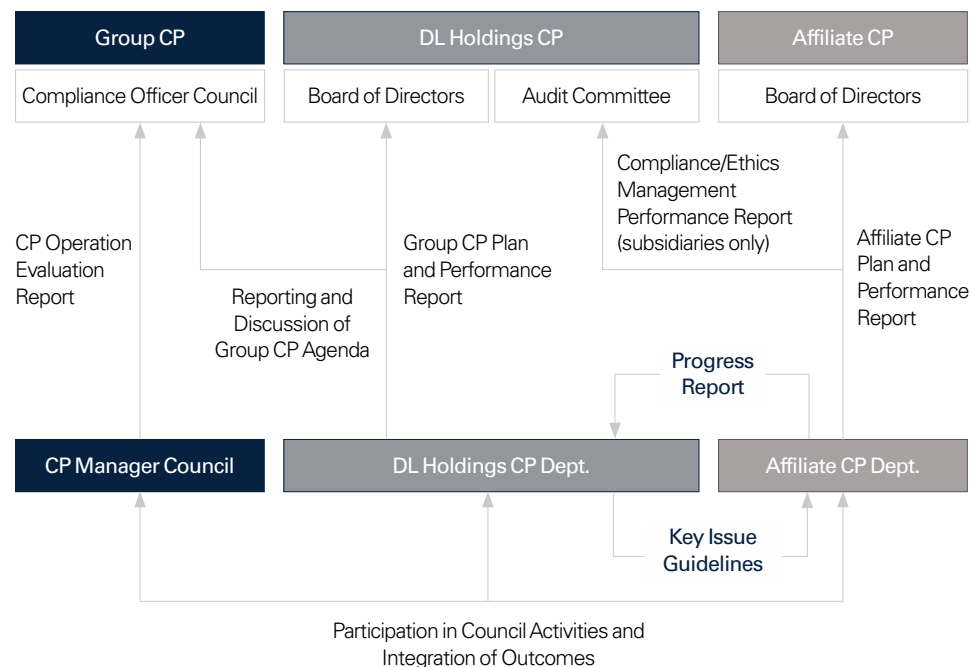
- DL Holdings voluntarily operates a Fair Trade Compliance Program (CP) to enhance the level of ethical management and ensure transparent corporate activities.
- Fair Trade Compliance activities are carried out under the leadership of the compliance officer appointed by the Board of Directors, while the Board and the ESG Committee deliberate on operational policies and oversee relevant activities.

Compliance Program Organization



DL Group CP System

- To strengthen and maintain CP operations across the Group, DL Holdings, as the holding company, operates a proprietary CP framework, which includes the Group-wide CP performance evaluation system and the Compliance Officer Council composed of CP representatives from each affiliate.



Ethics & Compliance Management

Compliance Program

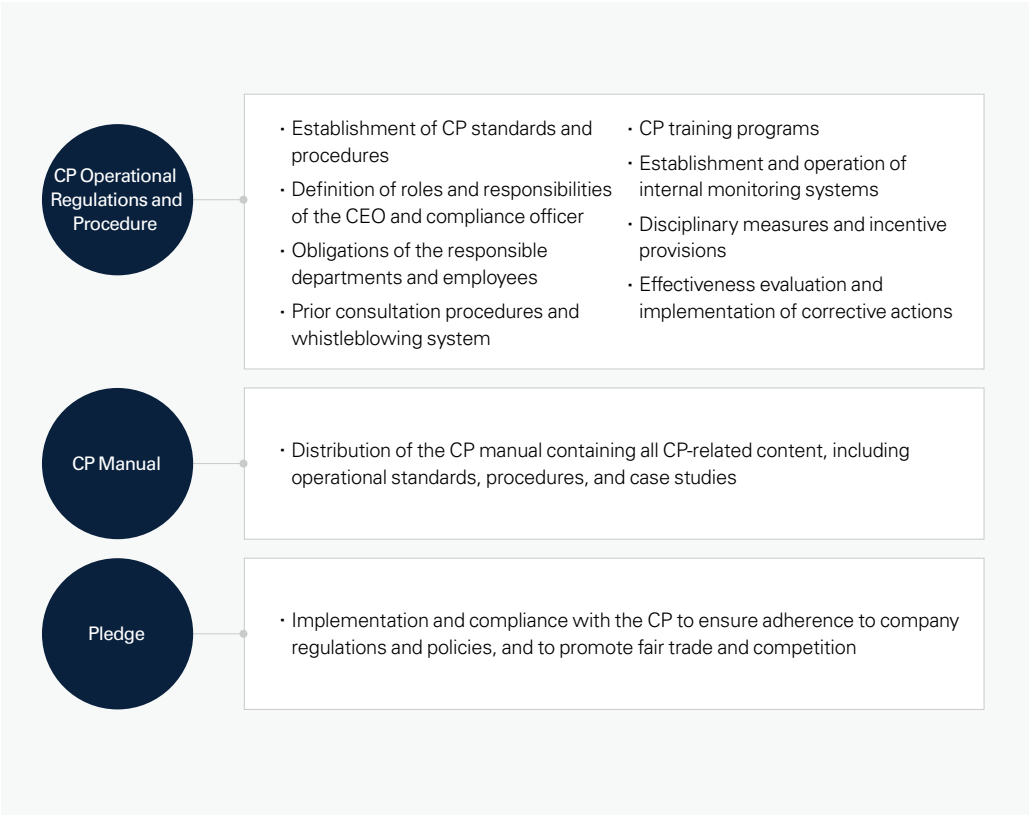
Policy and Strategic Direction

- DL Holdings has established a Fair Trade Compliance Policy to enhance corporate value by promoting fair transactions and competition.
- To provide guidance to employees on compliance with the CP, the company has enacted and operates internal CP regulations and manuals.

Compliance Program Policy

01	<p>Compliance with fair trade laws and regulations</p> <p>Employees shall comply with the Fair Trade Compliance Program regulations and procedures in the course of business and must not engage in any unfair trade practices.</p>
02	<p>Efforts to uphold fair trade with customers and external business partners</p> <p>Employees shall act with honesty toward customers, pursue mutual growth through fair trade with suppliers, and compete fairly with competitors to enhance corporate value.</p>
03	<p>Achievement of CP training objectives assigned by the compliance officer</p> <p>Employees shall voluntarily and actively participate in CP-related training programs as planned by the company, complete the required courses, and work to improve their compliance capabilities.</p>
04	<p>Reporting of potential violations of fair trade laws</p> <p>Employees who recognize or become aware of any conduct that may violate fair trade-related laws during the performance of their duties must immediately report the matter to the compliance management department.</p>
05	<p>Active cooperation in CP compliance inspections and assessments</p> <p>Employees shall fully cooperate with any CP-related inspections or ad-hoc monitoring activities, including submission of required materials and participation in review procedures.</p>
06	<p>Prior consultation with the CP Department regarding fair trade-related business activities</p> <p>Employees must consult the compliance program department in advance when carrying out activities such as interacting with industry peers, contract/purchasing/bidding processes, transactions with other subsidiaries, or engaging in any conduct where the potential for a legal violation is unclear.</p>

CP Operational Regulations and Guidelines



Ethics & Compliance Management

Compliance Program

CP Activities of DL Group

- DL Group implements its own CP activities based on internal regulations such as the Fair Trade Compliance Manual and the Practice Guidelines.

Holding Company Legal Compliance Process
<ul style="list-style-type: none">Eligibility Maintenance Requirements: KRW 3.7 trillion total assets(Threshold: KRW 500 billion), 14% debt ratio (Threshold: ≤ 200%), 80% subsidiary shareholding ratio (Threshold: ≥ 50%)Advance Consultation: 24 cases of equity investment, 46 changes in registered executives, 5 changes in treasury shares
Corporate Group Regulatory Policy Management Process
<ul style="list-style-type: none">Compliance Officer Council Operations: Semiannual sharing of key CP issues, reporting of CP performance evaluation resultsCP Working Group(Ongoing): Development of group-wide CP handbook, publication of CP newslettersUpdate of business guide on corporate group regulatory policies and training for responsible personnel (August 2024)
Disclosure Leading Company System
<ul style="list-style-type: none">Operations Overview: Grouping of 45 affiliates into 9 clusters for ongoing operations (as of May 31, 2025)-Training for new disclosure officers through mentoring program (5 participants)-Practical disclosure training for existing officers (19 participants, February 2025)-Preparation of disclosure a dashboard linked to customized checklists
Internal Transaction Adequacy Review System
<ul style="list-style-type: none">ESG Committee Report: Reporting on internal transaction plans, results, and regulatory updates (semiannual)Internal Transaction Management<ul style="list-style-type: none">Pre-Review of transaction appropriateness (11 cases completed in 2024)Voluntary self-Inspections on compliance with internal procedures and transaction terms (April–May 2024)

DL Group CP Council Activities

DL Group CP Evaluation System	Purpose	Regular evaluation of internal CP performance to promote overall enhancement of CP implementation across the Group
Key Achievements		<ul style="list-style-type: none">Korea Fair Trade Commission (KFTC) Compliance Program (CP) Rating<ul style="list-style-type: none">2023: 2 companies rated AA – DL Holdings, Daelim Co., Ltd.2024: 3 companies rated AA – Daelim Co., Ltd.¹⁾, DL E&C, DL Construction
Operational Details		<ul style="list-style-type: none">Internal evaluation of CP implementation level at major affiliates twice a year and derivation of improvement plans to promote overall enhancementVoluntary CP self-assessment (semiannual): Conducted by the CP managers' council in accordance with the KFTC's CP rating system as part of internal monitoring for fair trade compliance
Group CP Coordination System	Purpose	Sharing and coordination of CP-related issues to proactively manage Group-level impacts while respecting affiliate independence
Operational Details		<div><ul style="list-style-type: none">Compliance Officer Council (semiannual)<ul style="list-style-type: none">Discussion on key CP issues and priorities across the GroupReview of common CP issues among affiliatesSharing of affiliate CP evaluation results</div> <div><ul style="list-style-type: none">CP Progress Report sharing (quarterly)Affiliate CP performance: implementation of training, inspections, etc.Updates on amendments to fair trade laws and integration into work plans</div>
CP Operation	Purpose	Risk mitigation through preliminary CP review and enhancement of Group CP competency
Operational Details		<ul style="list-style-type: none">Holding company preliminary review process (as needed): Pre-consultation on acquisition/disposal of shares in other companies, executive appointments, etc., by DL Holdings and its affiliates to comply with regulations on curbing economic concentration and restrictions on holding company activitiesKorea Fair Trade Commission disclosure management (as needed): Management of disclosure systems, including disclosure consulting, training, and inspections by selecting leading entities based on shareholding structure and business categoryAnnual integrated training program: Topic selection (e.g., subcontracting, disclosure) based on internal/external trends and training provided to relevant personnel

1) Daelim Co., Ltd. received a commendation for excellence in fair trade compliance.


Information Security

DL Holdings operates an information security management system to protect its core information assets and customer data, thereby ensuring the trust of stakeholders.

Led by the Chief Information Security Officer (CISO), DL Holdings is advancing the sophistication of its information security system through the implementation of an information security roadmap. In addition, the company aims to strengthen its organization-wide information security capabilities and raise awareness through concrete activities such as simulation drills, training, and campaigns.

DL Group's Goal

Recognizing information security as a critical component of DL Group's sustainability, the company seeks to realize its information security roadmap by reinforcing policies and controls in each area of information security in line with global standards.



Key Achievements in 2024

<p>DL Holdings</p> <p>Completion of Tasks based on Roadmaps for the Four Core Areas</p>	<p>DL Holdings</p> <p>100% Completion of Personal Information Protection and Information Security Training</p>
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Information Security

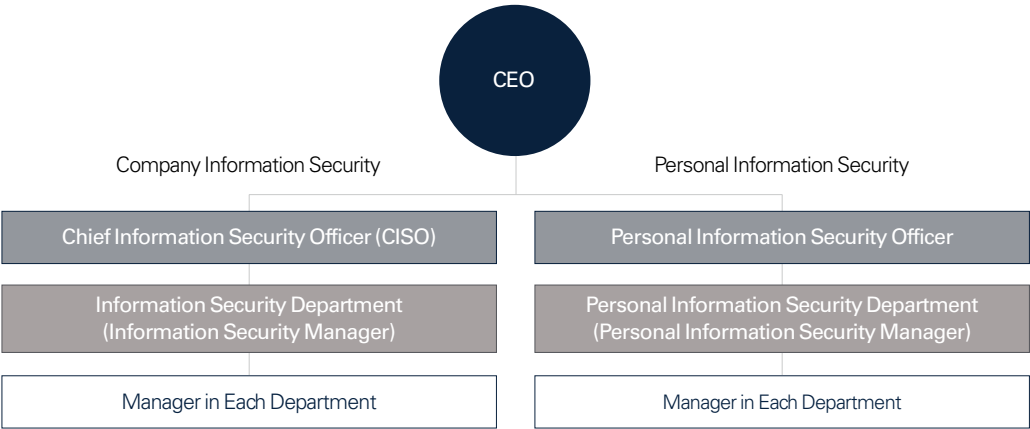
Information Security Management System

Information Security Operation

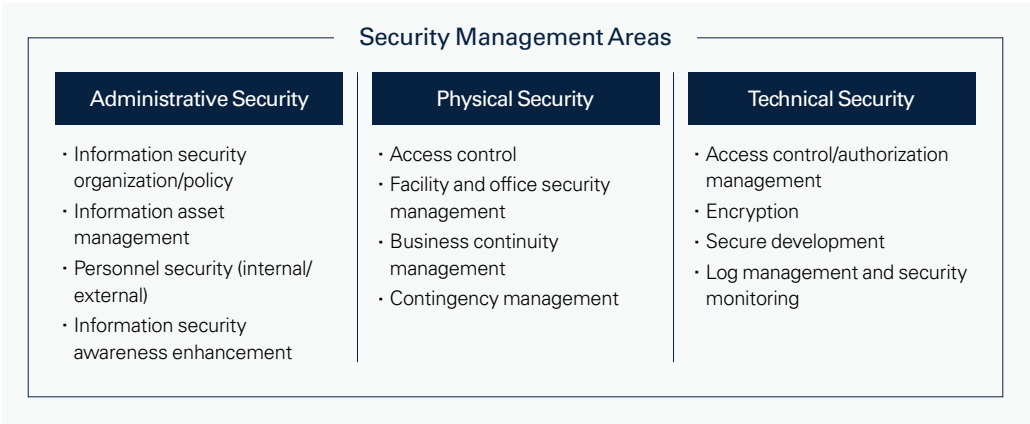
- DL Holdings promotes the protection and management of corporate and personal information through its information security and personal information management regulations.
- The company regularly and ad-hoc reviews information security management regulations, procedures, guidelines, and manuals, revises relevant internal rules and guidelines based on applicable laws and emerging trends, and reflects them in the information security management system to strengthen information security.
 - Under the overarching information security policies, detailed documents such as the “Personnel Security Procedure” and the “Security Audit Procedure” have been established to define specific principles, processes, and behavioral standards to be followed during business operations.
- The information systems of DL Holdings, managed through the Internet Data Center (IDC) of a specialized IT affiliate, undergo regular diagnostics, inspections, and audits to verify compliance with information security policies and the proper operation of protective measures, while also advancing the security management system from administrative, physical, and technical perspectives.

Organization Chart

- DL Holdings has established an organizational structure that separates corporate information protection from personal information protection and carries out systematic information security activities accordingly.
 - Company information security: Led by the Chief Information Security Officer (CISO) under the CEO and the dedicated information security department
 - Personal information security: Led by the Personal Information Security Officer and the dedicated personal information protection department



Types of Security Management Area



Information Security

Information Security Management System

Four Core Areas of Information Security

• DL Holdings aims to achieve zero cases of information leakage and violations, and is establishing and gradually implementing a roadmap for four key areas in collaboration with Daelim Co., Ltd.'s IDC.

Key Initiatives by Core Area

Core Areas	Key Tasks	2024 Activities
Personal Information Management	• Review of data encryption scope	• Determination of application scope for enhanced security through encryption
	• Improvement of database encryption methods	• Upgrade of DB encryption solution - Full file encryption, data protection, and database auditing
Internal Information Leakage Control	• Reinforcement of endpoint security controls	• Company-wide upgrade of PC APT solution - Enhancement of infrastructure stability and information security level
	• Upgrade of data loss prevention (DLP) solution	• Upgrade of DLP and DRM (document encryption) solutions
	• Implementation of access control	• Upgrade of access control (DB) and email APT - Enhancement of functions such as non-disruptive patching, cloud management, and diverse PC environment control
Response to Cyber SecurityThreats	• Implementation of advanced threat detection system	• Phase 1 implementation of DL SIEM ¹⁾ - Integrated analysis of network traffic logs - Detection of abnormal logs and threats from access control solution - Monitoring of alerts from major network devices
Cloud Security	• Basic cloud security measures (firewall, encryption)	• Identification and activation of security options in cloud services • Configuration of virtual network firewall rules • Regular security assessments and penetration test
	• Configuration of identity and access management (IAM) within cloud	• Cleanup of unnecessary accounts and access permissions, and periodic audits

1) Security information and event management

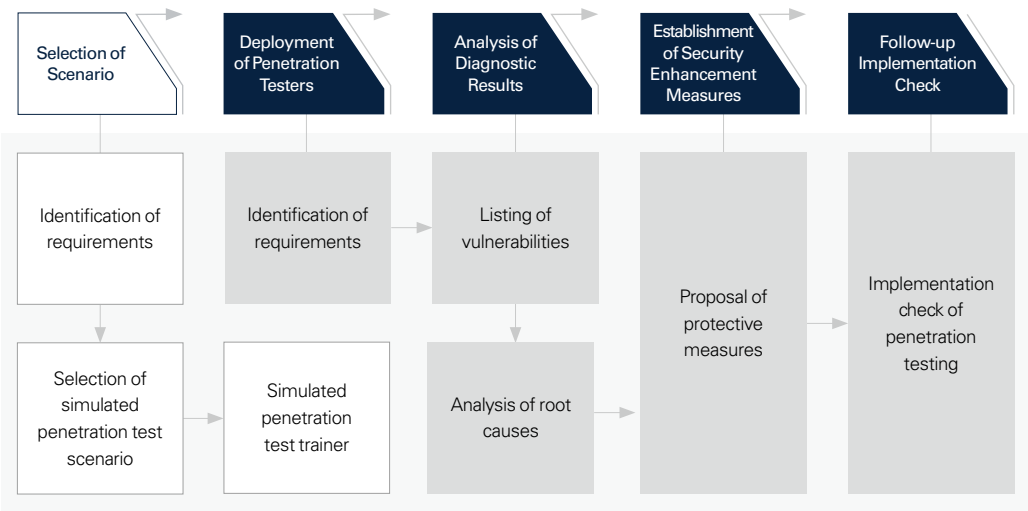
Information Security

Information Security Capability Enhancement

Information Security Simulation Training

- DL Holdings regularly conducts information security training under the leadership of the Chief Information Security Officer (CISO) to inspect and strengthen its cybersecurity system and prepare for potential threats.
- Through regular simulation exercises, the company enhances its cyber incident response capabilities and ensures business continuity by validating the effectiveness of its security procedures and response systems.

Simulation Training Process



Status of Simulation Training Implementation

Category	2024	Training Details
Spam Email Training	1 session	Security awareness and hygiene enhancement through simulated email phishing using virtual malware
Simulation Training for Hacking / Ddos Responses	1 session	Business continuity assurance through large-scale simulated cyberattack response training, including situation notification and threat blocking, conducted via Korea Internet & Security Agency (KISA)
Disaster Recovery Training	3 session	Execution of system recovery and service restoration training through induced real-time system failure

Information Security

Enhance of Information Security Awareness

Information Security Training

- Regular corporate and personal information protection training is conducted to enhance employees’ awareness and capabilities in information security.
- Various methods are utilized, including online/offline training and groupware-based sessions.

Name of Training	Key Training Topics	2024		
		No. of Target Participants	No. of Participants	Completion Rate
Personal Information and information Security	<div><div>PC security guidelines and protection of business information</div><div>Measures to ensure the security of personal information</div></div>	20 persons	20 persons	100%

Security Pledge

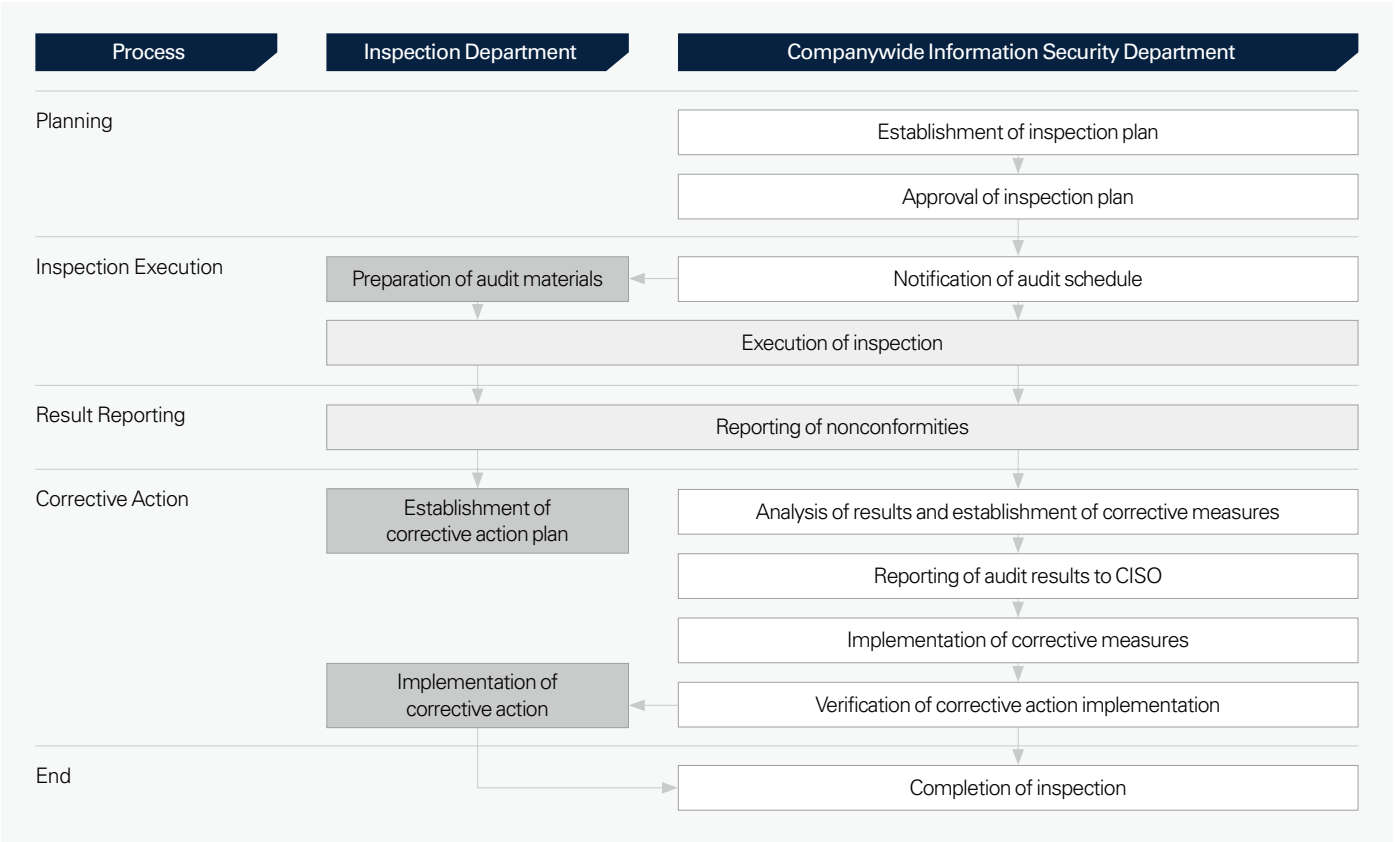
- DL Holdings raises employee awareness and a sense of responsibility for information security by requiring regular signing of information security pledges that specify security obligations.

Category		Unit	2022	2023	2024
Upon Hiring	No. of Signatories	Person	12	8	3
	Completion Rate	%	100	100	100
During Employment	No. of Signatories	Person	46	32	25
	Completion Rate	%	100	100	100
Upon Retirement	No. of Signatories	Person	10	20	4
	Completion Rate	%	100	100	100

Security Inspection

Security Inspection Process

- Through a dual inspection system consisting of regular and ad-hoc inspections¹⁾, DL Holdings takes a proactive approach to managing information security risks.



1) Special/unscheduled inspections conducted upon identification or occurrence of security incident indicators

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Awards and Memberships



Financial Statements

Consolidated Statements of Financial Position

(Unit: KRW million)

Category	2022	2023	2024
Total Asset	12,004,033	12,119,564	12,535,315
Current Assets	3,002,744	2,818,252	2,878,650
Cash and Cash Equivalents	904,068	884,275	877,559
Short-term Financial Instruments	53,952	70,182	123,545
Trade and Other Receivables	678,929	693,721	697,161
Current Tax Assets	4,933	5,392	4,262
Inventories	1,155,096	1,000,698	1,047,404
Financial Assets at FVTPL	18,616	2,603	0
Derivative Assets	40,203	41,162	32,861
Other Current Assets	100,348	101,691	95,857
Assets Held for Sale	46,599	18,528	0
Non-current Assets	9,001,289	9,301,312	9,656,666
Long-term Financial Instruments	25,949	22,622	22,913
Long-term Trade and Other Receivables	75,865	59,229	47,634
Investments in Associates and Joint Ventures	2,277,223	2,304,417	2,153,214
Financial Assets at Fair Value through Profit or Loss, FVTPL	35,843	29,703	150,706
Financial Assets at Fair Value through Other Comprehensive Income, FVOCI	88,093	94,001	96,342
Property, Plant and Equipment, PPE	3,600,622	3,962,864	4,220,557
Investment Property	1,065,359	1,049,024	1,069,831
Intangible Assets	1,452,613	1,415,251	1,496,483
Right-of-use Assets	156,466	174,475	168,134
Derivative Assets	69,918	46,059	48,319
Deferred Tax Assets	94,205	117,442	147,029
Other Non-current Assets	59,133	26,225	35,505
Total Liabilities	7,401,229	7,586,163	7,749,225
Current Liabilities	2,323,119	3,123,551	2,641,617
Non-current Liabilities	5,078,110	4,462,612	5,107,608

(Unit: KRW million)

Category	2022	2023	2024
Total Equity	4,602,804	4,533,401	4,786,091
Equity Attributable to Owners of the Parent	3,920,039	3,842,281	4,108,255
Issued Capital	138,710	138,710	138,710
Other Paid-in Capital	(2,809,922)	(2,809,922)	(2,810,091)
Retained Earnings	6,459,826	6,297,202	6,364,923
Accumulated Other Comprehensive Income, AOCI	131,424	216,290	414,713
Non-controlling Interests	682,765	691,120	677,836

Consolidated Income Statements

(Unit: KRW million)

Category	2022	2023	2024
Sales	5,173,707	5,017,816	5,615,368
Cost of Sales	4,167,604	4,091,724	4,375,120
Gross Profit	1,006,103	926,091	1,240,248
Selling, General and Administrative Expenses	721,632	775,395	827,730
Operating Profit (Loss)	284,471	150,696	412,518
Other Income	266,736	303,669	392,885
Other Expenses	157,802	242,242	101,957
Finance Income	69,726	118,312	103,396
Finance Costs	296,776	400,011	564,128
Share of Profit or Loss of Associates and Joint Ventures	(44,660)	(102,954)	(86,496)
Profit (Loss) before Income Tax	121,694	(172,530)	156,219
Income Tax Expense (Benefit)	23,541	(51,552)	61,380
Net Profit (Loss)	98,153	(120,978)	94,839
Profit (Loss) attributable to			
Owners of the Parent	69,709	(133,445)	89,366
Non-controlling Interests	28,444	12,467	5,473
Basic Earnings (Losses) per Share			
Basic and Diluted Earnings (Losses) per Ordinary Share from Continuing Operations (Unit: KRW)	3,079	(5,905)	3,948
Basic and Diluted Earnings (Losses) per Preferred Share from Continuing Operations (Unit: KRW)	3,129	(5,855)	3,998

ESG DATA

※ (Environmental/Social) Recalculation of certain 2022 and 2023 data for DL Chemical, DL E&C, and DL Construction due to changes in calculation standards

※ (Environmental) Calculation of DL Energy data based on EcoOne Energy, which commenced operations in 2023

ENVIRONMENTAL

GHG

Category		Unit	DL Chemical ¹⁾			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total GHG Emission (Scope 1, 2)		tCO ₂ -eq	251,819	241,590	256,266	57,001	55,088	53,242	17,266	24,082	29,022	–	0	0	2,079,168	1,829,843	1,729,578	8,233	8,497	8,755
Type	Direct Emissions (Scope 1)	tCO ₂ -eq	4,334	4,861	4,480	17,520	17,473	15,473	4,410	8,681	12,094	–	0	0	2,070,355	1,818,295	1,717,337	2,439	2,694	3,052
	Indirect Emissions (Scope 2)	tCO ₂ -eq	247,487	236,733	251,790	39,481	37,615	37,769	12,856	15,401	16,928	–	0	0	8,813	11,548	12,241	5,794	5,804	5,703

1) Discrepancies between total GHG emissions and subtotals by category due to truncation of decimals at the site level

ENERGY

Category		Unit	DL Chemical ¹⁾			DL E&C			DL Construction			DL Energy ²⁾			Pocheon Power			GLAD H&R			
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Within the Organization	Total Energy Consumption	TJ	4,344	4,191	4,532	1,092	1,061	1,026	331	443	527	–	2	1	41,347	36,357	34,370	166	171	170	
	Non-renewable Energy Consumption	Subtotal	TJ	4,344	4,191	4,532	1,087	1,051	1,017	331	443	527	–	0	0	41,347	36,357	34,370	166	170	170
		Fuel	TJ	38	31	36	269	268	236	67	126	174	–	0	0	41,163	36,115	34,114	48	53	55
		Electricity	TJ	3,466	3,334	3,553	789	771	752	263	317	353	–	0	0	184	241	256	117	117	115
		Steam	TJ	840	828	946	29	12	30	4	4	1	–	0	0	0	0	0	0	0	0
		Others	TJ	0	0	0	0	0	0	0	0	0	–	0	0	0	0	0	0	0	0
	Renewable Energy Consumption	Subtotal	TJ	0	0	0	4.7	10.4	8.6	0.1	0.1	0.1	–	2.0	1.3	0	0	0	0.2	0.2	0.2

1) Discrepancies between total GHG emissions and subtotals by category due to truncation of decimals at the site level

2) Energy consumption based on by-product hydrogen

Water

Category		Unit	DL Chemical ¹⁾			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R			
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Withdrawal	Total	ton	1,536,969	1,223,223	1,333,434	1,107,451	901,615	863,506	174,305	228,674	350,542	–	0	226	4,547,825	4,383,285	4,449,957	52,357	96,266	295,606	
	Type	Municipal Water ¹⁾	ton	1,536,969	1,223,223	1,333,434	539,300	378,455	469,153	106,544	142,622	273,930	–	0	226	0	0	0	52,357	96,266	96,660
		Surface water	ton	0	0	0	537,505	424,567	385,767	13,843	32,702	30,098	–	0	0	4,547,825	4,383,285	4,449,957	0	0	0
		Ground water	ton	0	0	0	30,646	98,594	8,586	53,918	53,350	46,514	–	0	0	0	0	0	0	0	198,946 ²⁾

1) In the case of DL Chemical, third-party water supply included

2) Aggregation of groundwater withdrawal since 2024

ESG DATA

ENVIRONMENTAL

Waste

Category		Unit	DL Chemical			DL E&C			DL Construction			DL Energy			Poccheon Power			GLAD H&R			
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Waste Gene- rated ¹⁾	Total	ton	11,460	6,683	8,497	259,099	221,175	170,641	94,108	98,541	165,254	–	8	20	245	216	322	947	1,007	1,036	
	Type	General waste	ton	10,797	6,045	7,812	259,026	221,068	170,574	94,088	98,492	165,132	–	8	20	227	186	308	947	1,007	1,007
		Designated waste	ton	663	638	685	73	107	67	20	49	122	–	0	0	18	29	14	0	0	29
Waste Recycled/ Reused	Total	ton	7,499	3,720	4,234	258,766	221,017	170,635	94,070	98,493	165,044	–	0	0	239	212	320	6	32	701	
	Type	General waste	ton	6,947	3,277	3,662	258,766	221,015	170,569	94,066	98,481	164,990	–	0	0	227	186	308	6	32	672
		Designated waste	ton	552	443	571	0	2	66	4	12	53	–	0	0	12	26	13	0	0	29
		Waste recycling rate	%	65.4	55.7	49.8	99.871	99.929	99.996	99.96	99.95	99.87	–	0	0	97.4	98.4	99.6	0.6	3.2	67.7
Waste Disposal	Total General Waste	ton	3,850	2,768	4,150	261	53	5	22	11	142	–	8	20	0	0	0	941	975	335	
	Type	Landfill	ton	3,850	2,768	4,150	175	0	0	22	0	0	–	0	0	0	0	0	0	0	0
		Incineration (with energy recovery)	ton	0	0	0	0	0	0	0	0	0	–	0	0	0	0	0	0	0	0
		Incineration (without energy recovery)	ton	0	0	0	86	53	5	0	11	142	–	0	0	0	0	0	643	622	335
		Others	ton	0	0	0	0	0	0	0	0	0	–	8	20	0	0	0	298	353	0
	Total Designated Waste	ton	111	195	114	73	105	1	16	36	68	–	0	0	6	3	1	0	0	0	0
	Type	Landfill	ton	3	4	25	0	0	1	0	0	0	–	0	0	0	0	0	0	0	0
		Incineration (with energy recovery)	ton	0	0	0	0	0	0	0	0	0	–	0	0	0	0	0	0	0	0
		Incineration (without energy recovery)	ton	108	191	89	73	105	0	16	36	68	–	0	0	2	0	1	0	0	0
		Others	ton	0	0	0	0	0	0	0	0	0	0	–	0	0	4.7	3.5	0	0	0

1) Recalculation of waste from construction sites and repair work, excluding demolition projects and existing on-site landfilled waste in the case of DL E&C

Water Pollution Management

Category		Unit	DL Chemical			DL E&C			DL Construction			DL Energy			Poccheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Discharge of Water Pollutants	BOD	kg	7,365	4,451	1,948	14	11	10	54	377	268	–	36	7	0	0	0	–	–	–
	TOC	kg	6,869	15,269	9,368	21	17	13	0	1,132	1,429	–	37	0	979	98	115	–	–	–
	SS	kg	3,920	9,507	8,890	44	38	20	54	1,359	1,391	–	2	3	0	0	0	–	–	–

ESG DATA

ENVIRONMENTAL

Environmental Education

Category		Unit	DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power ¹⁾			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Head Office (Environmental Education)	Education hours	Hour	–	381	379	1,454	2,592	2,769	4,415	2,785	1,786	–	0	0	234	238	228	2,040	2,088	1,032
	No. of participating employees	Person	–	87	25	1,426	1,948	2,069	1,529	1,541	1,369	–	0	0	117	119	114	85	87	86
	Education hours per person	Hour	–	4.4	15.2	1.0	1.3	1.3	2.9	1.8	1.3	–	–	–	2.0	2.0	2.0	24.0	24.0	12.0
Site (Education & Training)	Education hours	Hour	–	2,178	5,164	38,989	44,904	47,092	135,408	163,176	153,252	–	104	0	115	122	76	24,320	26,952	12,600
	No. of participating employees	Person	–	202	376	2,787	3,052	2,996	264	881	779	–	6	0	19	19	15	305	283	416
	No. of participating supplier employees	Person	–	215	225	27,398	20,729	19,325	11,020	12,717	11,992	–	4	0	4	8	4	712	840	253
	Education hours per person	Hour	–	5.2	8.6	1.3	1.9	2.1	12.0	12.0	12.0	–	10.0	–	5.0	5.0	4.0	23.9	24.0	18.8

1) Employees of suppliers included among head office participants

Eco-friendly Investment

Category		Unit	DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Eco-friendly Investment Cost	R&D	KRW million	2,237	4,120	916	687	741	1,017	0	0	0	–	0	0	0	0	0	0	0	0
	Environmental Management Cost	KRW million	254	225	538	2,774	3,481	3,663	951	1,510	1,667	–	0	0	0	3,251	0	0	0	0

Environmental Laws

Category		Unit	DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Violation of Environmental Laws ¹⁾	Lawsuits filed	Case	0	0	0	0	0	0	0	0	0	–	0	0	0	0	0	0	0	0
	Total fine	KRW million	0	0	0	0	0	0	0	0	0	–	0	0	0	0	0	0	0	0

1) Number of Violations over USD 10,000

ESG DATA

SOCIAL

Employees Status¹⁾

Category			Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
				2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
By Gender	Male	Subtotal	Person	36	25	20	602	653	648	4,779	4,853	4,703	1,669	1,670	1,473	59	51	32	65	66	68	242	227	220
			%	78.3	78.1	80.0	84.7	84.9	84.5	85.5	85.1	84.2	87.6	88.4	88.2	88.1	86.4	78.1	84.4	84.6	85.0	63.0	61.0	64.0
		Domestic	Person	36	25	20	592	642	638	4,586	4,686	4,520	1,669	1,670	1,473	59	51	32	65	66	68	242	227	220
		Overseas	Person	0	0	0	10	11	10	193	167	183	0	0	0	0	0	0	0	0	0	0	0	0
	Female	Subtotal	Person	10	7	5	109	116	119	812	853	886	236	220	198	8	8	9	12	12	12	142	145	124
			%	21.7	21.9	20.0	15.3	15.1	15.5	14.5	15.0	15.9	12.4	11.6	11.9	11.9	13.6	22.0	15.6	15.4	15.0	37.0	39.0	36.1
		Domestic	Person	10	7	5	100	108	110	811	850	883	236	220	198	8	8	7	12	12	12	142	145	124
		Overseas	Person	0	0	0	9	8	9	1	3	3	0	0	0	0	0	2	0	0	0	0	0	0
By Employment Type	Male	Executives ²⁾	Person	11	8	3	–	–	–	72	61	38	27	25	11	4	3	1	3	3	3	2	1	1
		Full-time employee	Person	24	17	17	565	608	610	3,126	3,175	3,149	958	973	957	51	47	31	62	62	65	218	218	209
			%	66.7	68.0	85.0	93.9	93.1	94.1	65.4	65.4	67.0	57.4	58.3	65.0	86.4	92.2	96.9	95.4	93.9	95.6	90.1	96.0	95.0
		Temporary employee	Person	1	0	0	27	34	28	1,581	1,617	1,516	885 ³⁾	672	505	3	1	0	0	1	0	22	8	9
	Female	Others ⁴⁾	Person	0	0	0	10	11	10	6,373	12,990	11,288	13,978	12,990	3,017	0	0	0	0	0	0	0	0	1
		Executives ²⁾	Person	2	2	0	–	–	–	2	3	3	0	0	0	0	0	0	0	0	0	1	0	0
		Full-time employee	Person	6	3	3	57	66	69	238	289	321	35	33	37	6	6	6	4	4	5	128	137	112
			%	60.0	42.9	60.0	52.3	56.9	58.0	29.3	33.9	36.2	14.8	15.0	18.7	75.0	75.0	66.7	33.3	33.3	41.7	90.1	94.5	90.3
		Temporary employee	Person	2	2	1	29	27	41	572	561	562	– ³⁾	187	161	0	2	2	8	8	7	13	8	11
		Others ⁴⁾	Person	0	0	1	23	23	12	263	413	708	477	413	189	2	0	1	0	0	0	0	0	1
By Age	Male	Under 30	Person	0	0	0	86	111	115	314	359	362	149	192	175	1	0	0	11	8	10	64	61	52
		30 to 50	Person	27	18	17	317	329	324	3,047	3,026	3,011	964	973	917	46	42	26	51	55	56	143	131	133
		Over 50	Person	9	7	3	199	213	209	1,418	1,468	1,330	556	505	381	11	9	6	3	3	2	35	35	35
	Female	Under 30	Person	2	1	2	46	51	46	134	191	191	52	53	46	2	2	1	3	2	1	76	77	54
		30 to 50	Person	7	5	3	63	65	73	442	434	489	136	126	121	6	6	8	2	3	4	61	62	64
		Over 50	Person	1	1	0	0	0	0	236	228	206	48	41	31	0	0	0	7	7	7	5	6	6

1) Calculated in accordance with internal management standards, may differ from the business report, and includes overseas data

2) In the case of DL Chemical, all executives included as full-time employees

3) Integrated management of male and female employees based on internal standards

4) Inclusion of non-employee workers performing general administrative, cleaning, and other tasks (for DL Chemical, dispatched workers and locally hired employees aggregated; from 2024, dispatched workers excluded from calculation)

[illegible]

ESG DATA

SOCIAL

New Hiring

Category			Unit	DL Holdings			DL Chemical			DL E&C ⁽¹⁾			DL Construction			DL Energy			Pocheon Power			GLAD H&R			
				2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	
By Gender	Male		Person	9	7	1	148	251	109	344	170	104	204	84	83	14	4	4	9	6	7	109	60	20	
	Female		Person	3	1	2	35	40	33	52	58	40	7	1	8	5	0	1	3	1	0	68	63	29	
By Age	Male	Under 30	Person	0	0	0	35	53	35	74	107	78	168	42	45	0	0	0	7	1	5	73	48	14	
		30 to 50	Person	7	5	1	17	40	27	254	52	16	34	41	29	11	4	3	1	4	1	34	12	5	
		Over 50	Person	2	2	0	96	158	47	16	11	10	2	1	9	3	0	1	1	1	1	2	0	1	
	Female	Under 30	Person	2	0	2	24	33	23	28	53	32	3	0	4	0	0	1	0	0	0	54	47	29	
		30 to 50	Person	1	1	0	11	7	10	22	5	8	4	1	4	5	0	0	0	0	0	12	14	0	
		Over 50	Person	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	3	1	0	2	2	0	
By Position	Male	Executives	Person	3	2	0	7	3	3	3	5	5	0	3	6	2	1	1	1	2	0	1	0	1	
		Senior manager	Person	0	1	0	1	2	0	0	4	0	0	0	0	0	0	0	1	0	1	1	3	0	1
		Junior manager	Person	5	4	1	10	18	12	164	40	14	79	25	25	10	3	1	0	1	1	5	4	1	
		Staff	Person	1	0	0	130	228	94	177	121	85	125	56	52	2	0	1	8	2	5	100	56	17	
	Female	Executives	Person	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Senior manager	Person	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
		Junior manager	Person	1	1	0	5	3	1	10	3	5	3	0	1	3	0	0	0	0	0	2	2	0	
		Staff	Person	2	0	2	30	36	30	41	55	35	4	1	7	2	0	1	3	1	0	66	59	29	

1) Inclusion of overseas new hires

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Turnover and Resignations

Category			Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
				2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total Turnover and Retirement Rate ¹⁾	Total Resignation Rate		%	28,3	45,7	5,0	25,2	29,5	15,3	7,9	4,5	5,6	11,8	7,3	10,6	26,3	18,9	37,7	16,7	4,6	8,6	8,4	10,7	23,7
	By Gender ²⁾	Male	%	61,5	76,2	25,0	78,8	85,5	87,2	91,7	90,4	93,3	96,6	94,5	97,1	60,0	100	100	72,7	66,7	83,3	58,6	44,7	35,5
		Female	%	38,5	23,8	75,0	21,2	14,5	12,8	8,3	9,6	6,7	3,4	5,5	2,9	40,0	0	0	27,3	33,3	16,7	41,4	55,3	64,5
	By Age ²⁾	Under 30	%	7,7	0	50,0	20,7	15,0	20,5	10,6	11,5	16,0	18,0	19,2	9,5	6,7	0	0	9,1	0	16,7	86,2	71,1	67,1
		30 to 50	%	69,2	81,0	50,0	20,7	13,2	23,1	73,1	60,3	45,4	57,3	48,0	47,6	46,7	66,7	85,0	63,6	66,7	50,0	13,8	15,8	30,3
		Over 50	%	23,1	19,0	0	58,7	71,8	56,4	16,3	28,2	38,7	24,8	32,9	42,9	46,7	33,3	15,0	27,3	33,3	33,3	0	13,2	2,6
	By Position ²⁾	Senior manager	%	0	11,8	25,0	1,7	1,3	0	2,3	5,1	8,3	8,1	5,7	7,3	0	0	15,0	0	0	16,7	3,5	0	6,6
		Junior manager	%	50,0	76,5	0	12,1	5,8	26,1	70,8	69,2	66,0	45,0	57,1	69,5	73,3	100	80,0	18,2	0	0	3,5	5,3	6,6
		Staff	%	50,0	11,8	75,0	86,2	92,9	73,9	26,9	25,6	25,8	46,8	37,1	23,2	26,7	0	5,0	81,8	100	83,3	93,1	94,7	86,8

1) In the case of DL Chemical, executives included as regular employees, while other affiliates excluded executives from calculation
2) Ratio of retirees by category

Average Years of Employment

Category		Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Domestic Average Years of Employment	Male	Year	7	7	8	14	13	13	13	13	14	11	11	10	5	6	6	6	7	7	8	9	5
	Female	Year	9	2	3	6	6	1	10	9	9	8	9	9	3	4	5	5	5	6	4	4	3

ESG DATA

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Parental Leave

Category			Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
				2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Status	Employees with entitled to Parental Leave ¹⁾	Male	Person	5	9	8	212	229	231	1,398	1,297	902	242	259	226	2	6	5	3	1	3	48	34	34
		Female	Person	1	1	1	24	30	32	99	72	63	4	5	2	1	0	0	1	0	0	15	13	15
	Employees with took Parental Leave	Male	Person	0	0	0	5	2	2	61	50	52	5	5	13	1	0	1	0	0	0	3	3	1
		Female	Person	0	1	1	7	6	4	19	19	18	1	0	0	0	0	0	0	0	0	11	5	6
Return	Employee that returned to work	Total	Person	0	0	0	10	7	5	33	39	43	5	9	8	1	0	1	1	0	0	9	3	6
		Male	Person	0	0	0	5	1	2	25	26	30	4	9	8	1	0	1	0	0	0	3	2	4
			%	–	–	–	100	50	100	89	90	100	50	100	100	100	–	100	–	–	–	100	100	100
		Female	Person	0	0	0	5	6	3	8	13	13	1	0	0	–	0	0	1	0	0	6	1	2
			%	–	–	0	71	100	75	100	100	100	100	–	–	–	–	–	100	–	–	60	33	67
		Total	Person	0	0	0	9	2	0	65	29	39	1	1	6	0	1	0	0	1	0	17	6	2
	Employee who worked for 12 months or longer after returning from Parental Leave	Male	Person	0	0	0	4	1	0	45	22	26	1	1	6	0	1	0	0	0	0	16	1	2
			%	–	–	–	80	50	0	80	88	100	100	25	67	–	100	–	0	–	–	84	33	100
		Female	Person	0	0	0	5	1	0	20	7	13	0	0	0	0	0	0	0	1	0	1	5	0
			%	–	–	–	71	17	0	83	88	100	0	–	–	–	–	–	–	100	–	50	83	0

1) Calculated based on regular employees with children under the age of 8

Retirement Pension System

Category			Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
				2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Retirement Pension System	Status of Subscription by Type	Amount of the fund	KRW million	2,295	1,157	1,647	75,483	76,548	86,465	320,369	353,132	376,628	54,479	74,330	64,585	3,070	3,150	2,461	3,594	4,522	5,248	8,279	9,282	7,388
		No. of subscribers (DC)	Person	9	6	5	64	73	79	1,210	1,269	1,333	71	89	113	4	2	1	3	2	2	47	44	43
		No. of subscribers (DB)	Person	25	20	20	573	574	571	2,099	2,103	2,663	729	1,057	1,224	62	56	39	73	76	79	222	280	267

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Performance Evaluation¹⁾

Category		Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total	Subjects for performance evaluation review	Person	29	19	19	595	652	611	4,338	4,470	4,458	1,274	1,335	1,283	57	53	37	65	68	69	304	339	302
		%	63	59	76	84	85	80	79	80	80	68	72	73	86	91	93	84	87	86	79	91	88
	Employees Covered by MBO (Management by Objectives)	%	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

1) Separate scope and calculation standards for performance evaluation subjects by affiliate

Labor Relations

Category		Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Labor-Management Council Operations	No. of Labor-Management Council meetings	Time	4	4	4	12	12	8	8	11	26	4	4	4	4	4	4	4	4	4	4	4	4

Competency Development

Category		Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Training Performance	Total cost	KRW million	38	38	17	195	209	231	1,594	1,743	1,820	590	733	333	19	34	32	21	23	96	66	190	112
	Total education hours	Hour	762	1,016	1,043	18,993	21,077	24,378	187,174	273,648	265,662	43,425	69,116	38,461	1,824	1,350	1,209	342	414	822	3,791	9,805	5,245
	Participating employees	Person	46	41	20	891	997	733	4,405	4,744	4,831	1,891	1,916	1,009	57	53	39	57	69	137	381	374	356
	Training cost per person	KRW million	0.8	0.9	0.8	0.2	0.2	0.3	0.4	0.4	0.4	0.3	0.4	0.3	0.3	0.6	0.8	0.4	0.3	0.7	0.2	0.5	0.3
	Training hours per person	Hour	17	25	52	21	21	33	42	58	55	23	36	38	32	25	31	6	6	6	10	26	15

ESG DATA

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Health and Safety

Category		Unit	DL Holdings			DL Chemical			DL E&C			DL Construction			DL Energy			Pocheon Power			GLAD H&R		
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Fatalities and Injuries	Total fatalities	Person	0	0	0	0	0	0	5	3	1	2	0	0	0	0	0	0	0	0	0	0	0
	Employee fatalities	Person	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Supplier fatalities	Person	0	0	0	0	0	0	5	3	1	2	0	0	0	0	0	0	0	0	0	0	0
	Fatality rate per 10,000	‰	0	0	0	0	0	0	1.69	1.21	0.2	1.56	0	0.12	0	0	0	0	0	0	0	0	0
	Employee LTIFR ¹⁾	Case/200,000 Working Hours	0	0	0	0.00	0.15	0.00	0	0	0	0.45	0.03	0.57	0	0	0	0	0	0	1.06	0.93	0
	Supplier LTIFR ¹⁾	Case/200,000 Working Hours	0	0	0	0.26	0.24	0.49	1.48	1.71	1.30	3.59	4.69	3.83	0	0	0	0	0	0	0	0	0
	Total injured workers	Person	0	0	0	2	3	3	134	139	97	70	109	110	0	0	0	0	0	0	1	3	0
	Employee injured workers	Person	0	0	0	0	1	0	0	0	0	10	1	14	0	0	0	0	0	0	1	3	0
	Supplier injured workers	Person	0	0	0	2	2	3	134	139	97	60	108	96	0	0	0	0	0	0	0	0	0
Occupational Disease (Illnesses)	Total victims	Person	0	0	0	0	0	0	43	38	35	29	30	22	0	0	0	0	0	0	1	3	0
	Employee victims	Person	0	0	0	0	0	0	0	0	0	1	0	3	0	0	0	0	0	0	1	3	0
	Supplier victims	Person	0	0	0	0	0	0	43	38	35	28	30	19	0	0	0	0	0	0	0	0	0

1) Based on 1 million working hours in the case of DL E&C and DL Construction

ESG DATA

GOVERNANCE

Board of Directors

Category			Unit	DL Holdings		
				2022	2023	2024
Composition	Total		Person	5	5	5
	By Type	Internal director	Person	1	1	1
		Independent director	Person	3	3	3
		Non-executive director	Person	1	1	1
Diversity	By Gender	Male	Person	4	4	4
		Female	Person	1	1	1
	By Age	Under 30	Person	0	0	0
			%	0	0	0
		30 to 50	Person	1	1	0
			%	20	20	0
		Over 50	Person	4	4	5
			%	80	80	100
Effectiveness	Board Members' Term	Average tenure	Year	1.7	1.8	2.5
Operation of Board of Directors and Committees	Board of Directors	Meetings convened	Time	10	8	7
		Participation rate	%	100	100	100
	NR Committee	Meetings convened	Time	2	2	2
		Participation rate	%	100	100	100
	Audit Committee	Meetings convened	Time	7	8	5
		Participation rate	%	95	96	100
	ESG Committee	Meetings convened	Time	7	6	6
		Participation rate	%	100	94	100

Ethics&Compliance Management

Category			Unit	DL Holdings		
				2022	2023	2024
Compliance Inspection	Status	Total	Case	11	11	11
	By Type	Autonomous inspection	Case	11	11	11
		Unannounced inspection	Case	0	0	0
		Internal violation report	Case	0	0	0
Violation of Laws and Regulations	Ethical Management/ Anti-corruption	Total	Case	0	0	0
		Dismissal	Case	0	0	0
		Suspension	Case	0	0	0
		Pay reduction	Case	0	0	0
		Reprimand	Case	0	0	0
		Written apology	Case	0	0	0

Information Security

Category			Unit	DL Holdings		
				2022	2023	2024
Violation of Information Security	Information security violations		Case	0	0	0
	Personal security violations		Case	0	0	0
	Total amount of fines for information security violations		KRW	0	0	0
Security Pledge	Upon Hiring	No. of signatories	Person	12	8	3
		Completion rate	%	100	100	100
	During Employment	No. of signatories	Person	46	32	25
		Completion rate	%	100	100	100
	Upon Retirement	No. of signatories	Person	10	20	4
		Completion rate	%	100	100	100

GRI INDEX

GRI INDEX

Statement of use	DL Holdings has disclosed its sustainability performance for the period from January 1 to December 31, 2024, in the “2025 DL Holdings Sustainability Report,” in accordance with the GRI Standards (including certain performance results from the first half of 2025).
GRI 1 used	GRI 1 : Foundation 2021
Applicable GRI Sector Standards	As of August 2025, the publication date of this report, there are no applicable GRI Sector Standards for DL Holdings.

Universal Standards

GRI Standards	No.	Disclosure Name	Page	Notes
GRI 2: General Disclosure	2-1	Organizational details	4, 7	
	2-2	Entities included in the organization's sustainability reporting	4, 8~13	
	2-3	Reporting period, frequency and contact point	4	
	2-4	Restatements of information	Disclosed in a separate note	
	2-5	External assurance	132~133	
	2-6	Activities, value chain and other business relationships	3~13	
	2-7	Employees	118~119	
	2-8	Workers who are not employees	118	
	2-9	Governance structure and composition	94~95	
	2-10	Nomination and selection of the highest governance body	94~95	
	2-11	Chair of the highest governance body	94	
	2-12	Role of the highest governance body in overseeing the management of impacts	15, 17, 96	
	2-13	Delegation of responsibility for managing impacts	15, 17	
	2-14	Role of the highest governance body in sustainability reporting	15, 17	
	2-15	Conflicts of interest	93	
	2-16	Communication of critical concerns	17	
	2-17	Collective knowledge of the highest governance body	94	
	2-18	Evaluation of the performance of the highest governance body	95	
	2-19	Remuneration policy	95, AR 476~479	
	2-20	Process to determine remuneration	95	
	2-21	Annual total compensation ratio	–	Non-disclosure due to incomplete information
	2-22	Statement on sustainable development strategy	5	
	2-23	Policy commitments	72~73	
	2-24	Embedding policy commitments	72~73, 100	
	2-25	Processes to remediate negative impacts	56~58, 73~75	
	2-26	Mechanisms for seeking advice and raising concerns	99	
	2-27	Compliance with laws and regulations	125	
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	2-29	Approach to stakeholder engagement	20	
	2-30	Collective bargaining agreements	67	

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Material Topics

GRI Standards	No.	Disclosure Name	Page	Notes
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	3-2	List of material topics	18~19	
Occupational Health and Safety				
GRI 3: Material Topics	3-3	Management of material topics	19, 49~51, 53	
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	49~51, 55	
	403-2	Hazard identification, risk assessment, and incident investigation	54, 56~58	
	403-3	Occupational health services	54	
	403-4	Worker participation, consultation, and communication on occupational health and safety	49~51, 52~54	
	403-5	Worker training on occupational health and safety	52	
	403-6	Promotion of worker health	54	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	52	
	403-8	Workers covered by an occupational health and safety management system	55	
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Climate Change Response				
GRI 3: Material Topics	3-3	Management of material topics	19, 25, 27~29, 32	
GRI 201: Economic Performance	201-2	Financial implications and other risks and opportunities due to climate change	27~29	
GRI 302: Energy	302-1	Energy consumption within the organization	115	
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	115	
	305-2	Energy indirect (Scope 2) GHG emissions	115	
Supply Chain Management				
GRI 3: Material Topics	3-3	Management of material topics	19, 84~86, 88, 90	
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	89	
	308-2	Negative environmental impacts in the supply chain and actions taken	89	
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	414-2	Negative social impacts in the supply chain and actions taken	89	

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Material Topics

GRI Standards	No.	Disclosure Name	Page	Notes
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GRI 401: Employment	401-1	New employee hires and employee turnover	120~121	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	66	
	401-3	Parental leave	122	
	404-1	Average hours of training per year per employee	123	
GRI 404: Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	61~62, 64	
	404-3	Percentage of employees receiving regular performance and career development reviews	63, 123	
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GRI 3: Material Topics	3-3	Management of material topics	19, 99~100, 102, 107	
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	102~104	
	205-2	Communication and training about anti-corruption policies and procedures	101, 104	
	205-3	Confirmed incidents of corruption and actions taken	125	
Corporate Governance				
GRI 3: Material Topics	3-3	Management of material topics	19, 93, 95	
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	94, 125	

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	201-3	Defined benefit plan obligations and other retirement plans	122	
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GRI 304: Biodiversity	304-3	Habitats protected or restored	43	
GRI 306: Waste	306-3	Waste generated	116	
	306-4	Waste diverted from disposal	116	
	306-5	Waste directed to disposal	116	
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	80~81	

SASB INDEX

Engineering & Construction Service










Topic	Code	Metric	Category	DL E&C
Environmental Impacts of Project Development	IFEN-160a.1	Number of incidents of non-compliance with environmental permits, standards and regulations	Quantitative	· No incidents
	IFEN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	Discussion and Analysis	· Establishment of environmental incident response system based on ISO 14001 · Implementation of environmental education (group and on-site training), environmental impact assessments, and environmental incident response drills
Structural Integrity & Safety	IFEN-250a.1	Amount of defect- and safety-related rework costs	Quantitative	· KRW 47.7 billion (repair cost)
	IFEN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Quantitative	· No expenses
Workforce Health & Safety	IFEN-320a.1	(1) Total recordable incident rate(TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	· Disclosure of safety management indicators in the DL E&C Sustainability Report (p.26)
Lifecycle Impacts of Buildings & Infrastructure	IFEN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Quantitative	· 6 completed sites awarded Green Building Certification (one site rated Grade 1, Excellent Green)
	IFEN-410a.1	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Quantitative	· Implementation of energy management program based on ISO 50001 (smart commissioning solution, Green Mobility transition, introduction of energy storage systems, etc.) · Consideration of early stormwater treatment facilities and rainwater infiltration blocks in the design through surveys and analyses of hydraulic and hydrologic conditions around project sites
Climate Impacts of Business Mix	IFEN-410b.1	Amount of backlog for (1) hydrocarbon- related projects and (2) renewable energy projects	Quantitative	(1) 23 hydrocarbon-related projects with an order backlog of KRW 3.7 trillion (2) 1 renewable energy-related project with an order backlog of KRW 437.2 billion
	IFEN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	Quantitative	· No cancellations
	IFEN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	Quantitative	The order backlog for non-energy projects related to climate change mitigation amounts to KRW 12.7 trillion
Business Ethics	IFEN-510a.1	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	(1) No projects (2) No backlogs
	IFEN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	Quantitative	(1) None (2) Fine of KRW 7.9 million imposed for violation of merger notification obligation related to anti-competitive practices (November 21, 2024, as disclosed in the annual report)
	IFEN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anticompetitive behaviour in the project bidding processes	Quantitative	· Internalization of DL E&C's ethical management values based on the Ethics Charter and the Code of Ethics · Distribution of Code of Ethics practice guidelines, Anti-Corruption Management Policy, and Guidelines for the Prevention of Corrupt Practices · Promotion of an anti-corruption management culture through ISO 37001 (Anti-Bribery Management System) certification
Activity Metrics	IFEN-000.A	Number of active projects	Quantitative	· 107 projects (100 domestic, 7 overseas)
	IFEN-000.B	Number of commissioned projects	Quantitative	· 34 projects (27 domestic, 7 overseas)
	IFEN-000.C	Total backlog	Quantitative	· KRW 21.9 trillion

SASB INDEX

Chemical

Topic	Code	Metric	Category	DL Chemical
GHG Emissions and Energy Resource Planning	RT-CH-110a.1(1)	(1) Gross global Scope 1 emissions	Quantitative	- 4,480 tCO ₂ -eq
	RT-CH-110a.1(2)	(2) Percentage covered under emissions-limiting regulations		- 100%
	RT-CH-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	- Enhancement of carbon emissions and emissions trading management, and management of carbon emissions financial risks in response to changes in emissions trading policies - Establishment of a target to reduce GHG Scope 1 and 2 (direct and indirect emissions) intensity by 21% by 2030 compared to 2022, and implementation of reduction activities - Establishment of KPIs for reducing GHG and energy use intensity at each business site, and monitoring of implementation results on a quarterly basis
Air Quality	RT-CH-120a.1(1)	(1) Air emissions of NOx	Quantitative	- 0.122 ton
	RT-CH-120a.1(2)	(2) Air emissions of SOx		- 0.022 ton
	RT-CH-120a.1(3)	(3) Air emissions of volatile organic compounds (VOCs)		N/A
	RT-CH-120a.1(4)	(4) Air emissions of hazardous air pollutants (HAPs)		N/A
Energy Management	RT-CH-130a.1(1)	(1) Total energy consumption	Quantitative	- 4,532 TJ
	RT-CH-130a.1(2)	(2) Percentage of grid electricity		N/A
	RT-CH-130a.1(3)	(3) Percentage of renewable energy		- 0 TJ
	RT-CH-130a.1(4)	(4) Total self-generated energy		N/A
Water Management	RT-CH-140a.1(1)	(1) Total water withdrawal	Quantitative	- 1,333,434 ton
	RT-CH-140a.1(1)	(1) Percentage of total water withdrawal from areas with “High” or “Extremely High” water stress		- 0%
	RT-CH-140a.1(2)	(2) Total water consumption		- 1,111,126 ton
	RT-CH-140a.1(2)	(2) Percentage of total water consumption from areas with “High” or “Extremely High” water stress		- 0%
	RT-CH-140a.2	Number of incidents of non-compliance with water-related permits, standards, and regulations		- 0
	RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks		Discussion and Analysis
Hazardous Waste Management	RT-CH-150a.1	Hazardous waste generated	Quantitative	N/A
	RT-CH-150a.1	Hazardous waste recycling rate		N/A
Community Relations	RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	Discussion and Analysis	- Website and social contribution activities- Promotion of various social contribution activities by company-wide, business site, and volunteer group
Employee Health and Safety	RT-CH-320a.1(1)	(1) Total recordable incident rate (TRIR) for direct employees	Quantitative	N/A
	RT-CH-320a.1(2)	(2) Fatality rate for directly employed workers		- 0%
	RT-CH-320a.1(3)	(3) Total recordable incident rate (TRIR) for contract employees		N/A
	RT-CH-320a.1(4)	(4) Fatality rate for indirectly employed workers		- 0%
	RT-CH-320a.2	Efforts to assess, monitor, and reduce exposure to long-term (chronic) health risks	Discussion and Analysis	- Implementation of regular and ad-hoc site inspections, common and specialized safety and health training, drills, and health management programs as part of safety and health risk management activities
Product Design for Use-phase Efficiency	RT-CH-410a.1	Revenue from products designed for resource efficiency during the use phase	Quantitative	N/A
Safety and Environmental Stewardship of Chemicals	RT-CH-410b.1(1)	(1) Percentage of products containing ingredients classified as environmentally hazardous	Quantitative	N/A
	RT-CH-410b.1(2)	(2) Percentage of such products that have undergone a hazard assessment		N/A
	RT-CH-410b.2(1)	(1) Discussion of strategy to manage chemicals of concern	Discussion and Analysis	- Operation of strategic systems such as compliance with chemical-related regulations, intensive management, and accident response systems in accordance with management processes focused on chemical substance management governance - Promotion of material development to minimize various human and environmental impacts, including harmlessness to humans, resource circulation, and reduction of environmental impacts, centered on the sustainable business portfolio - Research and development for transition to specialty products to minimize environmental impacts - Substitution of harmful materials to contribute to personal hygiene, health, and public health
RT-CH-410b.2(2)	(2) Discussion of strategy to develop alternatives with reduced human and/or environmental impact			
Genetically Modified Organisms	RT-CH-410c.1	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Quantitative	N/A
Legal and Regulatory Environmental Management	RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Discussion and Analysis	- Implementation of best efforts to strictly comply with laws and regulations related to business activities
Operational Safety, Emergency Preparedness and Response	RT-CH-540a.1(1)	(1) Number of process safety incidents (PSIC)	Quantitative	N/A
	RT-CH-540a.1(2)	(2) Process Safety Total Incident Rate (PSTIR)		N/A
	RT-CH-540a.1(3)	(3) Process Safety Incident Severity Rate (PSISR)		N/A
	RT-CH-540a.2	Number of transport incidents		N/A

UN SDGs

UN SDGs		Detailed Goals		SDGs in Action
Goal 3		Ensure healthy lives and promote well-being for all at all ages	3.9 Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	p.39, p.40, p.41, p.42
Goal 5		Achieve gender equality and empower all women and girls	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	p.66, p.72, p.73, p.74, p.75
			5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decisionmaking	p.61
Goal 7		Ensure access to affordable, reliable,sustainable, and modern energy for all	7.3 Double the global rate of improvement in energy efficiency	p.25, p.28, p.29, p.34, p.38
Goal 8		Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	p.83, p.84, p.85, p.86, p.87, p.90
			8.4 Improve progressively global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation	
			8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	p.73, p.74, p.75
Goal 10		Reduce inequalities within and among countries	10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	p.60, p.61, p.62, p.63, p.71, p.72
			10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	
Goal 11		Make cities and human settlements inclusive, safe, resilient and sustainable	11.6 Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	p.39, p.41
Goal 12		Ensure sustainable consumption and production patterns	12.2 Achieve the sustainable management and efficient use of natural resources	p.40
			12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse	p.41
Goal 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	15.4 Ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development	p.43
Goal 16		Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.5 Substantially reduce corruption and bribery in all their forms	p.99, p.100, p.102, p.103, p.104, p.105, p.106, p.107

Third-party Assurance Statement

To Management and Stakeholders of DL Holding

Daishin Economic Research Institute (hereinafter "DERI") is commissioned to carry out an independent assurance on the "DL 2025 Sustainability Report" (hereinafter "the Report") for DL Holdings (hereinafter "the Company").

Responsibility and Independence

- The Company is responsible for all information and claims contained in the Report regarding establishment of the Company's sustainability management goals, performance management, etc. DERI is not engaged in any other commercial activities, except for its role as an independent assurance provider.

Assurance Standards and Level

Assurance Standards

- This assurance engagement was conducted in accordance with the international assurance standard AA1000AS v3, and assessed whether the reporting met the requirements for reporting with reference to the Global Reporting Initiative (GRI) Standards 2021.
 - Compliance with AA1000AS Principles of Inclusivity, Materiality, Responsiveness, and Impact
 - Compliance with GRI Standards 2021 Reporting requirements

Assurance Type and Level

- DERI performed a Type 1, Moderate Level of assurance using AA1000AP(2018) with the adherence to the Principles of Inclusivity, Materiality, Responsiveness, Impact and verified the accuracy and integrity of the performance data related to sustainability.

Assurance Scope

- This assurance includes the following.
 - Data and information included in the Report regarding sustainability management activities from January 1st to December 31st 2024(with some quantitative data extending to the first half of 2025)
 - Claims, commitments, plans, material issues included in the Report
 - Correspondence between data and information included in the Report and those publicly available
 - Validation of management system and process

Universal Standards	<ul style="list-style-type: none">• The organization and its reporting practices: 2-1, 2-2, 2-3, 2-4, 2-5• Activities and workers: 2-6, 2-7, 2-8• Governance: 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21• Strategy, policies and practices: 2-22, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28• Stakeholder engagement: 2-29, 2-30• Material Topics Disclosures: 3-1, 3-2, 3-3	
Topic Standards	<ul style="list-style-type: none">• Economic Performance: 201• Anti-corruption: 205• Energy: 302• Emissions: 305• Supplier Environmental Assessment: 308	<ul style="list-style-type: none">• Employment: 401• Occupational Health and Safety: 403• Training and Education: 404• Diversity and Equal Opportunity: 405• Supplier Social Assessment: 414
Other	<ul style="list-style-type: none">• SASB Sustainability Disclosure Topics & Accounting Metrics	

Third-party Assurance Statement

Assurance Methodology

- The assurance was conducted through the following procedure.
 - Review of materiality test process and appropriateness of material issue
 - Review of the appropriateness of the evidence provided to meet index requirements through on-site due diligence
 - Review of the processes for the creation, collection, and reporting of data used in the key performance indicator (KPI) evaluation

Limitations

- The assurance was conducted through the following procedure
 - Interview individuals in charge of preparing and collecting the performance related to sustainability and review of the data included in the Report
 - Review based on publicly available data during the corresponding period

Assurance Findings

- DERI could not find further any material misstatements or bias from the Report against the following principles.

<u>Inclusivity</u>	•The company identifies employees, shareholders and investors, government and public bodies, local communities as its stakeholders and has established a stakeholder engagement process. DERI has verified the effort to provide stakeholder engagement opportunities for all management processes, collect their opinions and reflect them in business decisions.
<u>Materiality</u>	•The company has identified key sustainability issues—namely, those that reflect the undertaking’s significant impacts on the environment and society, and/or affect, or are likely to affect, its financial position, performance, and development—through its own defined process. The company has reported comprehensively on six key issues, with no material omissions identified.
<u>Responsiveness</u>	•The company operates appropriate communication channels for each type of stakeholder in order to satisfy and meet the interests and demands of major stakeholders. It has been confirmed that the company, through the established communication channels, adequately addresses the demands raised by stakeholders and manages relevant sustainability-related issues.
<u>Impact</u>	•The company has identified the influence of stakeholders and material issues on the organization, and conducts analysis and ongoing monitoring of the impacts of its business operations on stakeholders, with such information appropriately reflected in the report.

GRI-Reporting

- The company has self-declared its compliance with the GRI Standards 2021. DERI has verified that the report has been prepared in accordance with the GRI Standards, and confirms that, based on the information and data provided by the company, there is no evidence of material misstatement in the organization's claim of compliance with the GRI requirements, including both the Universal Standards and Topic Standards. Sector standards were not applied.

Qualifications of the Assurance Provider

- DERI is a leading ESG research and consulting institute in Korea and an officially licensed provider of AA1000. DERI engagement was conducted by an assurance team with sufficient knowledge of ESG and professional expertise in assurance practices, including CSAP(Certified Sustainability Assurance Practitioner) professionals.

Seoul, Republic of Korea, Aug 2025
CEO of Daishin Economic Research Institute
Baek, Jae-wook



Awards and Memberships

Awards

Category	Awards	Hosts/Organizers
DL E&C	2024 South Korea Residential Services Awards (Best Award in Design Sector)	Money Today
	2024 Apartment Brand Awards (Grand Prize in Mixed-Use Residential Sector)	Asia Economy
	2024 Wellness Apartment Awards (Grand Prize in Customer Satisfaction)	Hankyung Business
	2024 First Half of the Year Hankyung Housing Culture Awards (Grand Prize in Wellness Apartment)	Hankook Economy
	The 28th Livable Apartment Selection Contest (Best Award in Major Corporation Sector)	Maeil Economy
	2024 South Korea Luxury Housing Awards (Grand Prize in Overall Sector)	Money Today
	2024 South Korea Representative Apartment Awards (Grand Prize in Social Contribution Sector)	Hankook Economy TV
	The 19th Asia Construction Comprehensive Awards (Grand Prize in Customer Satisfaction)	Asia Economy
	2024 Ahju Economy Construction Awards (Grand Prize in Urban Regeneration Sector)	Ahju Economy
	2024 Asia Today Green Construction Awards (Grand Prize in Community Sector)	Asia Today
	2024 Smart Construction Industry Awards (Best Award in Apartment Sector)	eToday
	2024 Eco-Friendly Construction Industry Awards (Grand Prize in Residential Welfare Sector)	Economist
	2024 eDaily Construction Industry Awards (Grand Prize in Overall Specialized Design Sector)	eDaily
	The 17th Green Housing Awards (Grand Prize in Brand)	Hankookilbo
	2024 Second Half of the Year Hankyung Housing Culture Awards (Grand Prize in Brand)	Hankook Economy
	The 15th South Korea Green Construction Awards (Grand Prize in Eco-Friendly Sector)	Seoul News
	Living Space 2024 (Grand Prize in Design Sector)	Herald Economy
	The 20th Civil Engineering and Architectural Technology Awards (Grand Prize in Civil Engineering Sector)	Maeil Economy
	2024 Metro Apartment Landscape Awards Hyu&Hyu(휴&휴) (Grand Prize in Theme Landscape Sector)	Metroseoul
	Certificate of commendation (Onam-Susadong road)	Governor of Gyeonggi Province
DL Construction	Plaque of appreciation (Customer satisfaction team, Chungho office)	Mayor of Cheonan
	Plaque of appreciation (E-Pyeonhansesang Sacheon Sky Marina, DL Construction Safety & Health team)	Korea Investment & Real Estate Trust Co., Ltd.
	Certificate of commendation (Saemangeum-Jeonju section 6)	Minister of Employment and Labor
	Plaque of appreciation (E-Pyeonhansesang Siheung Janghyeon First Venue)	Siheung Urban Corporation
	Excellence award in construction category, regional case presentation competition on risk assessment (E-Pyeonhansesang Dapsimni Artefore)	Korea Occupational Safety and Health Agency Seoul Headquarters
	Meritorious service award in construction category, regional case presentation competition on risk assessment (E-Pyeonhansesang Sacheon Sky Marina)	Korea Occupational Safety and Health Agency Gyeongnam Regional Headquarters
	Branch director's award in construction category, regional case presentation competition on risk assessment	Korea Occupational Safety and Health Agency Gyeonggi Central Branch
	Plaque of appreciation (Provincial road 358 [Gimpo-Gwansan to Paju section] construction project)	Korea Occupational Safety and Health Agency
	Certificate of commendation (Yangju Hoecheon residential development project phase 2)	Central Regional Employment and Labor Office Uijeongbu Branch
	Encouragement award at Korea Expressway Corporation VE competition (Saemangeum-Jeonju section 5)	Korea Expressway Corporation
	President's award from the Korea Construction & Environment Association for excellence in construction environment management case competition	Korea Environment Construction Association
	Certificate of commendation (Jungbu inland line [Chungju-Mungyeong] railway construction)	Minister of Land, Infrastructure and Transport
	Certificate of commendation for Seoul-style eco-friendly construction site compliance evaluation (E-Pyeonhansesang Dapsimni Artefore)	Mayor of Seoul

Category	Awards	Hosts/Organizers
DL Construction	Industrial merit award and industrial medal (Housing technology team, Manager Park Chang-Ju)	Minister of Ministry of Public Administration and Security
	Grand prize at Daejeon/Sejong/Chungcheong safety & health manager forum case competition (E-Pyeonhansesang Daejeon Station Centum Vista)	Daejeon Regional Office of Employment and Labor
	Plaque of commendation for contribution to urban renewal projects (E-Pyeonhansesang Bongseon Celestige)	Gwangju Metropolitan City
	Certificate of commendation (Busan Myeongji District phase 2, section 1 development project)	Ministry of Employment and Labor Busan Northern Branch
	Certificate of commendation (Digital Empire Pyeongchon Biz Valley)	Central Regional Employment and Labor Office Anyang Branch
	Certificate of commendation (Digital Empire Pyeongchon Biz Valley)	Mayor of Anyang
	Certificate of commendation (E-Pyeonhansesang Pyeongchon Urban Valley)	Mayor of Anyang
	Plaque of appreciation (Gasan I-Will Data Center new construction project)	Geumcheon District Office
	Certificate of commendation (E-Pyeonhansesang Jukjeon Premiere Foret)	Yongin Special City
	Plaque of appreciation (E-Pyeonhansesang Hongseong The Central)	Hongseong County
	Certificate of commendation (Pohang-Samcheok new station and two additional stations construction project)	Minister of Land, Infrastructure and Transport
	Certificate of commendation (Housing Technology team)	Mayor of Seoul
	Brand of the Year Award	Korea Consumer Forum
	Customer Loyalty Award	Korea Consumer Forum

Memberships

Category	Memberships
DI Holdings	Korea Listed Companies Association, Korea Fair Competition Association
DL E&C	Construction Association of Korea Korea Atomic Industrial Forum, International Contractors Association of Korea Public-Private SMR Alliance, Chamber of Commerce and Industry Korea Water Forum, Korea Federation of Construction Contractors CFIHOS International Organization for Standardization, Korea Plant Industries Association Korea Fire Facility Association, Korea Society of Civil Engineers Korea Railway Association, Korea Electrical Contractors Association Korea Remodeling Association, Korea Construction Engineers Association Korea Electric Engineers Association, Korea Housing Association Korea Specialty Contractors Association, Korean Society of Transportation Korea Fire Facility Association, Korea Information & Communication Contractors Association Electric Association of Korea, UN Global Compact (UNGC) The Society of Air-conditioning and Refrigerating Engineers of Korea, Korea Nuclear Association Korea Water Resources Association
DL Chemical	Korea Chemical Industry Association, American Chamber of Commerce in Korea (AMCHAM), Korea International Trade Association, UN Global Compact
DL Energy	Energy Alliance, Korea Wind Energy Industry Association
DL Construction	Construction Legal Affairs Council, Council of Construction Landscaping Companies, Council of Construction Outsourcing, Korea Construction Materials Council, Construction Association of Korea, Korea Institute of Building Mechanical Equipment, The Society of Air-conditioning and Refrigerating Engineers of Korea, Electric Association of Korea, Korea Specialty Contractors Association, Attorney Association, buildingSMART Korea, Chamber of Commerce and Industry, Korean Institute of Building Information Modeling, Korea Construction Management Association, Korea Construction Engineers Association, Korea Environment Construction Association, Korea Institute of Building Construction, Korea Association of Real Estate Development, Korea Fire Facility Association, Korea Electrical Contractors Association, Korea Information & Communications Contractors Association, The Korean Institute of Landscape Architecture, Korean Alliance of Mechanical Facilities Organizations, Korea Housing Association, Korean Institute of Fire Science and Engineering
GLAD H&R	Jeju Tourism Association, Jeju Employers' Association

DL



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