

2025 SUSTAINABILITY REPORT



ABOUT THIS REPORT

Daewoo E&C published its 14th Sustainability Report in 2025 to transparently and actively communicate the economic, social, and environmental values and achievements created through business activities with various stakeholders.

Reporting Standards

This report was prepared in accordance with the 2021 revision of the GRI (Global Reporting Initiative) Standards and comprehensively incorporates reporting standards suggested by global sustainability standards and initiatives such as the UN SDGs, SASB (Sustainability Accounting Standards Board), TCFD (Task Force on Climate-related Financial Disclosures), and ISSB (International Sustainability Standards Board). Financial information was prepared based on the Korean International Financial Reporting Standards (K-IFRS).

Reporting Period

This report primarily covers the activities and achievements from January 1 to December 31, 2024. It also includes certain information from prior to January 1, 2024, and the first half of 2025 if it is deemed significant for stakeholders’ decision-making. Quantitative performance data of performance for the past three years are provided as a standard. The reporting cycle of the Sustainability Report is one year.

Reporting Scope

- Financial reporting: Based on separate and consolidated financial statements prepared in accordance with Korean International Financial Reporting Standards (K-IFRS) (Subsidiaries of Daewoo E&C: 25 subsidiaries, including 9 major domestic subsidiaries such as Songdo Hotel)
- Non-financial reporting: All domestic and overseas business sites including Daewoo E&C headquarters, domestic and overseas construction sites, overseas subsidiaries and branches and including three domestic companies and three overseas companies that meet certain criteria among subsidiaries (Key performance data reflects only the three major domestic subsidiaries, and in cases where the reporting scope and boundaries are different, they are indicated in notes or related information is provided.)

Report Credibility

This report has been verified by BSI Group Korea, an independent external verification agency, in order to secure the reliability of the report contents. The Verification Statement can be found on pages 167 and 168.

Data Scope

This report applies Daewoo E&C’s separate standards as the data scope, and in other cases, the data scope is clearly indicated for each item.

Information on Daewoo E&C’s Management Status through Website

Daewoo E&C discloses information on management status through its website for internal and external stakeholders, including investors. Information on the company’s sustainability management is also available through various channels, including the website.

-  [Corporate Website](#)
-  [Business Report](#)
-  [Corporate Governance Report](#)

Disclaimer on Forward-looking Information

This report contains forward-looking information on sustainability management goals and strategies, as well as future activities and business directions. This information is based on judgments and assumptions made at the time of writing the report and may differ from actual results. Notably, words such as “target,” “strategy,” and “planned” indicate forward-looking information, which is intended to help understand the direction of sustainability management goals and strategies, 2050 carbon neutral roadmap, investment in eco-friendly technologies, occupational safety and health management, and supply chain management. This information does not guarantee that the results actually achieved or anticipated will necessarily occur, and Daewoo E&C assumes no obligation to revise or update this information in light of future uncertainties or changes in circumstances.

Inquiries

If you have any questions about the contents of this report, please contact us using the information below.

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COVER STORY



The cover design, featuring a circular pattern that spreads out from the Daewoo E&C symbol, symbolically represents how our sustainability management activities spread positive influences throughout society. It also means that Daewoo E&C communicates with stakeholders and moves together toward a sustainable future.

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Interactive PDF

This report was published as an interactive PDF with features such as navigation to related pages and links to related webpages.

Cover Page

Website Link

Contents Page

Linked Page

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CEO's Message



Dear our valued stakeholders,

Daewoo E&C has been leading the Korean construction industry for the past half-century, striving to create a sustainable future where people, technology, and the environment coexist in harmony.

Based on our accumulated technological prowess and strong quality competitiveness, we aim to become a global leader that goes beyond simple construction to create value for life.

2024 was a year of unprecedented challenges, including heightened geopolitical tensions across the globe, soaring raw material prices, and a downturn in the domestic construction market. Despite these difficult conditions, Daewoo E&C repaid the market's trust by achieving revenue of KRW 10.5 trillion and new orders of KRW 9.9 trillion. Furthermore, in Korea, we have started the construction of the Dongbu Expressway underground project, provided the high-end residential complex Blanc Summit 74, and been selected as the construction company for Gaepo Public Housing Complex 5, while globally winning a new nuclear power plant project in the Czech Republic and a mineral fertilizer plant project in Turkmenistan, thereby pioneering new markets and solidifying the foundation for future growth.

In 2025, uncertainty is expected to increase not only in economic indicators such as exchange rates and interest rates, but also politically and socially amid continued economic recession. Therefore, our business may face strong challenges in terms of risk management and sustainability management.

However, Daewoo E&C is committed to turning the crisis into an opportunity for a new leap forward. We will strengthen management by making "safety-first management" our core principle, consolidate company-wide capabilities through organic communication and cooperation, and pursue strict performance management, thereby minimizing risks and ensuring financial soundness.

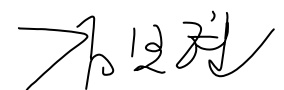
We will build a solid foundation for growth and develop our capabilities for a greater leap forward so that we can move forward without wavering in any environment.

In preparation for the era of global carbon neutrality, we will also secure eco-friendly technologies and expand the proportion of green businesses. To this end, we plan to expand not only into environmental infrastructure including sewage treatment plants and renewable energy fields such as onshore/offshore wind power generation, green hydrogen, ammonia, and fuel cells, but also into next-generation SMR (Small Module Reactor) projects.

Moreover, we will continuously improve productivity and efficiency throughout the entire process from design to construction and maintenance by utilizing advanced construction technologies based on BIM (Building Information Modeling), AX (AI Transformation), modular, and PC (Precast Concrete).

Daewoo E&C will proactively prepare for the future through systematic implementation of sustainability management and responsible management practices. We ask for your unwavering trust and support in Daewoo E&C's journey toward a sustainable future.

President & CEO of Daewoo E&C, **Bo-hyun Kim**

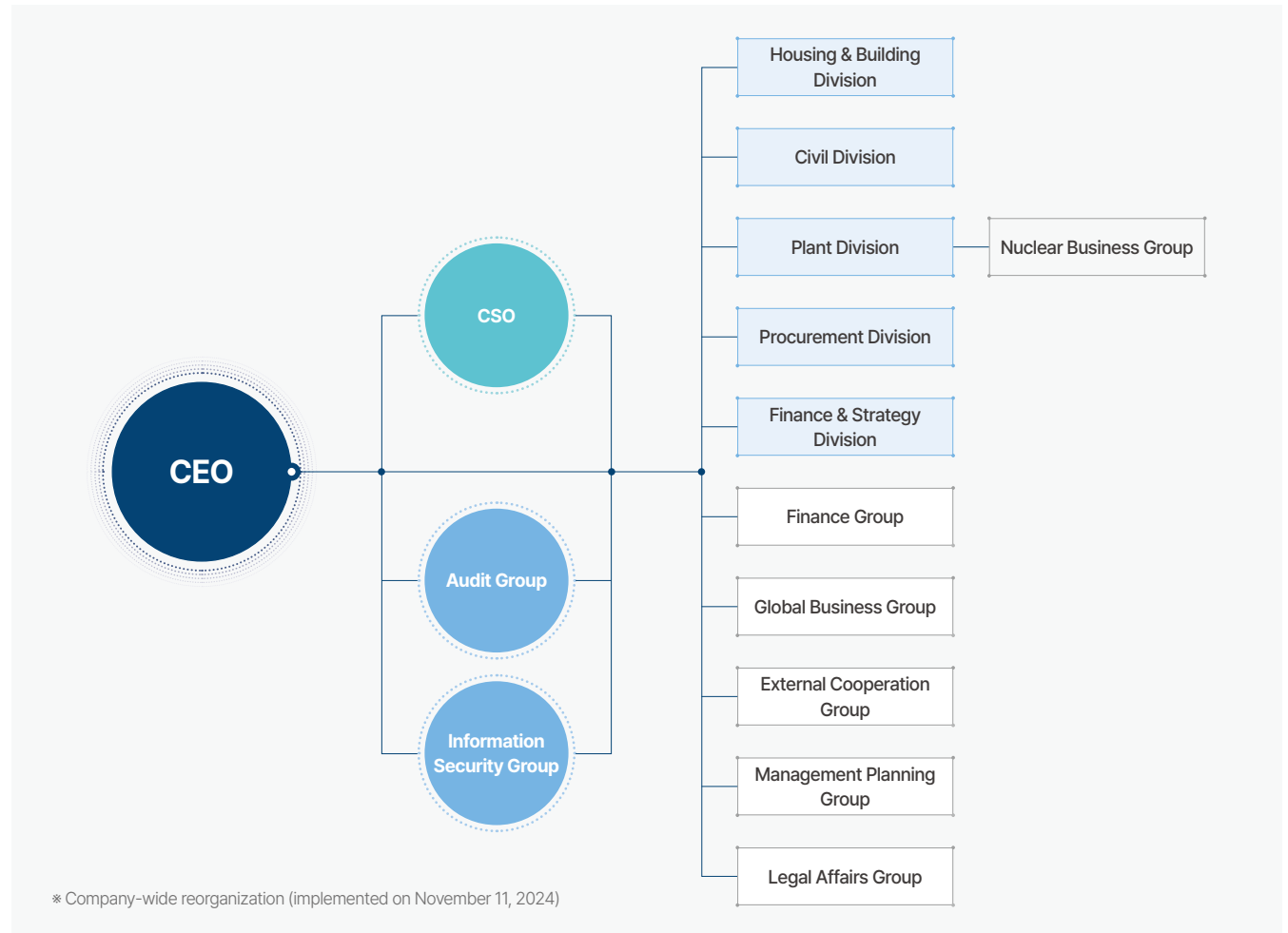


Company Overview_ General Information

Since its establishment in 1973, Daewoo E&C has built a history of trust based on top-notch technologies and creative passion. By pioneering in challenging environments around the world, Daewoo E&C has enhanced the value of land and served as the foundation for industries contributing to a prosperous life for humanity. To create a sustainable future, Daewoo E&C will continue to develop innovative technologies that transform the world and take a new leap forward.

General Status and Financial Performance (As of Dec. 31, 2024)

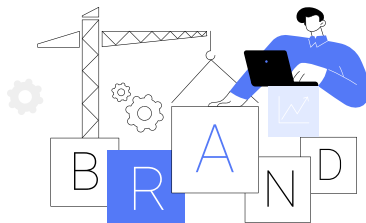
Company Name	Daewoo Engineering & Construction Co., Ltd.
Foundation	November 1, 1973
CEO	Bo-hyun Kim
Headquarters	170, Eulji-ro, Jung-gu, Seoul
Major Shareholder	Jungheung Engineering & Construction Co., Ltd. (40.60%), JungHeung Construction Co., Ltd. (10.15%)
Number of Employees	5,503 persons
Website	https://www.daewooenc.com
Revenue	KRW 10,503.6 billion
Operating Profit	KRW 403.1 billion
Net income	KRW 242.8 billion
Total Assets	KRW 12,658.4 billion
Total Liabilities	KRW 8,323.4 billion
Total Equity	KRW 4,334.0 billion
Credit Rating of Corporate Bond	A (Rated by NICE Investors Service and Korea Ratings)



Company Overview_ History

1973 ~ 2009

- 1973** Establishment of Daewoo Construction Co., Ltd.
- 1976** Obtained overseas construction license
Advanced into Ecuador for the first time as a Korean construction company
- 1982** Established Daewoo Co., Ltd. (construction/trading sectors)
- 1983** Established Daewoo Institute of Construction Technology, the first in the Korean construction industry
- 1984** Won USD 4 Billion Overseas Construction Export Tower Award
- 1993** Obtained ISO 9001 for the first time as a Korean construction company
- 2000** Established as an independent corporate entity
- 2003** Launched PRUGIO apartment complex brand
- 2006~08** first in construction capability evaluations for 3 consecutive years



2010 ~ 2019

- 2012** First publication of Sustainability Report
- 2014** Attained USD 50 billion of winning overseas contracts in the shortest time frame in Korea Obtained the ISO/IEC 20000 certification for the first time in the industry
- 2015** Obtained ISO 22301 certification for the first time in the industry
- 2017** Received the Presidential Award in the 21st Most Livable Apartment Contest (Grand Prize)
- 2018** Acquired anti-corruption management system (ISO 37001) for the first time in the construction industry
- 2019** Relocation of headquarters building to Euljiro, Seoul



2020 ~

- 2020** Won an order as the original contractor for the LNG liquefaction plant for the first time in Korea (Nigeria LNG Train 7)
Won an order for the first phase construction of Al Faw Port in Iraq
- 2021** Entered the renewable energy field as part of ESG management (wind power, hydrogen battery, etc.)
Won the grand prize for civil structure of the year from Korean Society of Civil Engineers (Al Faw Breakwater in Iraq)
- 2022** Incorporation of subsidiaries of Jungheung Group
Management performance in 2022 achieved the highest operating income since the foundation
Proclamation of new vision 'Your Dream, Our Space'
- 2023** Vice Chairman Jeong Won-ju of the Jungheung Group took office as the Chairman of Daewoo E&C
Re-ranked top 3 in the 2023 construction capability evaluations
- 2024** Approved the "Kien Giang New Urban Development Project" in Thai Binh Province from investors
Team Korea was selected as preferred negotiating party for Czech new nuclear power plant construction project.
Awarded the Turkmenistan Mineral Fertilizer Plant



Global Network

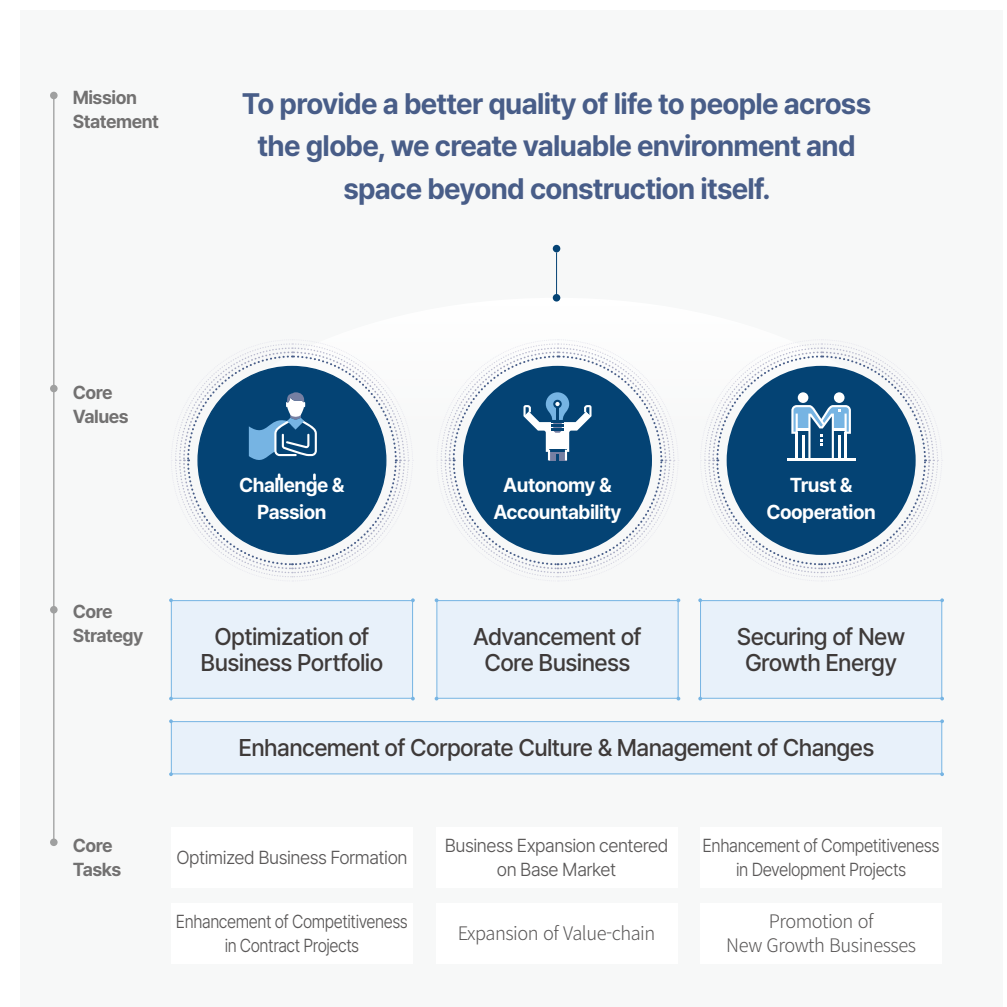
Daewoo E&C operates a global network of 8 subsidiaries and 15 branches and offices worldwide. Based on this, the company provides world-class technologies and services and strengthens our position as a global construction company.

A	U.S.		
	- Daewoo E&C USA Investment Inc.		
B	Nigeria		
	- Daewoo Nigeria Limited		
	- Nigeria Branch (Lagos, Abuja)		
B	Libya		
	- Libya Branch		
	- Daewoo Tripoli Investment & Development Co., Ltd.		
B	Algeria		
	- Algeria Office		
C	UAE		
	- UAE Branch		
C	Qatar		
	- Qatar Office		
C	Oman		
	- Oman Office		
C	Turkmenistan		
	- Turkmenistan Branch		
C	Saudi Arabia		
	- Saudi Office		
C	Iraq		
	- Iraq Branch		
C	Kuwait		
	- Kuwait Office		
D	Singapore		
	- Singapore Branch		
D	- T&C Investment Global Pte. Ltd.		
	Malaysia		
D	- Malaysia Office		
	Indonesia		
D	- Indonesia Branch		
	- Daewoo Rekayasa Konstruksi		
D	Philippines		
	- Philippines Office		
D	Vietnam		
	- Vietnam Branch		
D	- THT Development Co., Ltd.		
	- Daewoo Engineering & Construction Vietnam Co., Ltd.		
E	Korea		
	- Daewoo E&C Headquarters		

※ The status of overseas subsidiaries was selected based on actual operating criteria, and subsidiaries with small scale or scheduled liquidation were excluded. Therefore, there are some differences from the status of subsidiaries and investment corporations disclosed in the 2024 business report.

Vision & Mission

Daewoo E&C's vision and mission present the direction of a company that seeks to realize the dreams of both customers and employees. It is based on the commitment to limitless expanding into new fields and humanistic values that seek to improve the quality of life for all humanity—not just stakeholders. Under the CEO's management policy of "Achieving Change and Growth Based on Stable Management," Daewoo E&C will fulfill its social responsibility and create new value and opportunities beyond construction to contribute to a better life for humanity.



BIZ PORTFOLIO _Civil



2024 Highlight



Grand Prize at the 2024 Overseas Construction Award (Minister Award of Land, Infrastructure and Transport)

- Mumbai Trans Harbour Link (Money Today)



Silver Award for Civil Structure of the Year

- Hyunchungsa Bridge (Korean Society of Civil Engineers)



ASAC¹⁾

Environmental Sustainability Innovation Award

- Singapore Metro CR108 site (Singapore LTA, Land Transport Authority)

1) Annual SHE Award Convention, Safety Contest

Orders in Korea

- Gori Nuclear Power Plant Port Reinforcement Site
- Donghae Port Drainage Channel Relocation Site
- Donghae New Port Other Ore Wharf Site
- Jinhae New Port Dumping Ground Embankment Site No. 2
- Cheonan Environmental Cluster Site
- Dorimcheon Rainwater Drainage Tunnel Site

Business Vision

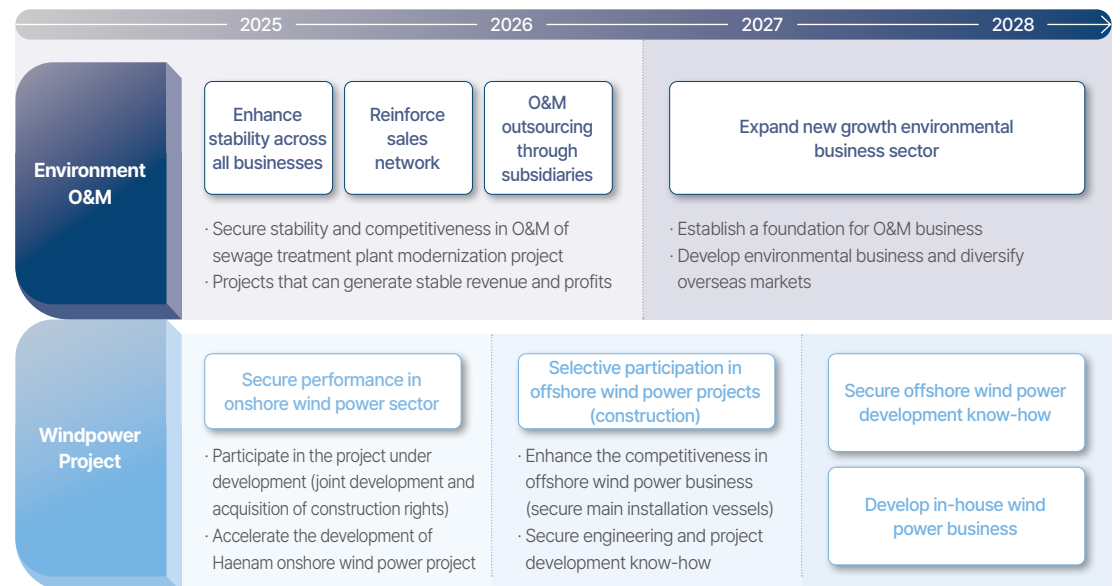
Business Areas | Roads, bridges, ports, railways, subways, water resources, environment, renewable energy, etc.

Daewoo E&C's Civil engineering Business directly and indirectly contributes to the production activities of other industries by participating in the construction of infrastructure facilities for national development and creates various added value in terms of production and employment. Based on advanced civil engineering technology and outstanding construction capabilities, Daewoo E&C is expanding its business beyond Korea to global markets such as Asia, the Middle East, and Africa.

In 2024, Daewoo E&C's civil engineering business demonstrated its excellent competitiveness and construction capabilities. The Hyunchungsa Bridge at the Asan-Cheonan Expressway Section 3 construction site won the Silver Award for Civil Structure of the Year from the Korean Society of Civil Engineers. In addition, the company was honored with the Minister Award of Land, Infrastructure and Transport by successfully completing the "Mumbai Trans Harbour Link," the longest marine bridge in India.

The company intends not only to enter the renewable energy business, including the modernization of domestic aging sewage treatment plants but also to expand into overseas markets by focusing on securing additional orders based in Iraq.

Expansion of Eco-friendly Portfolio



BIZ PORTFOLIO _ Housing & Building



2024 Highlight



Housing & Building Division
**Revenue of
KRW 6.8418 trillion**
Second largest revenue
record ever



Increase in construction
contract amount for three
years in a row
KRW 1.3 trillion
Continued efforts to
improve profitability



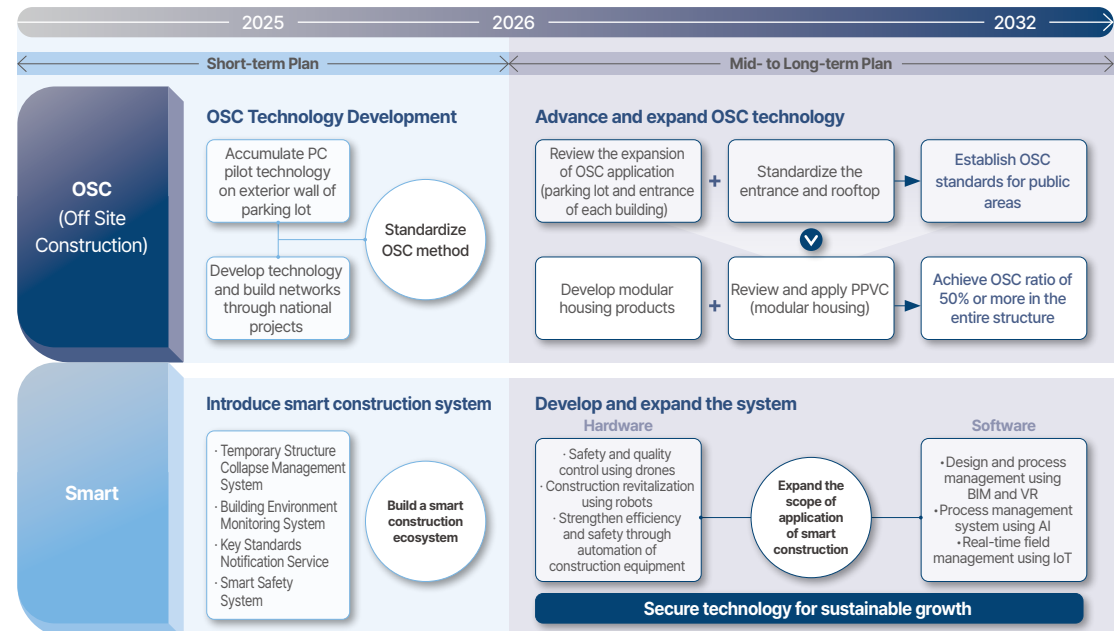
**Winner of the
world's top three
design awards**
(IF Design Award,
Red Dot Design Award,
IDEA Design Award)

Business Vision

Business Areas | Apartments, residential-commercial complexes, officetels, non-residential facilities (commercial facilities, office buildings, etc.)

Daewoo E&C's Housing & Building Division creates a sustainable urban environment and leads a customer-centered housing culture by building not only residential facilities such as apartments, residential-commercial complexes, and officetels, but also various non-residential facilities such as office buildings, commercial facilities, data centers, and logistics centers. In 2024, challenging difficult market conditions such as a real estate recession and rising costs, the company achieved KRW 7.5662 trillion in new orders and KRW 6.8418 trillion in revenue in the housing & building business and supplied 19,483 households nationwide. In terms of sustainability management, we are expanding the use of eco-friendly and carbon-reducing building materials, energy-efficient design, and the introduction of smart and modular construction technologies. We are also doing our best to fulfill our social responsibilities, such as coexisting with local communities, creating a safe construction environment, and improving the welfare of construction site workers. Going forward, Daewoo E&C's housing & building division will continue to fulfill its role as a construction leader trusted by customers and society through sustainable growth and realization of ESG values.

Leading cutting-edge construction methods and technologies



BIZ PORTFOLIO _ Plants



2024 Highlight



Accident-free construction for
NLNG T7
ONSHORE project in Nigeria
**Achieved 60
million hours**



In overseas sites
**Achieved
Zero LTIR**
(Lost Time Injury Rate)



Selected as preferred negotiating
party for Czech new nuclear power
plant project
**Entering overseas
large-scale nuclear
power plant market**

Business Vision

Business Areas | Oil & gas, petrochemical, combined cycle power generation, nuclear power generation and related businesses, renewable energy, industrial facilities, etc.

In 2024, Daewoo E&C achieved meaningful results of KRW 1.1386 trillion in sales and KRW 122.5 billion in operating profit in the plant business despite complex challenges such as a global economic slowdown, deepening geopolitical conflicts in the Middle East, and supply chain instability. To keep pace with the global carbon-neutrality policy, Daewoo E&C is also promoting renewable energy projects such as offshore wind power generation, fuel cell, and BESS¹⁾ while also developing business models and projects in terms of green hydrogen, ammonia, and SMR²⁾. On top of that, with the construction of new nuclear power plants in the Czech Republic as a momentum, we are endeavoring to secure additional overseas large-scale nuclear power plant orders to lead the global paradigm shift to low-carbon electricity supply. Daewoo E&C is focusing its capabilities on expanding into existing African markets such as Nigeria and Mozambique, as well as developing new markets and new businesses in Southeast Asia and Central Asia.

1) BESS: Battery Energy Storage System

2) SMR: Smaller Modular Reactor

Roadmap for new business promotion

Daewoo E&C selectively pursues promising and profitable renewable energy projects based on thorough analysis. The company adopts a business strategy as an EPC & Developer, taking on the role of a construction investor to fully leverage its capabilities.

	Short-term	Mid-term	Long-term
Onshore & offshore wind power	<ol style="list-style-type: none"> 1. Secure business rights and participation structures to enter the market 2. Secure project performance as a top priority <ul style="list-style-type: none"> - Implement self-developed projects - Participate in public-led wind power project development 	<ol style="list-style-type: none"> 1. Promote connection through expansion of existing business 2. Actively pursue development projects as a developer <ul style="list-style-type: none"> - Secure major wind power development performance - Develop overseas wind power projects focusing on key markets 	
Fuel cell, BESS	<ul style="list-style-type: none"> - Fuel cell: Commercialize by participating in government-led hydrogen power project bidding (20-year operation) - BESS: Commercialize by participating in the government's long-term BESS bidding (15-year operation) 	<ul style="list-style-type: none"> - Strengthen operational performance and investees' management capabilities by securing long-term stable profits - Develop new business sites through collaboration with local governments 	
Hydrogen, ammonia	<ul style="list-style-type: none"> - Secure performance by promoting demonstration projects with domestic public enterprises - Participate in large-scale overseas projects led by domestic public enterprises - Secure large-scale blue ammonia business performance 	<ul style="list-style-type: none"> - Early entry into the domestic clean hydrogen power generation power market - Expand participation in overseas green hydrogen projects 	
SMR	<ul style="list-style-type: none"> - Participate in KHNP's i-SMR development project - Partner with overseas nuclear reactor manufacturers and secure business rights - Participate in the next-generation nuclear reactor national project with the KAERI 	<ul style="list-style-type: none"> - Expand orders for domestic i-SMR project and overseas markets - Conduct co-projects with overseas nuclear reactor manufacturers - Participate in next-generation nuclear reactor certification and demonstration projects 	



Aiming as a

**Green Energy
Developer**

leading the combined
hydrogen and
ammonia complex business
market

BIZ PORTFOLIO _Institute of Construction Technology

Business Vision

Daewoo E&C Institute of Construction Technology (DICT), established in 1983 as the first domestic construction company to conduct research and experiments simultaneously, has been actively conducting research in each sector to maximize design, construction, and development capabilities. DICT is also contributing to strengthening the nation's construction technology competitiveness by carrying out large-scale national projects, division-specific projects, and future growth projects.



R&D Capabilities by Business Sector

Housing & Building

- **OSC** : Establishing a plan to manage construction period and cost by minimizing the application section of conventional construction methods
- Expanding field applications by building a **BIM platform**
- **Inter-floor noise** : Solving on-site problems and shortening construction periods
- **Low-carbon concrete** : Expanding field applications and obtaining environmental certification

Civil Engineering

- **Offshore wind power** : Strengthening order and performance competitiveness
- **Modular bridges** : Developing construction methods, advancing construction, and preparing measures to improve convenience
- **Water treatment modernization** : Relocating existing facilities and securing integrated construction methods favorable to private sector projects
- **TBM*** : Enhancing working budget and cost efficiency

Plant

- **Hydrogen, ammonia, CCUS** : Finding key partners and technical collaboration to secure EPC performance capabilities
- **LNG** : Promoting EPC self-reliance and securing professional manpower
- **Hydrogen fuel cell power generation** : Securing business performance by stage and establishing an execution system
- **SMR** : Promoting joint project development with potential developers

Advancement of Smart Construction and Technical Support

- **Digital transformation** : Improving construction productivity by securing effective digital transformation technologies
- **Spatial information** : Advancing utilization of spatial information data to provide on-site construction management and technical support
- **Concrete materials, non-destructive** : Preemptively supporting quality accident prevention (materials), securing capabilities as a total solution provider, strengthening support (non-destructive)

* TBM : Tunnel Boring Machine

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CSMO's Message



Daewoo E&C seeks to be evaluated as having made progress in all areas of ESG, including responding to climate change, improving safety and health systems, and strengthening integrated risk management. To this end, we are focusing on clarifying internal regulations, establishing response strategies based on risk assessment, and managing goals through key indicators.

Dear stakeholders,

Daewoo E&C's sustainability report, now in its 14th year, outlines our substantive progress in the areas of environment, society, and governance, but also details specific implementation and response plans for internalizing ESG management. Moreover, we have strived to more faithfully provide information related to our sustainability from the perspective of stakeholders through innovations and changes tantamount to a full revision of the report.

First of all, we reorganized the sustainability management system. To improve the execution of Strategic tasks for sustainability management, key performance indicators (KPIs) that enable quantitative performance tracking were set for each task. Furthermore, we have redefined the company's value chain and created the "Value Creation" section to systematically explain corporate value based on the six major capital types of the <IR Framework>, a global disclosure standard. This data-driven approach is expected to help stakeholders more intuitively understand Daewoo E&C's level of sustainability management.

In the environmental sector, the scientific analytical methodology was applied to 15 newly identified climate-related risks and opportunities, further specifying the climate change scenario. Based on the financial impact derived from this analysis, risks and opportunities were assessed, and six major items were selected as key management targets. This was part of a proactive response to climate information disclosure, which is expected to become mandatory in the future, and to faithfully follow the requirements of the Korea Sustainability Standards Board (KSSB) No. 2 (draft). In line with the growing interest in natural capital such as forest resource conservation and biodiversity protection, an internal policy system for sustainable ecosystem management was established, and business execution principles considering environmental impacts were also formalized.

In the social sector, we have upgraded the company-wide safety governance under the Chief Safety Officer (CSO) with the goal of achieving "Zero" major accidents, while identifying risks and opportunities across the value chain, including suppliers, and establishing a systematic response plan. This proactive and structural approach will contribute to the spread of safety culture and the creation of a win-win ecosystem throughout the supply chain. In addition, for the first time, the company's social value was quantified and published. Sustainable management performance was converted into an amount by dividing it into three categories: environment, community, and indirect economic contribution. This method will be continuously upgraded so that it can become a key indicator for assessing the company's social value created in the future.

In the governance sector, we have reinforced our integrated risk management system. This report introduces not only financial and non-financial risks broken down by type but also our integrated risk management system composed of working groups, internal committees, the management, and the Audit Committee. Additionally, we identified key risks by type and assessed their impact on the company to disclose potential risks that may occur within the next 3 to 5 years.

On top of that, there was a great deal of innovation and change compared to existing reports, including the expansion of the scope of disclosure of environmentally friendly financial information, disclosure of greenhouse gas emissions from overseas sites, and disclosure of ESG data on a consolidated basis including major subsidiaries. We believe that these efforts will result in Daewoo E&C Sustainability Report being ranked among the top in all business sectors as well as the construction industry.

We ask for the unwavering interest and support of stakeholders in Daewoo E&C's journey toward a sustainable future by practicing "ESG management fulfilling our responsibility to society and the environment."

Thank you.

Head of Management Planning Group, **Jong-Kil Jeong**



Sustainability Management System and Strategy

Sustainability Management Governance

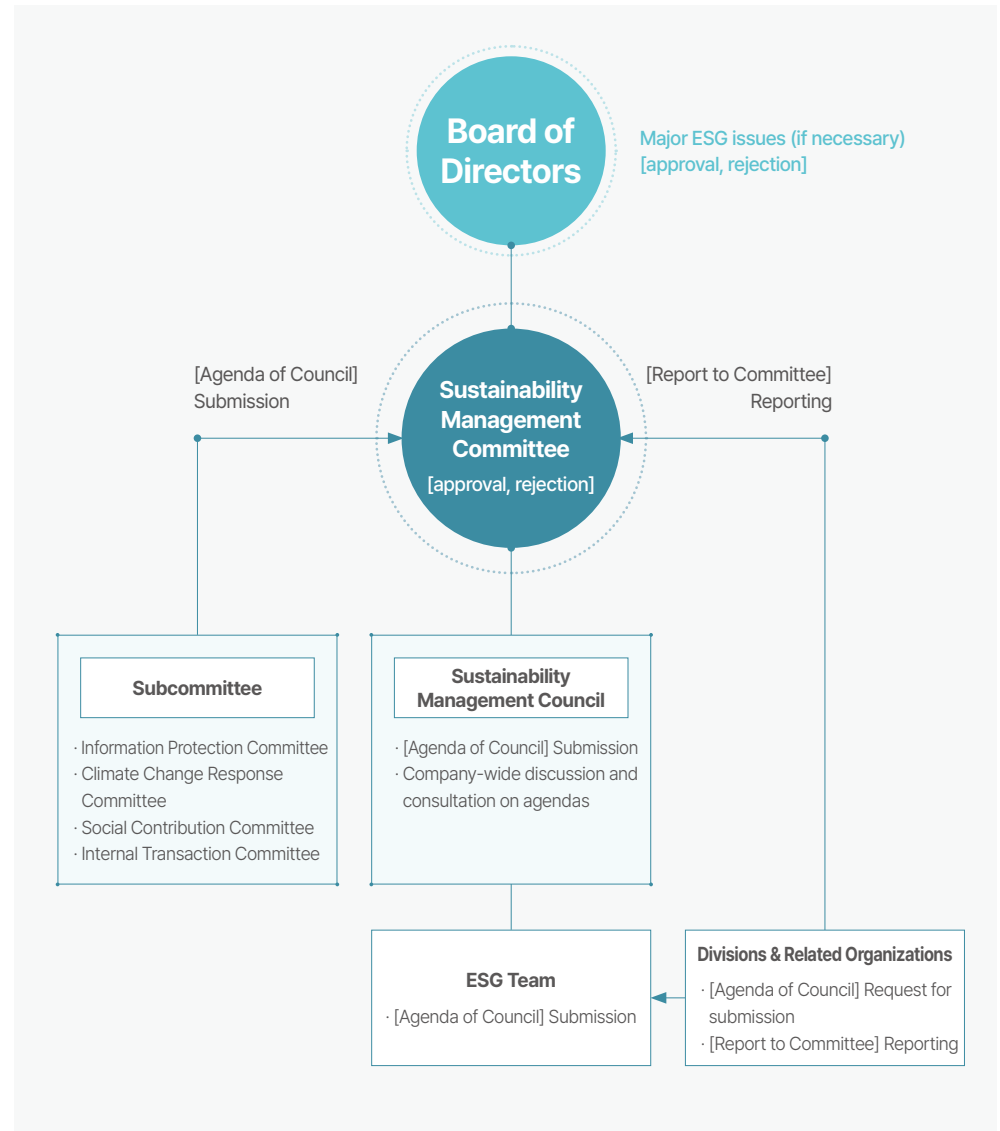
To systematically conduct sustainability management, Daewoo E&C operates an integrated collaboration system composed of the Board of Directors, the Sustainability Management Committee¹⁾, Sustainability Management Council, and operational teams, led by top management. The Sustainability Management Committee deliberates and determines strategies, policies, and risks for sustainability management, and the Board of Directors has the final approval authority for major matters. In the execution phase, the Sustainability Management Council takes the lead in monitoring departmental progress and promotes cross-organizational collaboration to strengthen execution capabilities.

Sustainability Management Organization: Structure and Key Roles

	Composition and Person in Responsibility	Major Role
Sustainability Management Committee	<ul style="list-style-type: none"> Chaired by: CEO Member: Executives (Head of each Division) 	<ul style="list-style-type: none"> Establishment of ESG policy and strategy, review of risks and opportunities Approval of ESG system, reporting and presentation to the BOD
Chief Sustainability Management Officer (CSMO)	<ul style="list-style-type: none"> Head of Management Planning Group 	<ul style="list-style-type: none"> Oversight of strategy and supervision of implementation General management of communication with stakeholders
Sustainability Management Council	<ul style="list-style-type: none"> Chaired by: CSMO Member: Senior Team Leader of Each Division 	<ul style="list-style-type: none"> Review of department-specific ESG action items and organization-wide sharing Operational coordination and consultation on current ESG issues
Subcommittees	<ul style="list-style-type: none"> Information Protection Committee Climate Change Response Committee Social Contribution Committee Internal Transaction Committee 	<ul style="list-style-type: none"> Establishment of information security strategies and discussion of implementation plans and improvements Review of climate change response strategies and measures at the company level Decision on key operational matters including volunteer group rules, business plans, and fund utilization Review of internal transactions between affiliates and risk management

1) The existing ESG Committee and ESG Council were renamed to the Sustainability Management Committee and Sustainability Management Council in January 2025.

Sustainability Management Organization System and Work Process



Deliberation of Key Agenda Items (2024)

Classification	Date	Agenda Item	Remarks
Sustainability Management Committee	2024. 01. 22	Composition of subcommittees under the Internal Transaction Committee and ESG Committee	Resolution
		Implementation of an in-house ESG campaign (plan)	Resolution
		Internal information security enhancement (plan)	Report
		2024 ESG management improvement initiative (plan)	Resolution
	2024. 03. 11	Introduction of ESG evaluation system for executives (plan)	Report
		Performance of social contribution activities and 2024 implementation (plan)	Resolution
		Selection of ESG materiality issues for 2024 (plan)	Resolution
	2024. 04. 08	Establishment of internal carbon pricing	Resolution
		Status and evaluation results of ESG promotion in 2024	Report
		Results of the 2024 human rights impact assessment and management status survey	Report
Sustainability Management Council	2024. 01. 17	Implementation of an in-house ESG campaign (plan)	Resolution
		ESG management improvement promotion in 2024 (plan)	Resolution
		Selection of ESG materiality issues (plan)	Resolution
		Introduction of ESG evaluation system for executives (plan)	Resolution
	2024. 03. 21	Supply chain sustainability management policy	Report
		Report on CS improvement status for customer satisfaction management	Report
		Report on the results of human rights impact assessment in 2024	Report
	2024. 10. 28	Supply chain sustainability management policy	Report
		Report on the results of human rights impact assessment in 2024	Report
		Report on the results of human rights impact assessment in 2024	Report

ESG Training Results (2024)

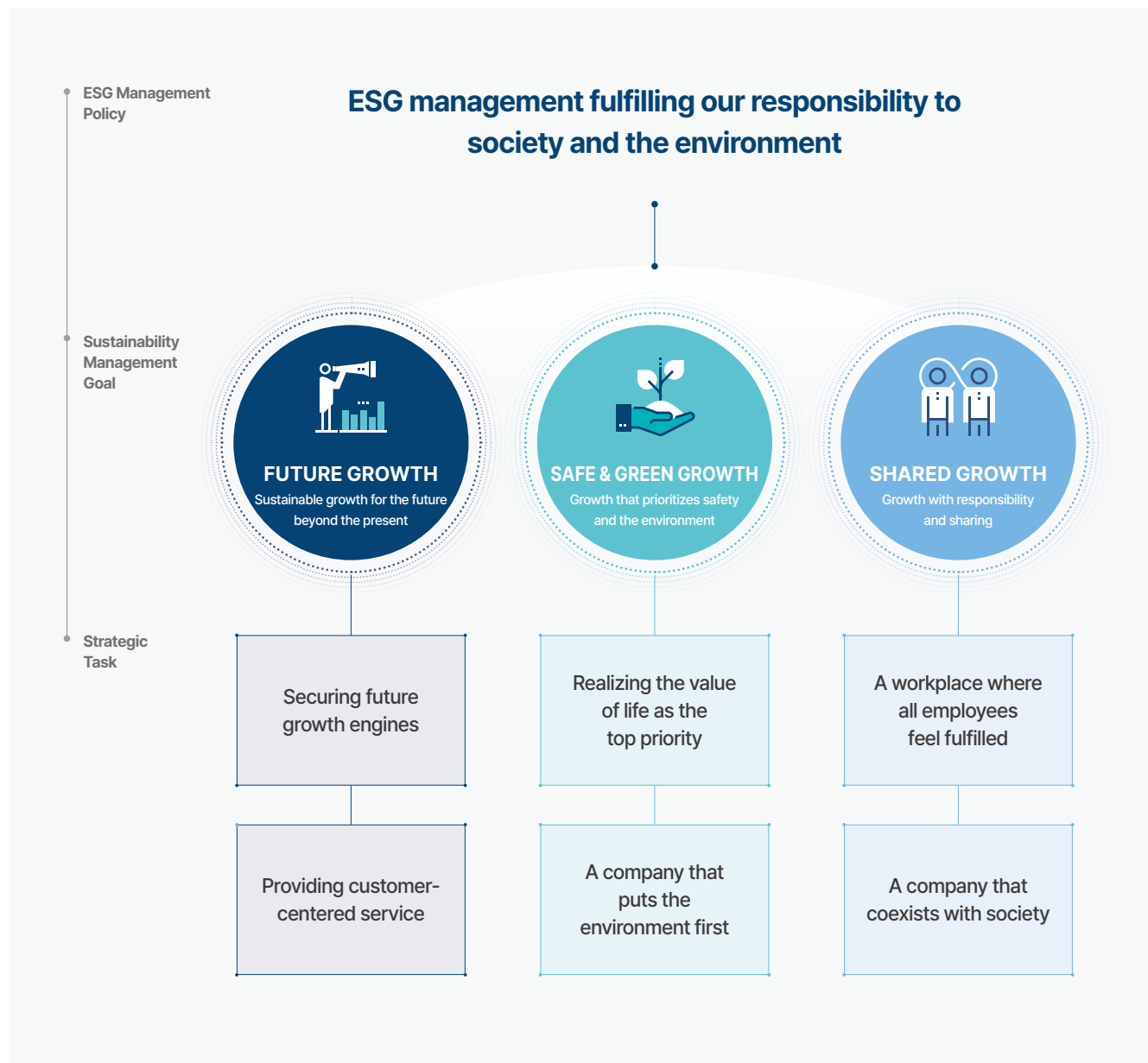
Training Method	Target	Detailed Content
 Understanding of ESG and ESG management in construction sites	Online All employees	<ul style="list-style-type: none"> Understanding of ESG ESG and construction business ESG management status of the company ESG management in construction sites
 ESG management guidelines in construction sites	Online All employees Offline Person in charge of quality and management	<ul style="list-style-type: none"> Importance of ESG Self-check list Corporate rule and guideline Detailed definition by item Job by stage of field operation Job allocation by position
 ESG training for the Sustainability Management Council	Offline Members of the Sustainability Management Council	<ul style="list-style-type: none"> Global trends in ESG Response directions of domestic companies
 ESG training for the Sustainability Management Committee	Offline Members of the Sustainability Management Committee	<ul style="list-style-type: none"> Global trends in ESG Response directions of domestic companies
 ESG training for the Board of Directors	Offline Independent directors	<ul style="list-style-type: none"> KSSB disclosure standards and implications for domestic companies

ESG Management Policy

Daewoo E&C has set "Responsible ESG management for society and the environment" as its core management policy and is building a strategic execution system for a sustainable future. With the recognition that ESG is not simply a non-financial issue, but an essential element for securing corporate sustainability and stakeholder trust, we are establishing a system to internalize ESG in all management activities and enhance company-wide execution capabilities.


We have established six strategic directions and 24 key tasks along with the three major sustainability management goals of "FUTURE GROWTH," "SAFE & GREEN GROWTH," and "SHARED GROWTH," and are systematically managing the level of implementation by setting quantitative goals for each strategic task. Through this, we seek to secure mid- to long-term business competitiveness while pursuing practical responses and delivering measurable outcomes for various key ESG issues such as responding to the climate crisis, strengthening safety and health, promoting coexistence with local communities, and advancing governance.

Notably, ESG performance is monitored based on annual quantitative indicators (KPIs), and each indicator is continuously improved by considering its connection with business strategy, operational risks, and stakeholder requirements. Daewoo E&C will continue to strengthen ESG governance and strive to enhance sustainability and corporate value simultaneously.



Sustainability Management Goals and Strategies

With the management policy of “Responsible ESG management for society and the environment”, Daewoo E&C is striving to achieve the goals, strategic tasks, and quantitative indicators for sustainability management.

Management Policy	Sustainability Management Goal	Strategic Task		Quantitative Indicator	Reporting Scope	2022	2023	2024	2025 Goal or Outlook		
ESG management fulfilling our responsibility to society and the environment	 FUTURE GROWTH Sustainable growth for the future beyond the present	1. Securing future growth engines	1.1 Developing smart construction technology	· Eco-friendly revenue ratio	A	11.2%	9.8%	13.9%	14.0%		
			1.2 Expanding eco-friendly new business	· R&D expense ratio	B	0.62%	0.63%	0.77%	0.63%		
				· Number of patent applications related to R&D	B	13 items	7 items	6 items	5 items		
		2. Providing customer-centered service	2.1 Differentiated customer service	· NCSI score (BS/AS)	C	79 points/75 points	80 points/75 points	81 points/78 points	81 points/78 points		
			2.2 Strengthening the customer information protection system	· Korea Standard-Service Quality Index(KS-SQI) score	C	83.6 points	83.5 points	83.4 points	83.4 points		
			2.3 Enhancing marketing capabilities	· Number of customer data breach cases	A	0 cases	0 cases	0 cases	0 cases		
				· Customer center response rate/resolution rate	C	86%/94%	73%/87%	89%/81%	89%/81%		
		3. Realizing the value of life as the top priority	3.1 Establishing a safety innovation culture	· Average score of internal quality management system audits	A	93.5 points	93 points	93.5 points	94 points		
				3.2 Fostering a safety-first mindset	· (Domestic) Fatality rate per 10,000 Workers	C	0.90‰	0.52‰	1.15‰(estimated)	0.50‰ or less	
					· (Overseas) TRIR	D	0.06	0.02	0.01	0.02 or less	
	3.3 Developing accident prevention technology using smart technology		· Employees who completed safety and health training	A, E	8,137 persons	9,154 persons	11,771 persons	9,030 persons+α			
			· Results of safety diagnosis of suppliers	A	83 points	82 points	80.3 points	82 points			
			· Domestic on-site action rate against SMARTy-identified issues	C	-	93.0%	96.2%	97.0%			
	SAFE & GREEN GROWTH Growth that prioritizes safety and the environment	4. A company that puts the environment first	4.1 Advancing environmental management system	· PQ credit score deduction due to violation of environmental regulations	C	0 points	0 points	0 points	0 points		
			4.2 Minimizing environmental impact	· GHG emissions (Scope 1 + Scope 2)	C	59,231tCO ₂ -eq	58,077tCO ₂ -eq	61,064tCO ₂ -eq	57,989tCO ₂ -eq		
			4.3 Responding to climate change issues through GHG reduction	· Energy consumption / renewable energy consumption rate	C	1,210TJ / 0.76%	1,200TJ / 0.39%	1,259TJ/1.75%	1,156TJ/1.75%		
			4.4 Managing emissions at construction sites	· Waste recycling rate	C	99.97%	99.94%	99.82%	99.90%		
		5. A workplace where all employees feel fulfilled	4.5 Eco-friendly supply chain management	· Green purchase rate	A	14.5%	17.8%	18.9%	17.0%		
			4.6 Developing eco-friendly construction technology	· Ratio of new suppliers who received environmental assessment	A	57.1%	40.2%	38.6%	40.0%		
				· Number of green patents held	A	58 projects	59 projects	59 projects	59 projects		
			SHARED GROWTH Growth with responsibility and sharing	6. A company that coexists with society	· Performance of environmental investments / costs	A	KRW 787 million/ KRW 32,709 million	KRW 577 million/ KRW 39,764million	KRW 761 million/ KRW 39,479 million	KRW 285 million/ KRW 52,695 million	
					6.1 Contributing to local economic development	· Self-Human Rights Impact Assessment Score (Daewoo E&C/ subsidiaries+suppliers)	A, E	Not implemented	95.6 points/Not implemented	95.8 points/96.7 points	96.7 points/97.6 points
						· Percentage of female employees out of all employees	A	12.91%	12.38%	12.36%	12.86%
	6.2 Promoting sustainable win-win management with suppliers	· Average training hours per employee				A	37 hours	43 hours	56 hours	50 hours	
	6.3 Social contribution activities	· Ratio of employees working for at least 12 months after returning from parental leave		A	71.01%	75.00%	92.31%	88.14%			
		6.4 Strengthening fair trade		· Number of ethics-related lawsuits in progress	A	0 cases	0 cases	0 cases	0 cases		
				· Transaction amount (outsourcing) / purchase amount (procurement) with suppliers	A	KRW 4.80 trillion/ KRW 2.18 trillion	KRW 4.19 trillion/ KRW 2.22 trillion	KRW 3.79 trillion/ KRW 1.39 trillion	KRW 3.03 trillion/ KRW 1.11 trillion		
		6.4 Strengthening fair trade		· Investment in social contribution (operating expenses + donations (donation account + other accounts))	A	KRW 1,644 million	KRW 2,471 million	KRW 2,205 million	KRW 2,550 million		
	6.4 Strengthening fair trade		· Number of suppliers who received ESG management support	A	Not implemented	20 companies	20 companies	24 companies			
			· Suppliers' grievance resolution rate (cases processed / cases received * 100)	A	100%	100%	100%	100%			
	6.4 Strengthening fair trade		· Number of violations of fair trade (subcontracting law, anti-bribery law, collusion)	A	1 case	0 cases	0 cases	0 cases			

* Data reporting scope (A: Daewoo E&C (separate) / B: Daewoo E&C (consolidated) / C: Daewoo E&C (domestic business site, separate) / D: Daewoo E&C (overseas business site, separate) / E: Suppliers)

Internalizing ESG

Conducting ESG Improvement Tasks

Daewoo E&C identifies issues requiring improvement by using domestic and international ESG evaluation indicators and disclosure standards as benchmarks and systematically improves them. In 2024, a total of 21 tasks were identified in the areas of environment, society, and governance, and improvements were completed for 17 of them, contributing to the establishment of policy frameworks and system improvements. We will continue to pursue ESG improvement activities by reflecting the latest domestic and international ESG trends and international standards, and transparently communicating the results to stakeholders.

Introducing ESG Evaluation System for Executives

To enhance the execution of sustainability management and internalize it within the organization, Daewoo E&C implemented an ESG evaluation system for executives in 2024. The system was designed to foster ESG interest and participation among executives, who are the company's leaders, and strengthen their role to ensure smooth implementation of ESG goal setting and management at the team and field level.

In 2025, sustainability management goals will be mandatorily included when establishing organizational goals at the team and site level. We will enhance company-wide ESG implementation capabilities by encouraging all teams and sites, as well as ESG-related organizations, to effectively execute sustainability strategies.

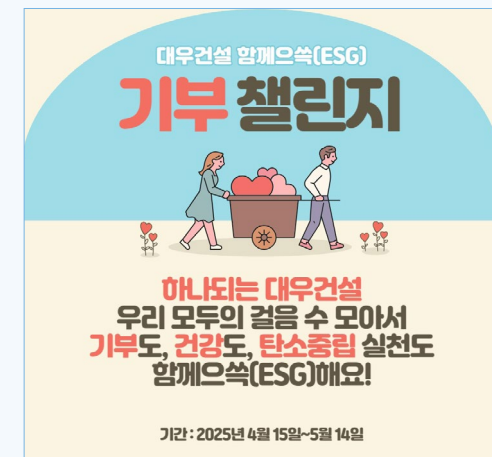
ESG Assessment and Awards to Excellent Organization in 2024

To encourage employees to voluntarily participate in ESG activities, the company conducted an ESG evaluation and company-wide recognition program since 2024. Through this, we aimed to demonstrate the management's commitment to promoting sustainability management and to raise employees' awareness of ESG. The evaluation was conducted based on participation in ESG campaigns and social contribution activities, completion of ESG education, safety and health, quality, and environment, and in October 2024, three teams at the headquarters and three construction sites were selected as excellent organizations in ESG and received awards.

Employee-participatory ESG Campaign

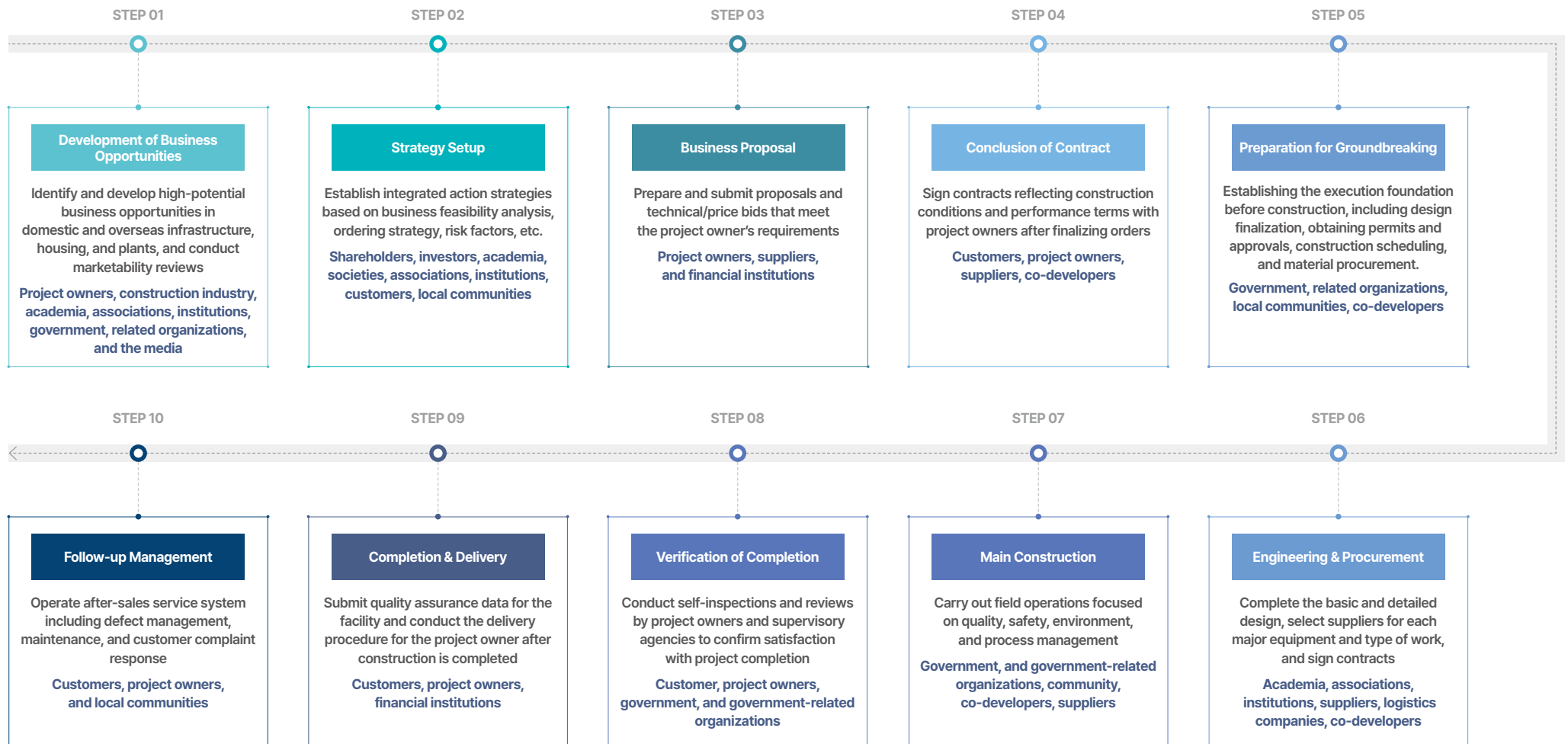
Daewoo E&C has been carrying out an in-house employee-engaged ESG campaign to internalize ESG management across the company and establish a culture of ESG practice. This campaign consists of activities that employees can implement in their daily work and aims to encourage them to voluntarily empathize with ESG values and align themselves with ESG principles and put them into action. In 2024, the campaign was focused on actions that individuals can easily conduct in their daily lives, such as reducing the use of paper cups, taking the stairs, and turning off office electronics at the end of the day. The campaign demonstrated that the heavy topic of greenhouse gas reduction can be easily practiced with small changes in daily life, and it was analyzed that participants reduced greenhouse gas emissions by 0.13 tCO₂-eq per person in 2024. Particularly, the annual use of paper cups and printing paper decreased by 59.8% and 26%, respectively, compared to the previous year.

In the first half of 2025, the "Together for ESG Walking Challenge" campaign was held. It aimed to reduce greenhouse gases by refraining from using vehicles for short distances, while also managing personal health and relieving stress through walking. Specifically, the campaign was held with a donation challenge linked to social contribution for a month from April 15 to May 14, and a total of 50 million won in donations was made to 10 social welfare organizations directly recommended by employees.



Value Chain

Daewoo E&C has analyzed the value chain and identified key stakeholders at each stage in order to proactively reflect stakeholder expectations and demands, and to identify risks and opportunities that may arise throughout its major business activities in civil engineering, building & housing, and plant construction. Based on the results of this analysis, we are practicing sustainability management across all stages, from the development of business opportunities to design, procurement, construction, and follow-up management.



Stakeholder Communication and Response

Daewoo E&C has identified nine groups of key stakeholders who interact with the company during the business process through value chain analysis and has derived definitions and key concerns for each group. Based on this analysis, we are carrying out activities to respond to their key concerns through communication channels for each stakeholder.

Stakeholder	Employees	Government & Related Organizations	Shareholders & Investors	Customers	Project Owners	Co-developers	Societies / Associations / Institutions	Local Communities	Suppliers
Definition	Daewoo E&C's core human resources and partners in achieving sustainability management together	Institutions that provide institutional and social foundations and suggest policy directions for sustainable growth.	Stakeholders who provide economic capital to Daewoo E&C and are interested in improving management performance and corporate value	Valuable entities who create the future together with Daewoo E&C and the cornerstone of the company's sustainability	Institutions or companies that are responsible for and have authority over projects as the entity of construction projects	Partners who jointly carry out projects with Daewoo E&C	Organizations that have expertise in construction and sustainability management and support sustainability management through cooperation and information exchange	Local communities and their members directly or indirectly affected by Daewoo E&C's business activities	Key partners who provide materials, equipment, and construction capabilities necessary for Daewoo E&C's business operations and cooperate throughout the entire process
Key concern	Increase employee satisfaction by strengthening capabilities and enhancing overall well-being	Fulfill corporate responsibilities by creating jobs, fulfilling tax obligations, and complying with laws and regulations, and fostering sustainable social development	Provide information and share performance through transparent management practices	Achieve customer satisfaction by providing the best living environment and construction services	Compliance with processes and schedules and sustainable project execution	Comply with the terms of the joint contract and carry out the project in a sustainable manner	Establish collaborative systems for R&D innovation between academia, industry, associations, and institutions	Contribute to the development of local communities through social contribution and coexistence activities	Build fair cooperative relationships and strengthen support for shared growth
Communication channel	<ul style="list-style-type: none"> Baronet (intranet) Daewoo E&C TV Labor Union/Labor-Management Council Compliance System Ethics Help-Line SMARTy (Safety Hotline, Communication Platform) 	<ul style="list-style-type: none"> Government committee activities Participation in policy research Collaborative programs, etc. 	<ul style="list-style-type: none"> Regular shareholders' meeting Annual report, sustainability report Analyst meeting IR website operation, etc. 	<ul style="list-style-type: none"> PRUGIO Customer Center PRUGIO website, online consultation, and chatbot Visit the model house for consultation and residential environment experience SNS, YouTube, etc. 	<ul style="list-style-type: none"> Weekly and monthly process meetings On-site visits and real-time communication 	<ul style="list-style-type: none"> Consultation during project bidding and execution Operation of regular working-level consultation body Real-time consultation when major issues such as design changes occur 	<ul style="list-style-type: none"> Federation of Korean Industries (K-ESG Alliance) Korea Enterprises Federation (ESG Management Committee) Korea Chamber of Commerce and Industry (ESG Agenda Group) Membership of 78 associations and organizations 	<ul style="list-style-type: none"> Continuous social contribution activities based on solidarity Preemptive social contribution activities in new countries of entry Community risk management activities 	<ul style="list-style-type: none"> Collaboration system (E-COS) website Supplier meeting Shared growth workshop, etc.
Daewoo E&C's response activities	<ul style="list-style-type: none"> Reorganize personnel system (position, evaluation, compensation) Conduct management-employee meetings Introduce training programs by position Operate workplace daycare center (PRUGIO BC Daycare Center) 	<ul style="list-style-type: none"> Implement carbon neutrality roadmap linked to Nationally Determined Contribution (NDC) Strengthen anti-corruption and ethical management Operate dedicated communication channels 	<ul style="list-style-type: none"> Operate electronic voting system for shareholders Efforts to return value to shareholders Participate in voluntary agency inspection program for decentralized general shareholders' meetings 	<ul style="list-style-type: none"> Enhance customer contact channels Strengthen customer centers' communication capabilities Provide immediate customer response services using mobile platforms 	<ul style="list-style-type: none"> Operate programs to enhance quality, safety, and environmental management Operate an external agency inspection information system Reports performances on a regular basis to project owners 	<ul style="list-style-type: none"> Clearly define roles for conducting joint subcontracting contracts Manage key issues and schedules through regular meetings Conduct training and check on quality, safety, and environmental standards 	<ul style="list-style-type: none"> Participate in industry-academia cooperation and joint research Participate in conferences, seminars, and association activities 	<ul style="list-style-type: none"> Implementation of community environmental cleanup and resource circulation donation activities Promote global social contribution activities in new countries of entry Operate a community risk management system 	<ul style="list-style-type: none"> Evaluate supply chain and supply chain sustainability management policy Comply with subcontracting laws Operate shared growth meetings with excellent suppliers Financial/technical/management support

Value Creation

Daewoo E&C conducted an input-output analysis analysis of financial and non-financial values based on the six capital categories defined in the IR Framework (Integrated Reporting Framework). The results aim to help stakeholders better understand the company's management status and provide management with a foundation for effectively monitoring the strategic use of resources.

INPUT(in 2024)

Financial

Total assets (consolidated)	KRW 12,658,456 million
Total equity (consolidated)	KRW 4,334,091 million

Manufactured

Order backlog as of end of 2023	KRW 45,133,827 million
Construction capability evaluation amount in 2024	KRW 11,708.7 billion
Cost of sales (consolidated)	KRW 9,576,063 million

Human

Employees (as of end of 2024)	5,503 persons
Employee training expense	KRW 2,638 million
Investment in safety and health	KRW 135,050 million
Executives' safety check	1,326 times

Intellectual

R&D personnel (R&D Center) (as of end of 2024)	61 persons
Field support by R&D Center	592 cases

Social & Partnership

Social contribution expense	KRW 2.16 billion
Employees' volunteering hours (consolidated)	4,659 hours (6,282 participants)

Natural

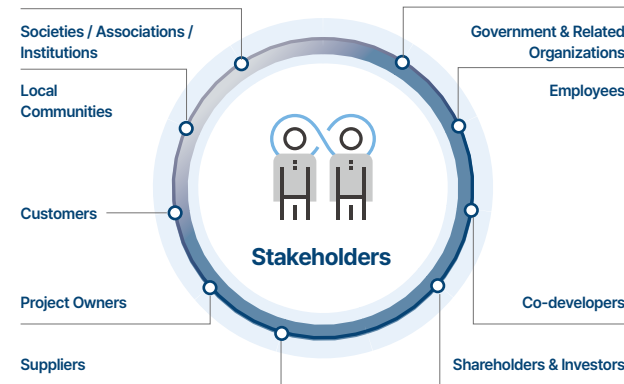
Eco-friendly purchasing	KRW 262,460 million
Environmental investment	KRW 761 million
Environmental cost	KRW 39,480 million

Value creation approach

YOUR DREAM, OUR SPACE

Optimizing business portfolio, strengthening core business,
and securing new growth engines

Value Chain



OUTPUT(in 2024)

Financial

Operating profit (consolidated)	KRW 403,125 million
Net profit (consolidated)	KRW 242,849 million

Manufactured

Order backlog as of end of 2024	KRW 44,440,135 million
Revenue in civil division (consolidated)	KRW 2,170,394 million
Revenue in building & housing division (consolidated)	KRW 6,841,821 million
Revenue in plant division (consolidated)	KRW 1,138,621 million

Human

Revenue per employee (separate)	KRW 1,708 million
(Domestic) Fatality rate per 10,000 workers	1.15‰(estimated)

Intellectual

R&D tasks completed	4 projects (2 in-house, 2 national)
Tasks in progress as of end of 2024	10 projects (5 in-house, 5 national)
Intellectual property rights	Acquired 3 items
Patent (as of end of 2024)	Applied 29 items
Carbon-reducing steel-type slag cement concrete technology fee	KRW 52 million

Social & Partnership

Evaluation of social contribution activities	83점
Social value of local communities	KRW 137,937 million (social value of volunteering activities: KRW 46 million)

Natural

Eco-friendly revenue	KRW 1,303,743 million
Violation of environmental laws ¹⁾	Zero

¹⁾ This is a case where Daewoo E&C was indicted for violating environmental laws and was subject to a fine or a higher-level penalty. It does not include penalties imposed on individual business sites.

Social Value Calculation

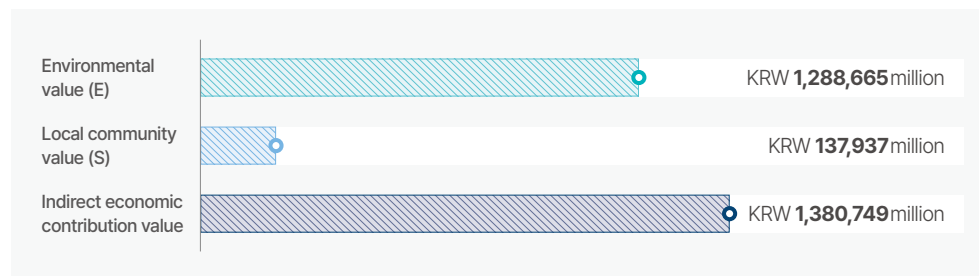
Daewoo E&C has calculated its social value in order to systematically manage the outcomes of its sustainability management and enhance trust with stakeholders. Social value consists of environmental value, community value, and indirect economic contribution. It refers to the monetary quantification of non-financial outcomes such as employment, stability, environmental impact, and community contribution generated through Daewoo E&C's business activities. While economic value is disclosed as financial performance through documents such as the business report, this report focuses on social value, excluding financial performance generated from ordinary business operations. By transparently disclosing the social value created in 2024 and managing it systematically, Daewoo E&C aims to embed sustainability management across all aspects of its business.

Composition of Social Value



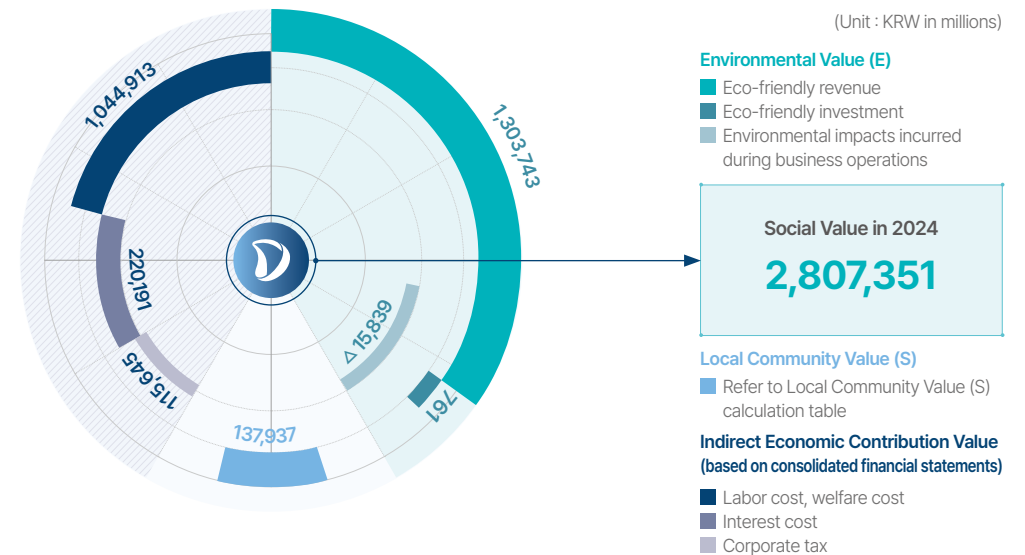
* Governance (G) pertains to Daewoo E&C's corporate governance structure and is excluded from the calculation of social value.

Social Value



Calculation of Social Value

Daewoo E&C plans to designate environmental value, local community value, and indirect economic contribution value in the business report as key indicators and to continuously monitor them.



Environmental Impacts Incurred during Business Operations

Daewoo E&C calculates the environmental impact costs related to key environmental items by applying the unit social cost based on credible international environmental cost calculation standards (IWG 2021 TSD, TU Delft Idemat 2025, etc.) for major environmental impact items (greenhouse gases, water, waste, etc.).

(Unit : KRW in millions)



1) Daewoo E&C (Domestic: 61,064 tCO₂-eq, Overseas: 103,672 tCO₂-eq), Major domestic and overseas subsidiaries: 21,526tCO₂-eq

2) Daewoo E&C headquarters

3) Daewoo E&C's domestic business sites

Calculation of Local Community Value

Daewoo E&C discloses only social value figures that can be substantiated through specific and objective evidence. We have created a local community value of KRW 137,937 million through safety and health, win-win cooperation, and contributions to the local community.

(Unit : KRW in millions)

Detailed Activities

Calculation Formula

Amount

Investment in safety and health

- Budget allocation for legal industrial safety and health management costs and safety innovation costs at the headquarters and sites



Amount executed for safety and health at headquarters and sites in 2024

135,050

Financial support for suppliers

- Financial assistance for partner companies through operation of a shared growth fund



One-year interest reduction effect of shared growth fund operated in 2024 (loan performance × interest reduction rate 2.14%)

297

Contribution to the win-win cooperation fund

- Contribution to the Korea Foundation for Cooperation of Large & Small Business, Rural Affairs (KOFCA)



Total contribution to the win-win Cooperation Fund in 2024

100

Reduction of Performance Bond Fees for Excellent Partners

- Selection of excellent partners and provision of benefits through small-group meetings for shared growth



Performance bond fee reduction for selected excellent partners in 2024 (Guarantee amount × warranty period × 0.5% annual fee rate)

219

Support for suppliers' ESG management

- Support through ESG-related Training, issuance of evaluation reports, and consulting for partner companies



Financial support provided for ESG management of 20 partner companies in 2024

20

Employees' volunteer work

- Total of 4,659 hours volunteered in 2024



Employee volunteer hours in 2024 × minimum hourly wage (KRW 9,860)

46

Donation

- Donations to domestic communities, such as house building projects for descendants of patriots of Korean independence



Donation expenditure in the 2024 business report (Daewoo E&C, consolidated)

1,435

Other expenses

- Donations to overseas local communities, etc.



Overseas donation-related contributions and expenses executed in 2024

744

Operating cost

- Other expenditure on social contribution activities



Operating costs incurred for local community contribution activities in 2024

26

Safety and
Mutual
cooperation

Contributions
to the local
community

Amount of Local
Community Value in 2024

KRW 137,937 million

Materiality Assessment

Materiality Assessment

Daewoo E&C conducts annual materiality assessments to proactively identify key factors affecting corporate sustainability and establish response strategies. The materiality assessment for the 2025 Sustainability Report was conducted by adding the double materiality concept of the EU's Corporate Sustainability Reporting Directive (CSRD) to the materiality principle of the Global Reporting Initiative (GRI), a global sustainability reporting framework. Materiality issues were selected from the perspectives of "impact materiality" and "financial materiality" of the impacts that companies and society have on each other, and they were disclosed through this report.



Materiality Assessment Process

Daewoo E&C operates a four-step process to identify the final material issues based on a thorough understanding of the organization and business. In 2025, to enhance the reliability of the assessment process, an external expert pool was utilized to reflect the opinions of construction experts, and a quantitative importance threshold (5 levels) was applied to select material issues. Through this process, all issues assessed as "Important" or higher were selected as material issues.

Process

STEP 01

STEP 02

Understanding of organizations and businesses

Collecting information to identify actual and potential impacts of the company

- Review of previous year's material issues
- Analysis of peer benchmarking : Analyzing domestic and overseas sustainability reports in the industry to identify key management issues
- Analysis of global disclosure standards and evaluation indicators : Review of requirements such as GRI Standards, SASB, MSCI, KCGS, ISSB, etc.
- Analysis and review of corporate management strategy compliance
- Media analysis : Monitoring media exposure (Period: January 1 – December 31, 2024)

STEP 04

STEP 03

Impacts identification and selection of an issue pool

Analysis of each impact on the company based on the collected information and selection of an issue pool

- Issue pool narrowed down to 21 key issues, two fewer than the previous year
- Updated and renamed several issues to reflect changes in the internal/external environment

Confirmation of material issues and response

Confirmation of material issues selected through materiality assessment with the report (approval) to the BOD

- Report on the 10 selected material issues to the Sustainability Management Committee for final confirmation
- Material issues selected by the BOD for 2025: Industrial safety and health, customer satisfaction and quality, and integrated risk management
- Report on detailed information on the above issues to the BOD by related departments within the year
- Annual disclosure of implementation plans, actions taken, and results in the sustainability management report

Materiality assessment and selection of material issues

Collection of information to identify actual and potential impacts of the company

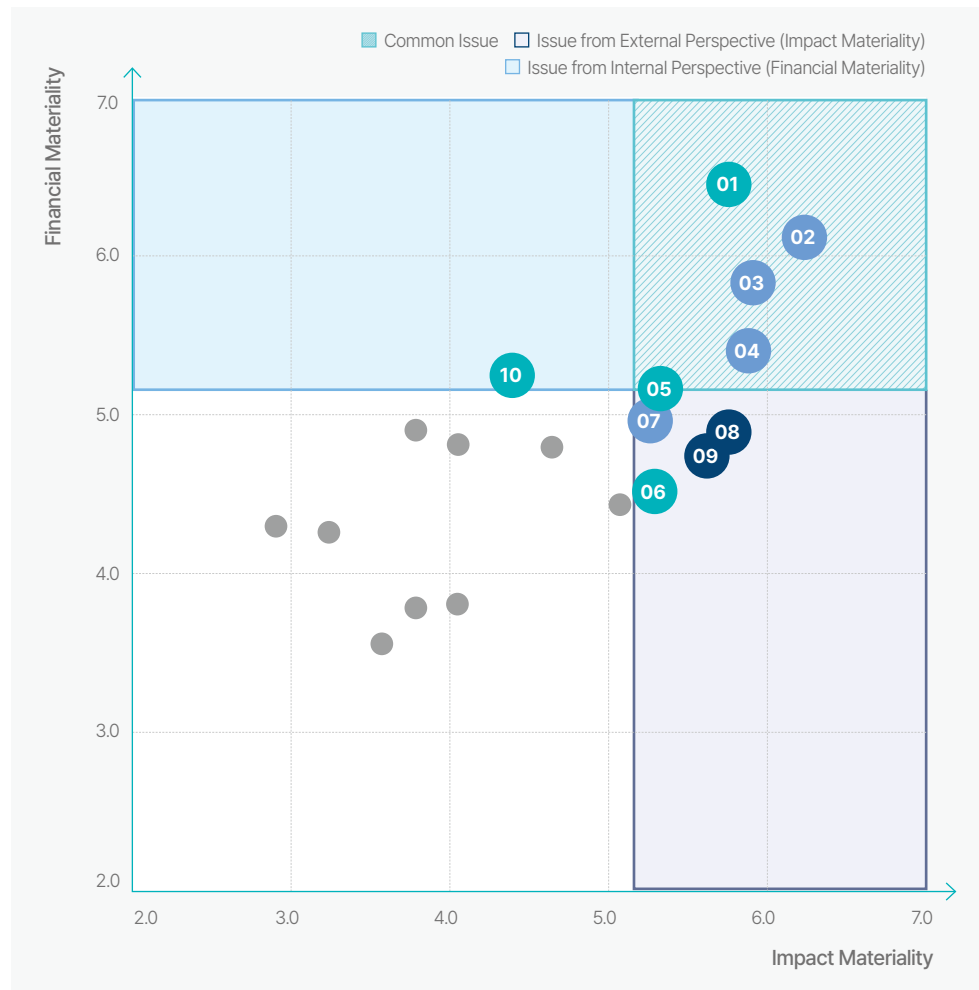
- Application of double materiality principle (impact & financial), including stakeholder surveys
- Survey on impact materiality : 861 internal and external stakeholders
- Survey on financial materiality : 129 executives and team leaders at the headquarters
- Evaluation from both impact (21 issues) and financial (21 issues) perspectives
- Impact materiality assessment : Based on disclosure criteria and industry peer analysis, corporate strategy alignment, and stakeholder survey
- Financial materiality assessment : Based on disclosure criteria analysis, financial materiality survey, and management strategy alignment
- 10 final material issues selected through a validation and review process and reported to management

Materiality Assessment Result

As for the materiality issues of Daewoo E&C in 2025, 10 material issues with high scores were selected through a quantitative evaluation using weighted scoring based on standardized criteria in each area of impact materiality and financial materiality: five issues such as resource circulation and eco-friendly technology investment from the perspective of impact materiality; one issue of energy management from the perspective of financial materiality; and four issues including climate change and industrial safety and health management that highly rated in both perspectives. All of the selected material issues were included in the list of material issues from the previous year (12 issues). Compared to the previous year, climate change issue rose in priority across both impact materiality and financial materiality, while human resource management issue fell in priority in terms of impact materiality and financial materiality.

The following issues were included in the issue pool but were not selected as material issues: use of eco-friendly raw materials, water resource management, biodiversity, human rights management and employee diversity, fair performance evaluation and compensation, labor-management culture, social contribution activities and contribution to the local community, information security and personal information protection, BOD transparency and expertise, protection of shareholder rights, new business development and market expansion.

Materiality Assessment Matrix



Materiality Issue	Change	Priority		Materiality Assessment		BOD (*)
		Impact	Financial	Impact	Financial	
E 01 Climate change	Existing	4	1	●●●●●	●●●●●	
S 02 Industrial safety and health management	Existing	1	2	●●●●●	●●●●●	●
S 03 Customer satisfaction and quality management	Existing	2	3	●●●●●	●●●●●	●
S 04 Supply chain management	Existing	3	4	●●●●●	●●●●	
E 05 Resource circulation	Existing	7	6	●●●●	●●	
E 06 Eco-friendly technology development and investment	Existing	8	13	●●●●	●●	
S 07 Human resource management	Existing	9	7	●●●●	●●	
G 08 Ethical and compliance management	Existing	5	8	●●●●	●●	
G 09 Integrated risk management	Existing	6	10	●●●●	●●	●
E 10 Energy management	Existing	14	5	●●	●●●●	

(*) Selected as a material issue by the Board of Directors in 2025. The team in charge of each issue will report related matters to the Board of Directors within the year.

Threshold		Impact	Financial	Assessment Result
Critical	Impact/Finance Average Score + (Standard Deviation X 1.5) or higher	4.5	4.2	●●●●●
Significant	Impact/Finance Average Score + (Standard Deviation X 1) or higher	4.3	4.0	●●●●●
Important	Impact/Finance Average Score + (Standard Deviation X 0.5) or higher	4.1	3.8	●●●●
Informative	Impact/Finance Average Score - (Standard Deviation X 0.5) or higher	3.8	3.4	●●
Minimal	Impact/Finance Average Score - (Standard Deviation X 0.5) or lower	3.8	3.4	●

Management Approach for Each Material Issue

Daewoo E&C analyzes risks and opportunities associated with the 10 selected material issues and establishes corresponding response strategies. Each issue is managed systematically in alignment with the UN Sustainable Development Goals (UN SDGs), and the outcomes are transparently disclosed in this report.

	Classification	Risk and Opportunity	Daewoo E&C's Response Strategy	Performance in 2024	Page	UN SDGs
<div>E</div> <div>Environmental</div>	<div>Climate change</div>	<ul style="list-style-type: none"> Increase in risk of process delays and asset damage driven by the rise in abnormal climate (heat waves, heavy rain, cold waves, etc.) Increase in cost burden due to tightening global reduction targets and inclusion in emissions trading scheme, and sales opportunities driven by surplus emission rights Increase in heightened business operation risks due to tightening carbon emission regulations by domestic and overseas public and private regulatory agencies 	<ul style="list-style-type: none"> Establishing and implementing the 2050 carbon neutral roadmap Strengthening capabilities for strategic emissions management and emissions trading system response led by the Climate Change Response Committee Considering climate-related costs through the introduction of internal carbon pricing 	<ul style="list-style-type: none"> Received the highest grade of "Leadership A" in CDP climate change response in 2024 Achieved a reduction of 2,914 tCO₂-eq in total greenhouse gas emissions compared to Scope 1 and 2 targets 	29 - 48	
	<div>Energy management</div>	<ul style="list-style-type: none"> Increase in burden of facility replacement and investment driven by stricter energy efficiency regulations and heightened operating costs driven by greater volatility in energy prices Potential for revenue growth driven by expanding demand for renewable energy and related markets Reduction in operating costs and enhanced competitiveness through the adoption of renewable energy and energy efficiency technologies 	<ul style="list-style-type: none"> Strengthening energy management to achieve energy consumption reduction goals Enhancing R&D and design capabilities to secure renewable energy technologies such as offshore wind power Pursuing a sustainable profit structure by developing new business models based on renewable energy 	<ul style="list-style-type: none"> Achieved a reduction of 17 TJ in energy usage under Scope 1 and 2, compared to target Secured fixed and floating substructure design technology for offshore wind power generation Registered two patents related to offshore wind power in February 2025 	48, 61	
	<div>circular resource use</div>	<ul style="list-style-type: none"> Increase in costs and legal risks driven by stricter regulations on waste disposal Enhancement of eco-friendly corporate image by proactively responding to stakeholders' growing interest in natural capital and circular resource use Increase in cost burden driven by utilization of recycled materials and application of new technologies, along with growing business opportunities driven by expansion of related technology market 	<ul style="list-style-type: none"> Ensuring compliance with legal standards and establishing a safe waste management system by expanding waste recycling rates and managing waste suppliers Formulating policies and establishing due diligence processes to strengthen natural capital management Promoting circular resource use through active use of recycled aggregates and adoption of new technologies 	<ul style="list-style-type: none"> Waste recycling rate : 99.82% (compared to total generation) Establishing The Biodiversity Conservation Policy and Deforestation Prevention Policy for sustainable construction Expanded the application of carbon reduction steel-type slag cement concrete technology and eco-friendly cement-free grouting method (HIT-ECO) 	57 - 60, 63 - 64	
	<div>Eco-friendly technology development and investment</div>	<ul style="list-style-type: none"> health standards driven by strengthened social responsibility Deterioration of working environment due to climate change Enhancement of disaster prevention activities due to development of smart safety technology 	<ul style="list-style-type: none"> Expanding programs to improve safety standards of partner companies Strengthening inspection activities and conducting safety campaigns during high-risk periods Developing and advancing the smart safety management system 	<ul style="list-style-type: none"> Environmental investment : KRW 761 million Completed 2 in-house projects and 2 government-funded projects in 2024, with 5 in-house projects and 5 government-funded projects ongoing as of end-2024 Secured 3 intellectual property rights by 2024 	54, 61 - 65	
<div>S</div> <div>Social</div>	<div>Industrial safety and health management</div>	<ul style="list-style-type: none"> Improvement of safety and health standards driven by strengthened social responsibility Deterioration of working environment due to climate change Enhancement of disaster prevention activities due to development of smart safety technology 	<ul style="list-style-type: none"> Expanding programs to improve safety standards of suppliers Strengthening inspection activities and conducting safety campaigns during high-risk periods Developing and advancing the smart safety management system 	<ul style="list-style-type: none"> Expanded and standardized best practice identification through strengthened on-site inspections by the CSO A total of 130,993 work stoppage rights issued in 2024 As a result of the diagnosis of the safety level of partner companies, the overall average improvement by 6 points compared to the initial test 	69 - 78	

* UN SDGs refer to the 17 sustainable development goals proposed by the United Nations. Daewoo E&C recognizes them as key indicators of stakeholder interest and aims to enhance stakeholder trust by aligning its material issues with the relevant goals

Management Approach for Each Material Issue

	Classification	Risk and Opportunity	Daewoo E&C's Response Strategy	Performance in 2024	Page	UN SDGs
<div>S</div> <div>Social</div>	 Customer satisfaction and quality management	<ul style="list-style-type: none"> Stakeholder risk arising from defects and litigation ISO Standard Requirements Based on Project Owner's Bidding Specifications Accelerating digital transformation in services 	<ul style="list-style-type: none"> Operating inspection and monitoring system focused on preventing quality risks Implementing a smart quality management system Enhancing convenience and usability of service app and AI chatbot 	<ul style="list-style-type: none"> Defect prevention inspection: 124 cases conducted (on-site quality audits, quality issue support, and quality patrols) Acquired a new certification (ISO 19443) and maintained an existing certification (ISO 9001) Validated the effectiveness of the quality management system (HQ quality audit covering 47 organizations; 100% of identified issues resolved) Number of completed defect agreements increased year-on-year (29 → 32) Awarded the Korea Service Grand Prix for 5 consecutive years Improved existing service apps and completed development of supplier-facing app 	93 - 103	
	 Supply chain management	<ul style="list-style-type: none"> Increasing demand for sustainable supply chain management Stronger enforcement and penalties for violation of subcontracting laws Increasing global demand for ESG practices in supply chains 	<ul style="list-style-type: none"> Established and enhanced supply chain sustainability management policies Evaluating ESG risk activities in the supply chain Supporting ESG management of suppliers Operating the Supplier Monitoring Council and Disciplinary Committee 	<ul style="list-style-type: none"> Achieved 100% complaint handling rate for suppliers Achieved 100% integrity contract compliance rate for suppliers Generated KRW 516 million in social value through financial support and performance guarantee fee reductions for suppliers 	104 - 107	
	 Human resource management	<ul style="list-style-type: none"> Enhancement of corporate competitiveness through talent acquisition and capability development Increasing demand for human diversity and inclusion Digital transformation of work in line with current trends 	<ul style="list-style-type: none"> Improving organizational culture by restructuring the position system and in-house programs Strengthening leadership and value education through executive top-level courses, organizational synergy workshops, etc. Strengthening professional capabilities through job-based personnel management and improvement of education system Establishing a continuous learning system centered on Barobaeum 	<ul style="list-style-type: none"> Implemented a 3-stage position system (Associate-Senior Associate-Manager) Introduced a new job training system for each position level Introduced gamification elements and conducted knowledge sharing contests within Barobaeum 	79 - 85	
<div>G</div> <div>Governance</div>	 Ethical and compliance management	<ul style="list-style-type: none"> Continued risk of corruption and legal/regulatory violations Expansion of demands for ethics and transparency from stakeholders Increasing importance of ethical management within ESG standards 	<ul style="list-style-type: none"> Operating an ethical management system based on the Code of Ethics and Conduct Maintaining ISO 37001 (Anti-Corruption Management System) Certification Operating an integrity pledge system and institutionalizing ethical training Operating reporting channels (Internal Audit Office, K-Whistle) and strengthening the whistleblower protection system 	<ul style="list-style-type: none"> 2 online training sessions for employees, 607 employees participated in on-site training 100% compliance with the integrity pledge of employees and suppliers External audit for ISO 37001 : zero Nonconformities Conducted compliance inspections at 38 sites Addressed all internal whistleblowing cases (100% processing rate) 	121 - 126	
	 Integrated risk management	<ul style="list-style-type: none"> Increasing likelihood of simultaneous occurrence of financial and non-financial risks Increased demand for ESG and greater need for transparency from stakeholders Heightened geopolitical and currency exchange rate risks due to expansion of overseas business Rising need to integrate fragmented risk response systems 	<ul style="list-style-type: none"> Operating an integrated risk management system based on the 3rd Line Defense Operating the Risk Committee and Sustainability Management Committee under the leadership of management Establishing a risk matrix by type and utilizing risk management systems (Barodap, DAIA, etc.) Prioritizing inspection and management based on the likelihood of occurrence and impact 	<ul style="list-style-type: none"> Standardized the enterprise-wide risk management process (review - prediction - plan) Established a risk impact analysis and monitoring system covering for 12 risk types Introduced a pre-detection system based on contracts and documents, and identified early risk cases Completed risk assessments for 41 cases including high-risk workplaces 	127 - 133	

SPECIAL REPORT

Daewoo E&C has prepared this SPECIAL REPORT (Climate-related Report based on Sustainability Disclosure Standards) in faithful accordance with the requirements of the Sustainability Disclosure Standards No. 2 “Climate-related Disclosure (Draft)” published by the Korea Sustainability Standards Board (KSSB).

This report clearly presents Daewoo E&C’s current status and relevant data in relation to the four core elements—Governance, Strategy, Risk Management, and Metrics and Targets—as outlined in the disclosure standards, and includes future goals and response plans based on these elements.

Moreover, as the impact of climate-related risks and opportunities continues to grow, we have sought to respond effectively to climate change and turn it into an opportunity by establishing and implementing a proactive response strategy. Through the provision of accurate information, we aim to enhance trust with our stakeholders.

Climate-related Report Based on Sustainability Disclosure Standards

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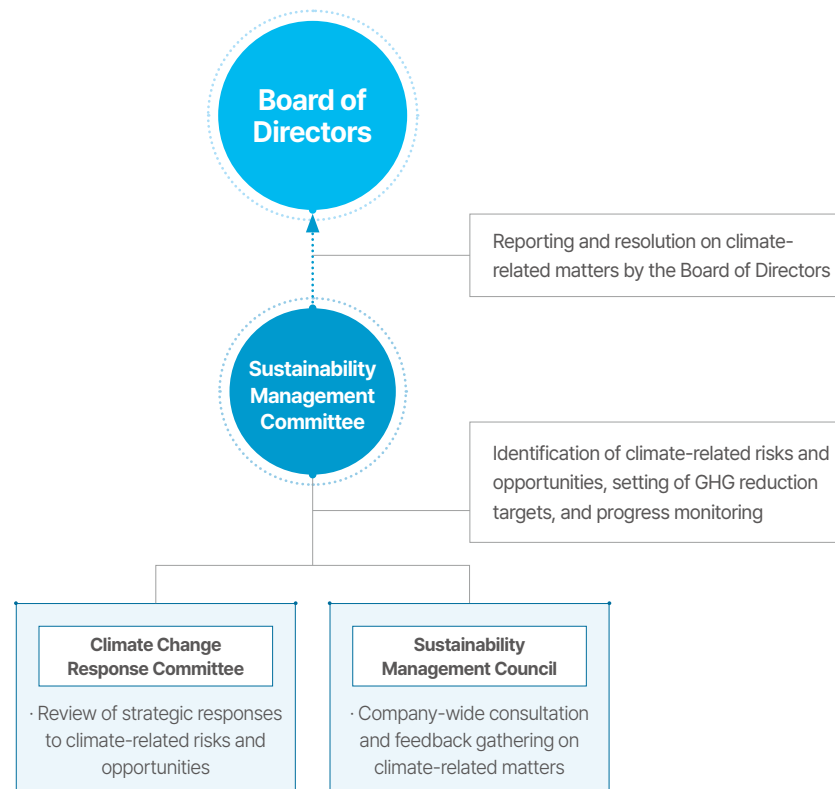


Climate-related Report Based on Sustainability Disclosure Standards

Governance

Decision-Making Body Responsible for Oversight of Climate-related Risks and Opportunities

Governance System



Decision-Making Body Responsible for Climate-related Risks and Opportunities and Operating Regulations

At Daewoo E&C, the Board of Directors serves as the highest decision-making body responsible for major issues related to environmental management, including climate change. Climate-related matters are reviewed by the management and reported to the Board of Directors, which provides comprehensive oversight. The Board of Directors supervises the execution of management duties by deliberating and making final decisions on key climate-related agenda items. In accordance with Article 5 (Matters Requiring Resolution) of the Board of Directors' Operating Regulations, the Board deliberates and makes decisions on major management matters. Pursuant to Article 10 (Matters to Be Reported), it also receives reports on non-financial risks deemed significant to management, including those related to the environment, safety and health, human rights, supply chain sustainability, consumer rights protection, information security, and community engagement.

Reporting Method and Frequency to the Decision-Making Body

Daewoo E&C operates the Sustainability Management Committee, composed of the CEO and key executives, to establish governance for responding to climate change. The Committee receives reports on climate-related issues at least once a year, reviews them, and reports key matters to the Board of Directors. Major issues requiring board resolution are deliberated and decided by the Board. The Climate Change Response Committee under the Sustainability Management Committee is chaired by the Chief Sustainability Management Officer (CSMO) and convenes at least once a year (or more frequently if necessary). Working-level managers, including responsible executives and team leaders, participate in the committee to discuss effective climate-related response measures. Key strategies and response plans are reported to the Sustainability Management Committee and finalized through the CEO's approval or a resolution by the Committee.

Deliberation Status of Key Board Agenda Items (Climate Change and Environmental Management)

Date	Agenda Item	Remarks
2024. 04. 11	Approval of the Proposed Selection of ESG Materiality Issues for 2024	Resolution
2024. 05. 09	Report on risk management for 2024	Report
2024. 12. 12	Proposal for Setting an Internal Carbon Price	Resolution
	Report on the Company's ESG Implementation Status and ESG Evaluation Results for 2024	Report

Deliberation Status of Key Agenda Items by the Sustainability Management Committee (Climate Change and Environmental Management)

Date	Agenda Item	Remarks
2024. 01. 22	Proposed Implementation of In-house ESG Campaign	Resolution
	Proposed Plan for Enhancing ESG Management in 2024	Resolution
2024. 03. 11	Proposal for Introducing an ESG Evaluation System for Executives	Report
2024. 04. 08	Proposed Selection of ESG Materiality Issues for 2024	Resolution
2024. 12. 02	Proposal for Setting an Internal Carbon Price	Resolution
	Report on the Company's ESG Implementation Status and Evaluation Results for 2024	Report

Deliberation on Key Agenda Items by the Sustainability Management Council (Climate Change and Environmental Management)

Date	Agenda Item	Remarks
2024. 01. 17	Proposed Implementation of In-house ESG Campaign	Resolution
	Proposed Plan for Advancing ESG Management in 2024	Resolution
2024. 03. 21	Proposed Selection of ESG Materiality Issues	Resolution
	Proposed Introduction of an ESG Evaluation System for Executives	Report

Deliberation on Agenda Items by the Climate Change Response Committee

Date	Agenda Item	Remarks
2024. 06. 03	Establishment of short-term, mid-term, and long-term detailed strategies related to climate change and the environment	Resolution
	Update on Potential Financial Impacts of Climate-Related Risks, Opportunities, and Management Costs	Resolution
	ESG Strategy for Utilizing Carbon-Reducing Concrete Technology	Resolution
2024. 10. 28	Proposal for Setting an Internal Carbon Price	Resolution

Capability of the Decision-Making Body

As of the end of December 2024, the Board of Directors — the company's highest decision-making body — consists of one executive director and six independent directors. The competencies of each board member are managed with consideration not only of their expertise in business management but also of their capabilities in sustainability management. For more information, please refer to the Board Skill Matrix on page 115 of this Sustainability Report.

Board members demonstrate ongoing interest in key climate-related issues, including risks and opportunities, and actively participate in processes such as materiality assessments. They are responsible for overseeing and managing these issues. The executive director contributes to the company's sustainability efforts as a member of the ESG Management Committee of the Korea Employers Federation, leveraging his deep understanding and insight into sustainability management.

All board members, including independent directors, regularly receive training to strengthen their competencies in sustainability, including climate change response. In August 2024, all independent directors completed climate-related training (Hosted by: Samjong KPMG, Content: KSSB Disclosure Standards and their implications for Korean companies).

Consideration of Climate-Related Trade-offs by the Decision-Making Body

The Board of Directors recognizes the potential trade-offs between opportunities and risks associated with climate change and takes into account both financial and non-financial impacts in its decision-making process. While actively leveraging opportunities such as improving resource efficiency and expanding the renewable energy market, the Board also considers physical risks by country and region, as well as transition risks associated with the shift to a carbon-neutral economy. Through this approach, the company seeks to balance economic feasibility with sustainability in its climate response, thereby enhancing the effectiveness of its decision-making.

Oversight by the decision-making body of target setting and progress regarding climate-related risks and opportunities

Daewoo E&C has established a mid- to long-term roadmap for carbon neutrality by 2050, setting phased reduction targets and presenting effective measures to achieve them. The roadmap includes periodic targets for reducing greenhouse gas emissions (annual allowable emissions) and energy consumption (annual allowable usage). The Board of Directors receives reports on the company's ESG implementation status and ESG evaluation results, reviews whether targets need to be revised, and oversees progress toward achieving them.

Setting short-term target	Target Greenhouse Gases in 2024 (annual allowable emissions)	Target energy in 2024 (annual allowable consumption)	
	63,978 tCO ₂ -eq	1,276 TJ	
Checking on achievement of short-term target	Greenhouse gas emissions in 2024 :	Energy consumption in 20244 :	
	61,064 tCO ₂ -eq Reduction : 2,914 tCO ₂ -eq	1,259 TJ Reduction : 17 TJ	
Management and supervision of progress	Reported through the 2024 ESG Implementation Status and ESG Evaluation Results		
Final target	Carbon neutrality by 2050		

* Greenhouse gas emissions and energy targets and performance are based on domestic operations.

Whether and How Climate-related Performance Indicators Are Reflected in Compensation Policies

The compensation policy for members of the decision-making body incorporates the achievement of climate-related performance indicators, aligning the company's mid- to long-term sustainability goals with individual performance. This approach encourages members to recognize climate change response as a strategic priority and to make responsible decisions that balance corporate and personal interests.

Personnel

Compensation Policy

(As of the end of December 2024)

**CEO /
Executive Director**

The following factors were considered in calculating executive compensation (performance-based bonuses):

- Achievements in securing future growth engines through eco-friendly business initiatives, such as wind power generation and resource circulation

Management's Role in Climate-Related Risks and Opportunities

Delegation to Management and Supervision of Delegated Authority

The Sustainability Management Committee, composed of key executives including the CEO, is delegated authority from the Board of Directors to address climate-related risks and opportunities. The committee reviews climate-related risks and opportunities identified by the Sustainability Management Council and relevant environmental departments, approves response strategies and measures, and sets and confirms short-, medium-, and long-term greenhouse gas reduction targets.

The Climate Change Response Committee, under the Sustainability Management Committee and chaired by the Chief Sustainability Management Officer (CSMO), reviews and develops response measures to climate-related risks and opportunities, with participation from responsible executives and team leaders. The Board of Directors, as the highest decision-making body, oversees the execution of delegated responsibilities and provides final approval, thereby ensuring responsible decision-making on climate-related risks and opportunities.

Management Controls, Procedures, and Integration with Other Internal Functions

Daewoo E&C operates the Climate Change Response Committee to set climate-related goals and review associated risks and opportunities. In addition, climate issues are managed in an integrated manner through collaboration among departments such as environment, strategy, and risk management, thereby supporting management decisions to be effectively integrated with internal functions.

When climate-related risks and opportunities are deemed highly significant, they are incorporated into the company-wide integrated risk management process to ensure systematic oversight.

Strategy

Climate-related Risks and Opportunities That Are Reasonably Expected to Affect the Company's Prospects

Daewoo E&C comprehensively considers the cases of global peers as well as external environmental factors affecting the construction industry in identifying climate-related risks and opportunities. Climate-related risks expected to have a significant impact on the company are classified into physical risks such as abnormal climate phenomena and transition risks from policy and regulatory changes, introduction of low-carbon technologies, and changes in market and consumer behavior. The growth of eco-friendly markets driven by climate change, improvement of resource efficiency, and the development and use of low-carbon concrete are considered as opportunity factors that will have a positive impact on Daewoo E&C's long-term business expansion and profitability improvement.

Climate-related Risk and Opportunity Pool in 2025

Type		Factor	
Physical Risk ¹⁾	Acute	P1	Identifying the risk of asset damage due to increased abnormal climate phenomena ²⁾
	Acute	P2	Increased possibility of incurring liquidated damage due to delay in construction period caused by abnormal climate phenomena
Transition Risk	Policy/Regulation	T1	Tightening regulations mandating low-carbon construction
	Policy/Regulation	T2	Need to purchase emission allowances for excess emissions after the incorporation of the Emissions Trading Scheme
	Policy/Regulation	T3	Penalties for failure to comply after strengthening climate change disclosure
	Market	T4	Increased costs due to premium transfer of eco-friendly raw materials
	Technology	T5	Increased costs due to expansion of renewable energy
	Technology	T6	Increased investment costs due to electrification of construction equipment
	Reputation	T7	Reputation risk when failing to respond to stakeholders' demands for carbon neutrality
Opportunity	Market	O1	Strengthening market competitiveness through expansion of environmental business ³⁾
	Market	O2	Strengthening market competitiveness due to expansion of renewable energy construction projects
	Product/Service	O3	Sale of carbon credits by issuing VCMs ⁴⁾ in accordance with the development of low-carbon concrete
	Resource Efficiency	O4	Cost savings driven by increased use of renewable energy
	Resource Efficiency	O5	Lower fuel and maintenance costs through transition to electric vehicles
	Energy Resource	O6	Sale of surplus emission allowances through reductions beyond allocated targets

1) Due to the nature of the construction industry, which does not retain assets over the long term, chronic risks are not considered, as projects are typically completed before cumulative damage can occur.

2) Floods, heavy rain, drought, cold waves, heat waves, forest fires, strong winds, hail

3) Environmental infrastructure construction projects such as waste bio gasification facilities, waste plastic recycling facilities, and water treatment facilities

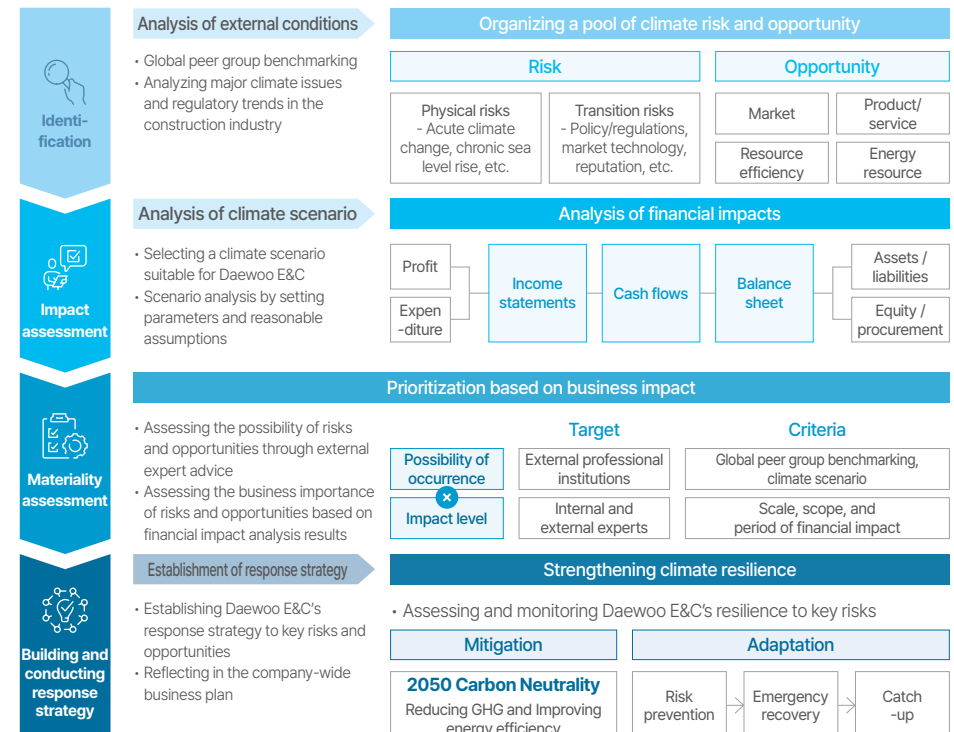
4) Voluntary Carbon Market

Expected Period Affected by Identified Climate-related Risks and Opportunities

Daewoo E&C conducted short-term, mid-term, and long-term climate scenario analysis and risk and opportunity impact assessments in line with its greenhouse gas reduction goals and company-wide business plans. The analysis period criteria were based on the definitions in the Korean Sustainability Disclosure Standards No. 2 Climate-related Disclosure Matters (Draft), which were also used in Daewoo E&C's company-wide business plans to ensure that climate-related risks and opportunities were practically reflected in business strategies and decision-making.

Short-term	Mid-term	Long-term
Period until the next fiscal year (within 1 year)	Period for establishing mid-term business and capital plans and etc. (more than 1 year to less than 5 years)	Period for establishing the business vision and GHG reduction roadmap (over 5 years)

Climate Change Response Strategy Process



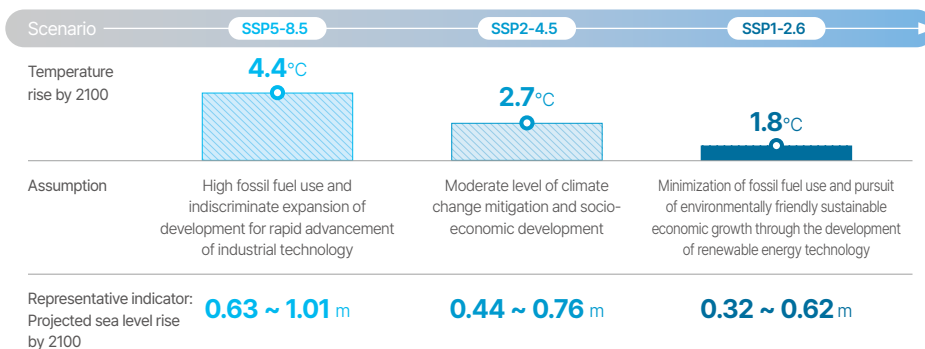
The Impact of Climate-Related Risks and Opportunities on Business Models and Value Chains

Climate-related risks and opportunities can have a significant impact on Daewoo E&C's business model and value chain. Notably, the construction phase, where more than 80% of resources and activities are concentrated, is considered to have the greatest risk potential and financial impact. Due to the nature of the construction industry, completed buildings are not assets of Daewoo E&C, but if the construction site is damaged, additional costs must be incurred to restore it to its original condition. Therefore, we conducted the analysis assuming the accumulated revenue of the operating site as an asset. Based on consolidated financial statements, an impact assessment on climate-related physical risks was conducted for 17 business sites including major subsidiaries and 88 construction sites. Particularly, to enhance physical risk analysis, Jupiter Intelligence, a global climate modeling tool, was utilized to analyze the level of direct asset damage caused by abnormal climate phenomena¹⁾. Liquidated damages that may arise in the event of construction interruption due to extreme weather events have also been added to the financial impact assessment. Regarding transition risks and opportunities such as regulations, policies, markets, and technologies, the evaluation was conducted based on separate financial statements excluding major subsidiaries in consideration of the business characteristics and financial materiality (less than KRW 1 billion).

Climate Scenario Analysis

To comprehensively evaluate the impact of climate change on Daewoo E&C's business, the company applied the latest climate policies and recommendations from international organizations as guiding principles. In terms of physical risks, the SSP²⁾ scenario, which predicts changes in greenhouse gas emissions due to future economic and social changes, was utilized in addition to the IPCC³⁾ and RCP⁴⁾ scenarios, which only reflect predictions of existing greenhouse gas emissions. For transition risks, IEA⁵⁾ scenarios were used, which reflect policies, carbon reduction targets, and the pace of clean energy transition.

Physical Risk Analysis Scenario – IPCC Scenario



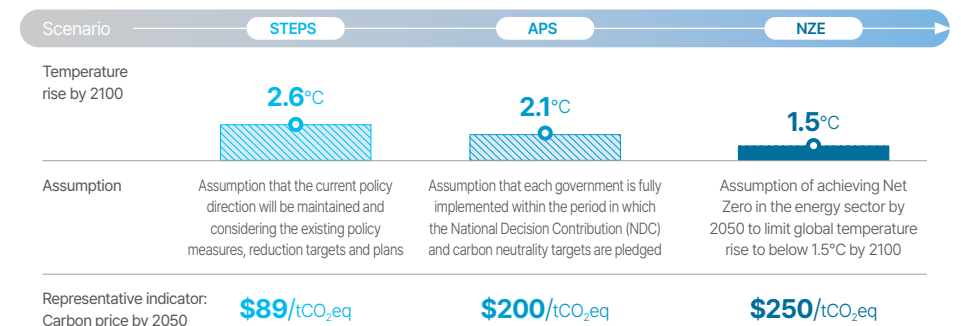
1) Floods, heavy rain, drought, cold waves, heat waves, forest fires, strong winds, hail / 2) Intergovernmental Panel on Climate Change / 3) Representative Concentration Pathways /

4) Shared Socioeconomic Pathways / 5) International Energy Agency / 6) Vietnam THT Development, Vietnam DAEWOO E&C Vina, Nigeria DAEWOO E&C Nigeria Limited, DAEWOO ST, KOINFRA, Daewoo Songdo Hotel

IPCC Scenario-Based Climate Modeling Tool

Classification	Jupiter Intelligence	Climate Information Portal DB of the Korea Meteorological Administration
Overview	Physical risk impact prediction platform based on global weather models (NASA, CMIP6, etc.) and self-calibration	A platform that provides regional future climate outlook based on the National Institute of Meteorological Sciences' domestic disaster-specific models (HadGEM3, etc.)
Data provided	<ul style="list-style-type: none"> Physical risk exposure level: risk score Financial impact: average annual loss 	<ul style="list-style-type: none"> Average number of disaster occurrence days per administrative district nationwide
Analysis target	Cumulative construction cost by construction site as of the end of 2024 <ul style="list-style-type: none"> 76 domestic sites 12 overseas sites Tangible assets by business site, including buildings, machinery, and equipment <ul style="list-style-type: none"> 9 sites including Daewoo E&C Headquarters and R&D Center 8 sites including the headquarters and factories of major subsidiaries⁶⁾ 	Cumulative construction cost and liquidated damage rate by construction site as of the end of 2024 <ul style="list-style-type: none"> 76 domestic sites
Utilization of results	Assessment of physical risk exposure and estimated asset losses by region, country, and business site	Estimation of liquidated damages due to construction delays caused by regional disasters

Transition Risk and Opportunity Analysis Scenario – IEA Scenario



Status and Plans to Respond to Climate-related Risks and Opportunities

Daewoo E&C analyzes the impact of climate-related risks and opportunities on its business model and value chain, identifies the current status and establishes plans to respond to them. The company has established a 2050 carbon neutrality roadmap and is implementing specific short-, medium-, and long-term strategies and detailed action plans to reduce greenhouse gas emissions. Through scenario analysis, Daewoo E&C also assesses the financial impacts of climate-related risks and opportunities. In the process of developing strategies, the company seeks to strike a balance between economic feasibility and sustainability, thereby enhancing the rationality of management decision-making and the effectiveness of its responses.

Classification		SHORT-TERM (2021~2025)	MID-TERM (2026~2030)	LONG-TERM (2031~2050)
Climate change targets	Greenhouse gases (annual allowable emissions)	59,977 tCO ₂ -eq (2025 target)	35,045 tCO ₂ -eq	Carbon neutrality
	Energy (annual allowable consumption)	1,250 TJ (2025 target)	1,125 TJ	477 TJ
Strategy		Establishing a carbon neutral strategy and system	Embedding and activating low-carbon management system	A leader in climate change response in the construction industry
Detailed implementation plans		Establishing climate change response strategy <ul style="list-style-type: none"> Building a climate change response governance (completed) Launching an organization dedicated to climate change response (completed) Understanding and developing eco-friendly technology Building a carbon neutrality system <ul style="list-style-type: none"> Establishing carbon neutrality roadmap (completed) Building GHG management system (completed) Setting GHG reduction targets (completed) Establishing a risk/opportunity identification and management system Response to Domestic and International Climate Regulations <ul style="list-style-type: none"> Response to the Greenhouse Gas Target Management System (Completed) Preemptive Measures for Inclusion in the Emissions Trading Scheme Proactive Response to Mandatory Sustainability Disclosure Building supply chain management system <ul style="list-style-type: none"> Establishing a climate change-related win-win plan within the supply chain LCA-based Scope 3 emissions calculation (completed) 	Securing the driving force and performance for eco-friendly business transformation <ul style="list-style-type: none"> Green hydrogen and ammonia developer Actively promoting renewable energy development projects Expanding wind power and environmental projects Operating and upgrading carbon neutrality system <ul style="list-style-type: none"> Installing solar power in on-site offices and buildings Electrifying high-carbon construction equipment at sites Developing and using low-carbon certified construction materials Leading the zero-energy building market Actively participating in response to climate change regulations <ul style="list-style-type: none"> Response to Mandatory Sustainability Disclosure (S2) Actively responding to the emissions trading system Accumulating carbon credits through carbon reduction projects Activating support for carbon reduction within the supply chain <ul style="list-style-type: none"> Strengthening eco-friendly and carbon reduction activities within the supply chain Scope 3 emissions reduction by 25% 	Global leader in eco-friendly business <ul style="list-style-type: none"> Leading the hydrogen-ammonia complex business market Leader in global renewable energy development Leading the offshore floating infrastructure project Realizing Net-Zero <ul style="list-style-type: none"> 100% renewable energy for power consumption 100% electrification of vehicles and equipment Securing more than 40% of its own solar power Using 100% eco-friendly construction materials Leading company in responding to climate change regulations <ul style="list-style-type: none"> Leading response to global carbon regulations Revenue Generated from Emissions Trading through Carbon Neutrality Achievement Leading company in domestic and international SDM business Realizing carbon neutrality in the supply chain <ul style="list-style-type: none"> Achieving carbon neutrality for Scope 1 & 2 in the supply chain Scope 3 emissions reduction by 75%

Financial Impact of Climate-related Risks and Opportunities

(Scenario Analysis) Comprehensive Results of Financial Impact Analysis

Climate change brings about a combination of physical and transition risks, while also providing new growth opportunities. In our risk identification process, we identified two major physical risks, such as extreme heat waves and heavy rainfall, that directly affect construction activities. In addition, we assessed seven major transition risks, including regulatory changes, fluctuations in energy costs, and changes in customer demand, recognizing that these factors can affect business sustainability in the long term. Additionally, we identified six strategic opportunities related to expanding environmental infrastructure, growing renewable energy markets, and green technology innovation, which provide a clear direction for enhancing corporate resilience and securing competitive advantage. It should be noted that the financial impact analysis of climate-related risks and opportunities is based on assumptions and estimates. Accordingly, the results are disclosed as a range in units of KRW 50 billion.

● KRW 100 billion or more ● KRW 50 billion or more ~ KRW 100 billion or less ● Less than KRW 50 billion

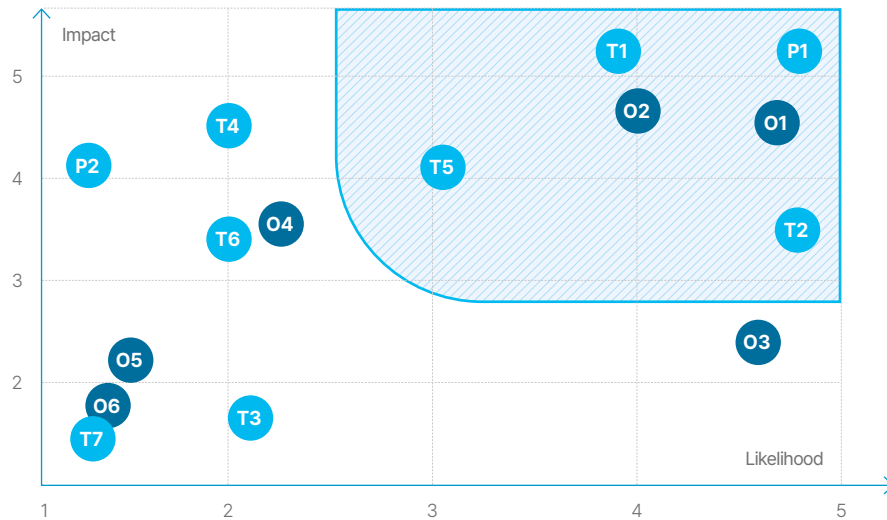
Classifi- cation	Risk Factor	Impact on Business	Scenario	Financial Impact (annual average)		
				Short-term	Mid-term	Long-term
Physical	P1	Damage to assets due to Abnormal climate phenomena • Abnormal climate phenomena such as heat waves, strong winds, and floods cause damage to asset values at domestic and overseas business sites and construction sites. • Conducting evaluation by using Jupiter Intelligence's climate modeling-based analysis tool	SSP5-8.5	●	●	●
			SSP2-4.5	●	●	●
			SSP1-2.6	●	●	●
	P2	Liquidated damages in case of construction suspension due to abnormal climate • Possibility of liquidated damages in case of prolonged construction period due to abnormal climate phenomena • Estimating the final potential amount of liquidated damages by using the Korea Meteorological Administration's Climate Information Portal DB to calculate the number of days of delay due to major abnormal climate phenomena	SSP5-8.5	-	●	●
			SSP2-4.5	-	●	●
			SSP1-2.6	-	●	●
Transition	T1	Strengthening low-carbon building regulations • Increase in construction costs due to installing renewable energy facilities necessary for improving energy self-sufficiency rate of buildings when the green building design standards are tightened	Min	-	●	●
			Max	-	●	●
	T2	Purchasing emission allowances due to incorporation in the emissions trading system • Increase in the cost of purchasing emissions permits if the expected free allocation amount is exceeded after the incorporation in the emissions trading system • Reflecting environmental change factors such as a decrease in the long-term free allocation rate of emissions and an increase in emissions prices	STEPS	-	●	●
			APS	-	●	●
			NZE	-	●	●

KRW 100 billion or more
 KRW 50 billion or more ~ KRW 100 billion or less
 Less than KRW 50 billion

Classifi- cation	Risk Factor	Impact on Business	Scenario	Financial Impact (annual average)		
				Short-term	Mid-term	Long-term
Transition	T4 Increase in cost due to use of eco-friendly raw materials	<ul style="list-style-type: none"> Increase in costs due to the green premium associated with expanded use of eco-friendly construction materials, driven by stricter regulations and rising customer demand for sustainable buildings. Calculation based on Daewoo E&C's main raw materials (ready-mixed concrete, steel bars) 	-			
	T5 Increase in costs due to expansion of renewable energy	<ul style="list-style-type: none"> Increase in investment costs required to install facilities such as solar power, wind power, geothermal energy, and fuel cells to expand the use of renewable energy under the goal of using 100% renewable energy for business sites by 2050 in line with Daewoo E&C's 2050 carbon neutrality roadmap 	-			
	T6 Increase in investment costs due to electrification of construction equipment	<ul style="list-style-type: none"> Increase in investment costs required to purchase low-carbon electric vehicles and construction machinery and equipment under the goal of 100% electrification of vehicles and equipment by 2050 in line with Daewoo E&C's 2050 carbon neutrality roadmap 	-			
Opportunity	O1 Expansion of environmental business	<ul style="list-style-type: none"> Opportunities to expand related revenue of Daewoo E&C due to the growth of the construction market of environmental infrastructure such as water treatment and resource circulation facilities amid accelerated transformation of infrastructure across society to realize carbon neutrality 	-			
	O2 Expansion of renewable energy construction projects	<ul style="list-style-type: none"> Opportunity for Daewoo E&C to expand revenue in the renewable energy sector, driven by the global and domestic growth of solar and wind power. 	-			-
	O3 Securing additional revenue from developing low-carbon raw materials	<ul style="list-style-type: none"> Reduction of carbon emissions across our sites and supply chain by developing eco-friendly building materials such as low-carbon concrete and generation of revenue by utilizing the voluntary carbon market 	-			
	O4 Cost reduction due to expansion of renewable energy	<ul style="list-style-type: none"> Reduction of electricity costs by transitioning to 100% renewable energy at worksites by 2050 in line with Daewoo E&C's 2050 carbon neutrality roadmap Reduction of electricity costs by expanding the use of renewable energy and reflecting the expected revenue from the sale of emission allowances by reducing GHG emissions 	-			
	O5 Reduction of fuel and maintenance costs by transitioning to electric vehicles	<ul style="list-style-type: none"> Reduction of fuel and maintenance costs by transitioning business vehicles to Electric vehicles (EVs) under the targets of 100% electrification of vehicles and equipment by 2050 in line with Daewoo E&C's 2050 carbon neutrality roadmap 	-			
	O6 Sale of surplus emissions allowances through additional reductions compared to allocated emissions	<ul style="list-style-type: none"> The expected revenue that can be obtained by selling surplus emission allowances are calculated when actual emissions are less than the emission trading system allocation and the price of emission allowances is expected to increase as the free allocation rate decreases in the future. 	STEPS APS NZE	 	 	

Identifying Significant Climate-related Risks and Opportunities

We have identified six key risks and opportunities with high business significance in consideration of the possibility of occurrence and financial impact across the entire value chain, including domestic and international construction sites and supply chains, in relation to climate-related risks and opportunities.



Classi- -cation	Risk Factor		Likelihood ¹⁾	Impact ²⁾
Physical risk	P1	Damage to assets due to abnormal climate phenomena	5	5
	P2	Liquidated damages in case of construction suspension due to abnormal climate	1	4
Transition risk	T1	Increase in construction costs due to low-carbon building mandate regulations	4	5
	T2	Purchasing emission allowances due to incorporation in the emissions trading system	5	3
	T3	Penalties for failure to comply after strengthening climate change disclosure	2	1
	T4	Increased costs due to premium transfer of eco-friendly raw materials	2	4
	T5	Increased costs due to expansion of renewable energy	3	4
	T6	Increased investment costs due to electrification of construction equipment	2	3
	T7	Reputation risk when failing to respond to stakeholders' demands for carbon neutrality	1	1
Oppor- -tunity	O1	Strengthening market competitiveness through expansion of environmental business ³⁾	5	4
	O2	Strengthening market competitiveness due to expansion of renewable energy construction projects	4	4
	O3	Sale of emission allowances by issuing VCMs ⁴⁾ in accordance with the development of low-carbon concrete	5	2
	O4	Cost reduction due to expansion of renewable energy	2	3
	O5	Reduction of fuel and maintenance costs by transition to electric vehicles	2	2
	O6	Sale of surplus emission allowances through additional reductions compared to allocated emissions	1	1

1) Possibility of occurrence: Assessed based on a synthesis of benchmarking results and interviews with external experts and key personnel at Daewoo E&C.

2) Impact: 5 points (KRW 100 billion or more), 4 points (KRW 5 billion to KRW 100 billion), 3 points (KRW 500 million to KRW 5 billion), 2 points (up to KRW 500 million), 1 point (none). Classifying into physical risk (P), transition risk (T), and opportunity (O). Possibility of occurrence × impact based on the current fiscal year.

Daewoo E&C's Key Risks, Opportunities and Response Strategies in 2025

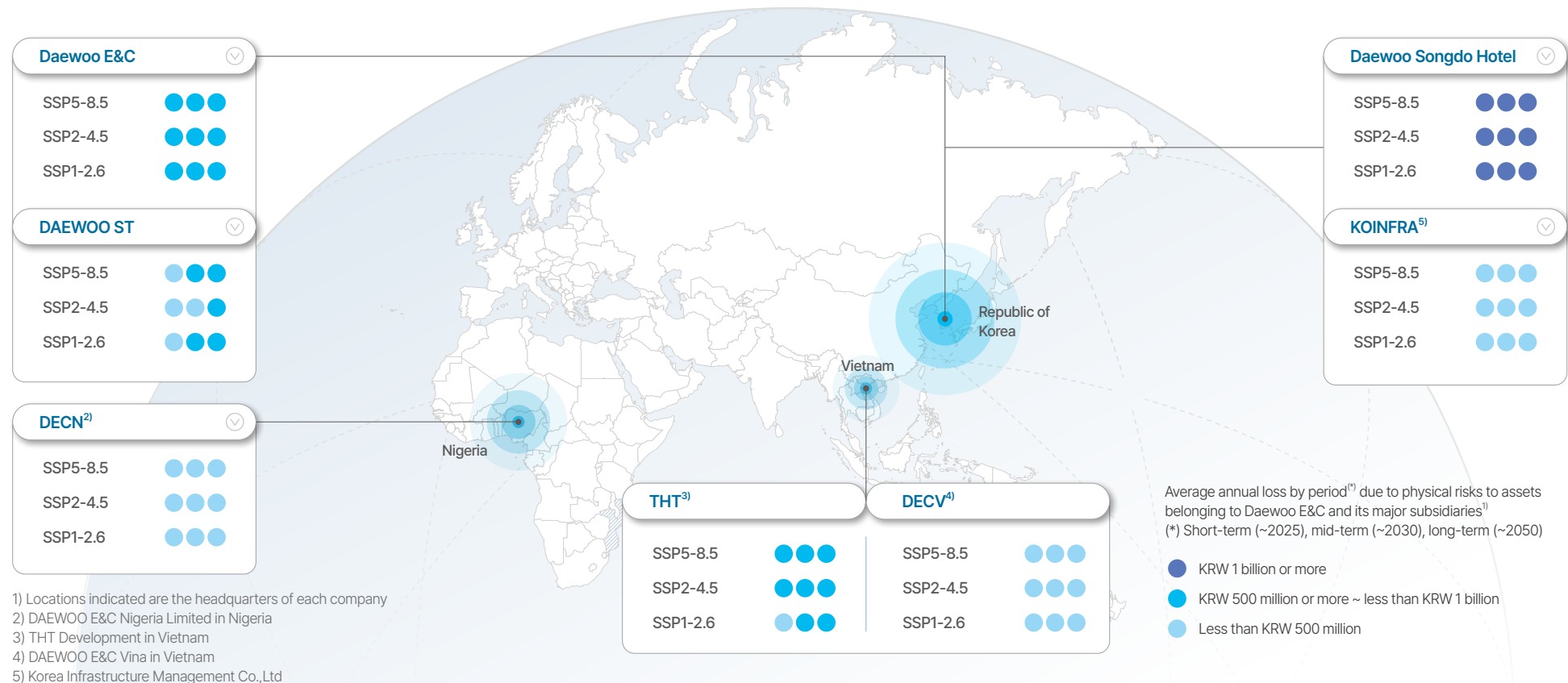
Classi- -cation	Key Risks and Opportunities		Response Strategies
1	P1	Damage to assets due to abnormal climate phenomena	<ul style="list-style-type: none"> Strengthening climate resilience through pre-assessment of key risks Reorganization of contract terms and expansion of construction insurance coverage by considering climate risk Establishment of disaster prevention facilities, strengthening of on-site response and catch-up
2	T1	Strengthening low-carbon building regulations	<ul style="list-style-type: none"> Internalization of design standards aimed at improving energy self-sufficiency Feasibility simulation and review of green building incentives in response to increased construction costs.
3	O1	Expansion of environmental business	<ul style="list-style-type: none"> Diversification of order portfolio through expansion of PF-linked proposals Increased potential for financial and investment benefits by securing eco-friendly certification based on taxonomy
4	O2	Expansion of renewable energy construction projects	<ul style="list-style-type: none"> Expansion of new business areas (energy development-type construction projects) using the long-term PPA model Activation of JV and consortium formation with private power generation companies, overseas developers, etc. Diversification of order portfolio including large-scale power plants and self-consumption facilities in industrial complexes
5	T2	Purchasing emission allowances due to incorporation in the emissions trading system	<ul style="list-style-type: none"> Establishment of a carbon emissions reduction strategy Enhancement of the competency of personnel dedicated to responding to climate change through participation in training programs, seminars, conferences, etc.
6	T5	Increased costs due to expansion of renewable energy	<ul style="list-style-type: none"> Feasibility study and on-site inspection for the gradual expansion of large-scale renewable energy installations in all facilities by 2050 Considering PPA or self-generation strategies to manage long-term energy costs

Short-term, Mid-term and Long-term Changes in Financial Position, Financial Performance, and Cash Flows

Financial impact of key physical risks – P1. Damage to assets (buildings, facilities, inventory, etc.) due to abnormal climate (Daewoo E&C and its subsidiaries)

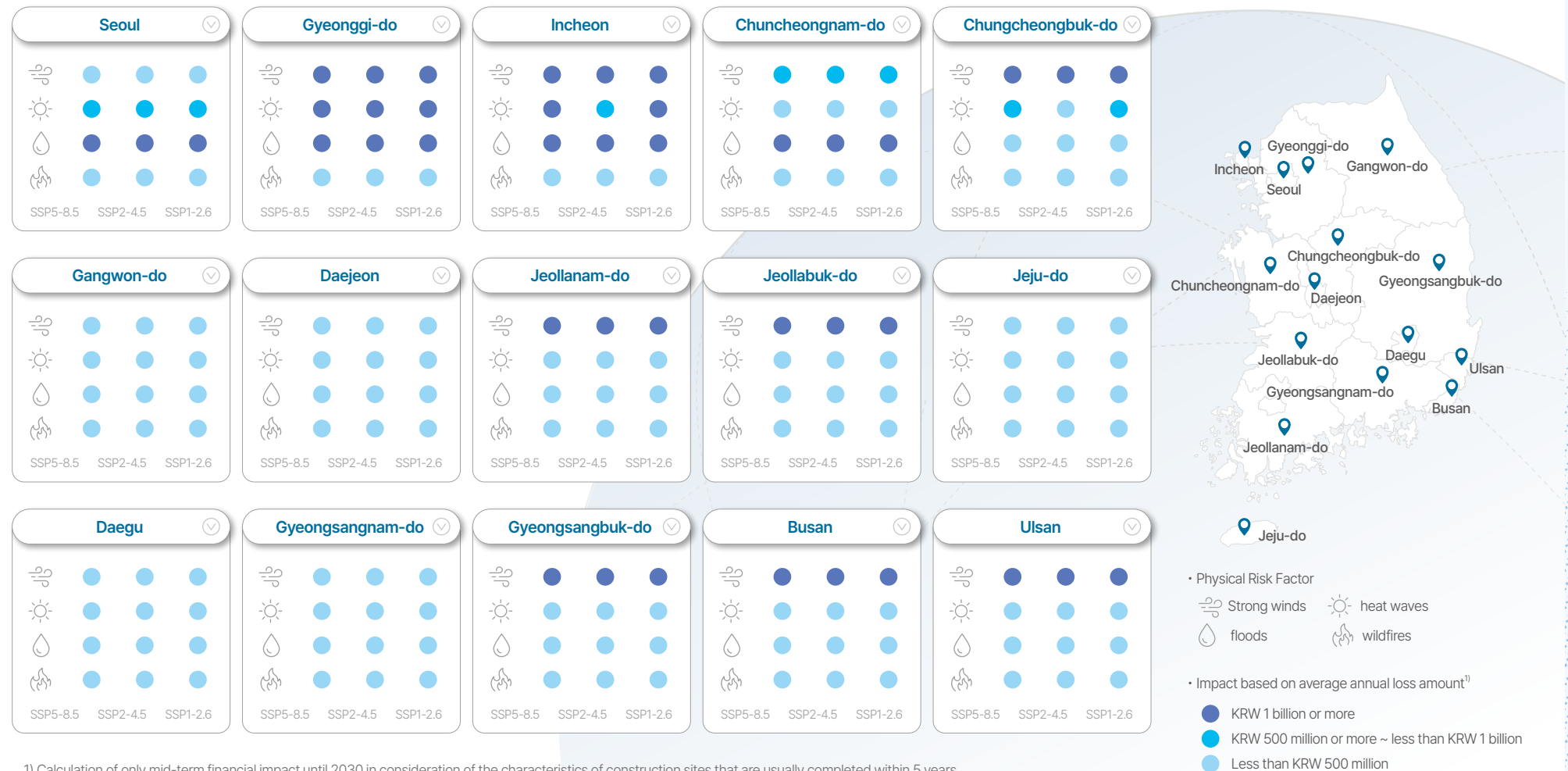
We analyzed the damage to business assets such as buildings, facilities, and inventory due to strong winds, heat waves, floods, and wildfires, as well as the loss of revenue due to operational interruption, for the short term (until 2025), medium term (until 2030), and long term (until 2050) according to three scenarios of the IPCC SSP. The forecasts were calculated by comprehensively considering the indicator values (inundation depth, maximum daily rainfall, maximum wind speed, and annual number of heatwave days with temperatures exceeding 32°C) and loss coefficients evaluated by applying climate modeling based on the asset value, revenues, and location of the business. In addition, we subdivided the estimated losses into High (over KRW 1 billion), Medium (over KRW 500 million to KRW 1 billion), and Low (under KRW 500 million) based on our financial materiality criteria.

Among the 17 business sites including subsidiaries, Daewoo Songdo Hotel was found to have the greatest financial impact. This is because the business site is adjacent to the west coast, so there is a high risk of loss of assets and revenue due to strong winds and flooding. As for Daewoo E&C, most of its revenue are generated at construction sites, and the headquarters building is also leased, so the risk of revenue and asset losses is low. However, the risk of assets held in the metropolitan area, Busan, and Gyeongnam regions is high, so the loss amount of the entire business site is at a medium level compared to overseas business sites and subsidiaries. The business sites of major subsidiaries such as DAEWOO ST, KOINFRA, DECN, THT, and DECV had relatively low revenue and small asset values, so the expected loss amount was low.



Financial impact of key physical risks – P1. Damage to assets (cumulative revenues by site) due to abnormal climate (Daewoo E&C and domestic construction sites as of 2030)

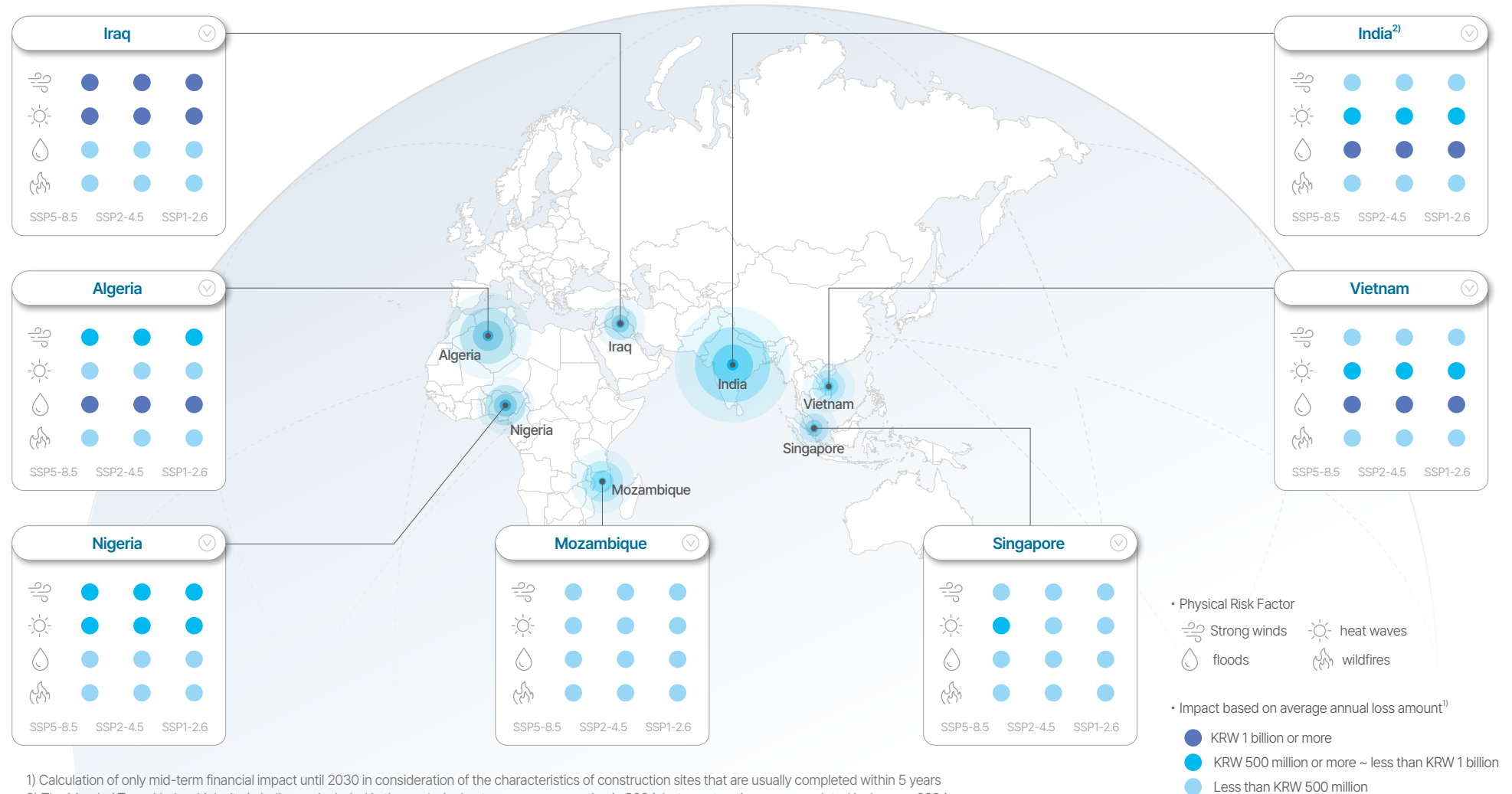
We analyzed the financial impact from strong winds, heat waves, floods, and wildfires on 77 domestic sites that generated revenues as of 2024 according to three climate scenarios of the IPCC SSP. In all scenarios, the financial impact on sites in Gyeonggi-do and Incheon is expected to be large. In Gyeonggi-do, this is primarily due to the large number of sites owned by Daewoo E&C. In Incheon, although the construction scale is relatively small, the financial impact is significant because many sites are located in low-lying areas along the west coast. Sites in Seoul and Chungcheongnam-do are located near rivers and streams, so damage from floods is expected, and sites in Jeollanam-do, Jeollabuk-do, Gyeongsangbuk-do, Busan, and Ulsan, which are frequently affected by typhoons, are expected to suffer the most damage from strong winds.



1) Calculation of only mid-term financial impact until 2030 in consideration of the characteristics of construction sites that are usually completed within 5 years

Financial impact of key physical risks – P1. Damage to assets (cumulative revenues by site) due to abnormal climate (Daewoo E&C's overseas construction sites as of 2030)¹⁾

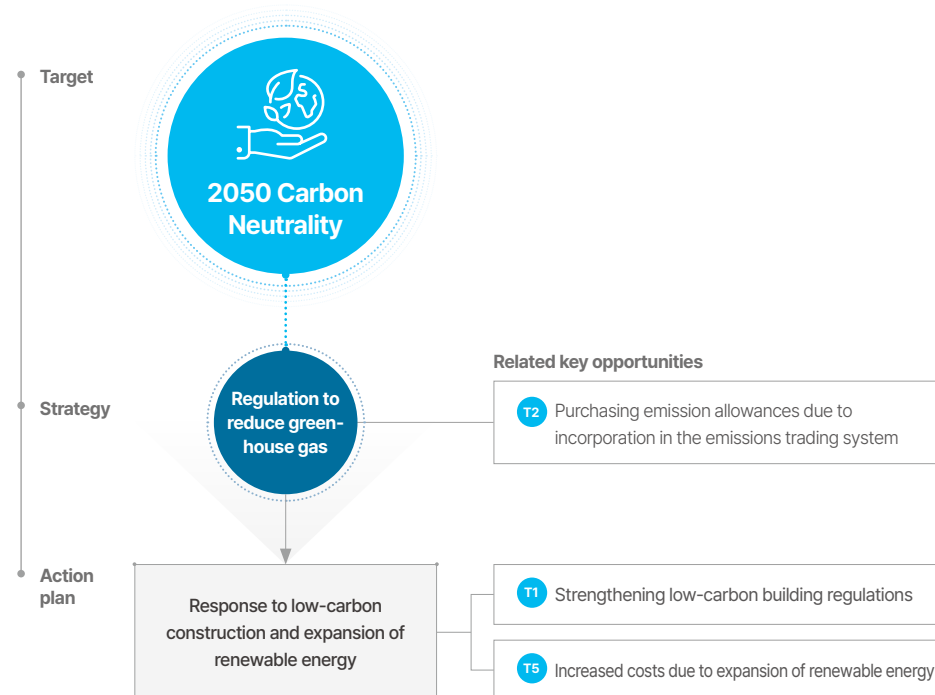
We analyzed the financial impact of strong winds, heat waves, floods, and wildfires on 12 overseas sites that generated revenues as of 2024 according to three climate scenarios of the IPCC SSP. The construction site in Iraq boasts the largest proportion among overseas sites, so the overall financial impact is high, and the impact due to heat waves and strong winds is particularly significant. Construction sites in Algeria and Vietnam are subject to high physical risks (flooding) due to unusually heavy rainfall and large typhoons. Construction sites in Nigeria, Mozambique, and Singapore are analyzed to have relatively small asset sizes and low climate-related risks, so the financial impact is also small.



Financial Impact of Key Transition Risks¹⁾

In pursuing the national goal of achieving carbon neutrality by 2050, Daewoo E&C also recognizes the reduction of greenhouse gas emissions as a key task. Developed countries are already mandating the reduction of emissions from construction sites, and the construction industry is also reflecting global trends such as the expansion of renewable energy use, low-carbon construction, and construction site emission monitoring, particularly among major construction companies. In Korea, government-led policies on renewable energy and low-carbon construction will accelerate the energy transition, and regulations on construction sites, such as public procurement, energy efficiency, and emission disclosure, are expected to be strengthened.

Accordingly, Daewoo E&C will also strategically address this trend by establishing a step-by-step reduction implementation plan, including transitioning to renewable energy, to respond to risks related to reducing greenhouse gas emissions.



Regulations to Reduce Greenhouse Gas

In line with the government's policy to strengthen the emissions trading system, Daewoo E&C is expected to be subject to in the Korea Emissions Trading System (K-ETS) starting in 2026. K-ETS is a system that imposes a reduction obligation on companies that emit greenhouse gases exceeding a certain amount and requires them to purchase emission allowances on the market for any excess. Most construction sites are operated temporarily for a period of 3 to 5 years, making it realistically difficult to install renewable energy generation facilities and introduce green premiums/PPAs. Due to these site-specific limitations, even with best efforts to reduce emissions, it is likely that some sites will exceed their allocated allowances, resulting in costs for purchasing emission allowances (T2).

The price of emission allowances is highly volatile and unpredictable, influenced by factors such as international carbon market linkages, government cap adjustments, and speculative demand. This volatility increases uncertainty in financial planning. Furthermore, beyond simply reducing emissions, it is essential to establish robust systems for quantitative emissions data management and reporting, including facility-level emissions source data. To minimize the financial risks associated with purchasing emission allowances, Daewoo E&C is actively promoting energy efficiency improvements, the adoption of low-carbon equipment, and the transition to renewable energy at the site level. At the same time, the company is strengthening its internal emissions monitoring systems and accountability structures to enhance its overall response capabilities.

Responding to Low-Carbon Building Regulations and Expanding Renewable Energy

Global regulation and policy trends are centered on transitioning the fossil fuel-based energy system to renewable energy. We recognize the need to closely manage the financial risks that may arise from the transition to renewable energy. In accordance with the strengthening of energy-saving design standards for buildings (T1), new buildings must introduce a certain level of renewable energy facilities, which may lead to increased initial investment and overall construction costs. In particular, the introduction of solar power, ESS, and high-efficiency facilities to meet high-efficiency building requirements may affect business profitability.

Moreover, in line with future changes in government policy, increase in costs (T5) due to investment in self-generation facilities to transition electricity used in workplaces and construction sites to renewable energy or external power purchases (PPAs, etc.) is also major considerations. There may also be operational risks from increased initial investment costs due to facility installation and mismatch in long-term fixed-price contract system and strategic demand.

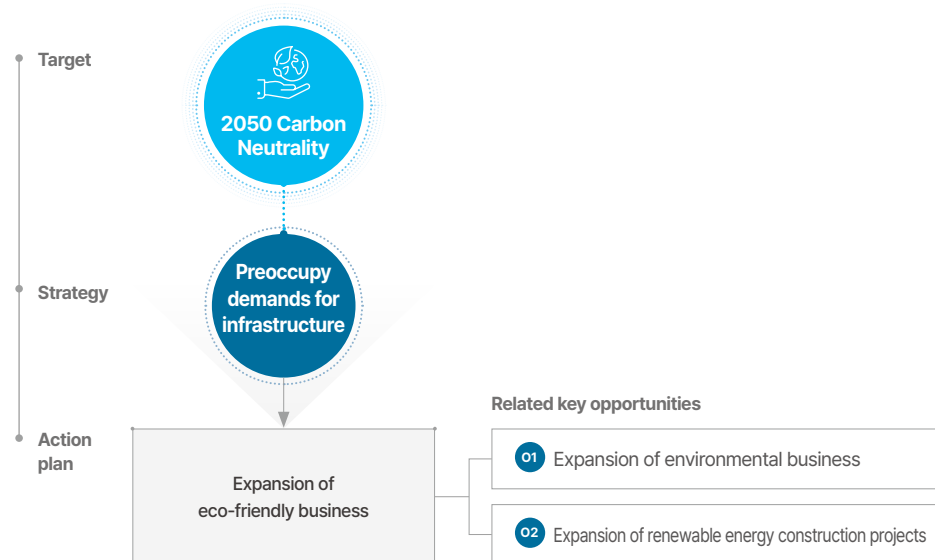
Accordingly, Daewoo E&C plans to conduct a simulation to examine the feasibility of introducing renewable energy facilities in advance. We plan to gradually expand our own power generation facilities by 2050, while diversifying external power purchase channels to ensure long-term cost efficiency in energy management.

1) The financial impact of key transition risks is disclosed in the range of amounts on page 36, "Comprehensive Results of Financial Impact Analysis."

Financial Impact of Key Eco-friendly Opportunities¹⁾

As decarbonization accelerates worldwide, the construction industry is expected to play a leading role in building infrastructure to respond to climate change. In Korea, policy initiatives such as the government's 2050 carbon neutrality target and the Korean Green New Deal are stimulating demand for environmental and low-carbon infrastructure. Infrastructure that supports resource efficiency, environmental protection, and the expansion of renewable energy will become the foundation for creating a sustainable society. Facilities related to water treatment, waste management, resource recycling, and renewable energy infrastructure are expected to be Daewoo E&C's main growth engines for the next several decades. Accordingly, Daewoo E&C does not simply view these changes as a regulatory compliance obligation, but rather as an opportunity to reorganize its business for the future based on its accumulated experience and technological capabilities both domestically and internationally

To capitalize on new opportunities related to climate change, Daewoo E&C is aligning its overall strategy with long-term infrastructure needs and focusing on strengthening its capabilities in environmental and renewable energy businesses. We intend to pursue these businesses with a forward-looking approach that emphasizes technical readiness, global collaboration, and solution-oriented project execution beyond short-term revenue expansion. To this end, we are exploring ways to enhance quality, environmental performance, and innovation across the entire value chain, while striving to become a trusted partner in the global market.



1) The financial impact of key transition opportunities is disclosed in the range of amounts on page 36, "Comprehensive Results of Financial Impact Analysis."

2) VCM (Voluntary Carbon Market)

Expansion of Environmental Business

As climate change brings increasingly complex environmental challenges such as heavy rainfall, water pollution, and waste management, the demand for environmental infrastructure, including water treatment facilities, air pollution control systems, and waste-to-energy (WtE) and resource recycling facilities, is structurally expanding across both the public and private sectors. This is becoming a national strategy for securing climate resilience and establishing a safety net for local communities. In Korea, environmental infrastructure is also being redefined as a mid- to long-term growth industry in line with the K-Green Classification System, green procurement, and carbon-neutral city policies. Amid these changes, Daewoo E&C has continued to achieve revenue growth that exceeds the market growth rate in the environmental infrastructure sector for the past 10 years. Based on the performance of steadily carrying out projects commissioned by the Ministry of Environment and local governments, Daewoo E&C has accumulated design, construction, and operation capabilities that can respond to complex technical requirements and is strengthening its competitiveness in terms of technological reliability, public procurement response, and continuous expansion of the order base. To expand the environmental business, Daewoo E&C plans to actively identify emerging needs such as carbon-neutral urban development, smart infrastructure, and ESG-based private businesses, and expand smart environmental management solutions that incorporate digital technology to secure a differentiated competitive position.

Expansion of Renewable Energy Construction Projects

The demand for renewable energy construction projects is increasing worldwide in line with the decarbonization trend. Due to the Paris Agreement, RE100, and Carbon Border Adjustment Mechanism (CBAM), each country is pursuing a major transformation of its energy mix, and the expansion of renewable energy infrastructure, including solar, wind, and hydrogen, is emerging as a top priority in both the public and private sectors. As Korea aims to increase the proportion of renewable energy to 21.6% by 2030, the demand for integrated EPC that includes not only power generation facilities but also related infrastructure such as grid systems and ESS is expected to increase significantly. Over the past 10 years, Daewoo E&C has accumulated experience in building power generation facilities including solar power, fuel cells, and ESS, as well as EPC capabilities in the fields of hybrid complex plants and power transmission. Based on this, the company has secured the ability to provide customized solutions that meet the technical needs of various clients. To expand revenue of renewable energy construction projects in the future, the company plans to increase its presence in the global energy market beyond the domestic market by internalizing technologies, expanding connections with high value-added businesses, enhancing global partnerships, and cooperating with foreign governments and energy companies. The company positions its dual strategic pillars — environmental infrastructure and renewable energy infrastructure — as core growth engines in the era of carbon neutrality and is committed to building a structure that enables the simultaneous realization of sustainable profitability and social value.

Climate Resilience

Definition of Climate Resilience

Daewoo E&C is upgrading its climate resilience system to secure the sustainability of its assets and businesses against climate risks and to strengthen its systematic response capabilities. Climate resilience refers to a company's ability to quickly recover from unavoidable climate risks, and Daewoo E&C aims to implement this through two strategies (Mitigation and Adaptation).

Corporate Climate Resilience Capacity

As part of a mitigation strategy that forms a preemptive foundation for curbing the acceleration of climate change, Daewoo E&C is gradually implementing a mid- to long-term roadmap for reducing greenhouse gas emissions and energy use with the goal of achieving carbon neutrality by 2050. In the short term, the company has established climate change response governance and dedicated organization based on the carbon neutrality roadmap and greenhouse gas management system. Furthermore, the company has established a system to identify and manage climate change-related risks and opportunities and secured a foundation for calculating emissions across the supply chain. In the medium term, the company plans to enhance our ability to respond to climate change through "establishment and activation of low-carbon management." Daewoo E&C will install solar power generation facilities in construction sites and existing buildings and promote projects to transition construction equipment to high-efficiency electrification and eco-friendly fields such as wind power and green hydrogen. In the long term, the company aims to implement a multifaceted strategy to achieve Net-Zero, including using 100% renewable energy in all workplaces, operating electric vehicles and equipment, and increasing the proportion of solar power generation, thereby becoming a leader in responding to climate change in the construction industry.

In terms of adaptation strategies to immediately respond to inevitable accidents caused by climate change and minimize damage, Daewoo E&C is identifying major climate risks in workplaces and construction sites and assessing their physical and financial impacts. The evaluation results are reflected from the engineering stage of the project, and when pursuing orders in high-risk areas, The company is securing recovery resources in advance by strengthening disaster prevention facilities and establishing emergency recovery and catch-up plans. For major projects, the company has established a system to integrate climate risk assessment procedures and ensure that decisions are made from the early stages with consideration of resilience. Going forward, Daewoo E&C will continue to transparently disclose its strategies and performance to enhance climate resilience, thereby strengthening cooperation with stakeholders and contributing to the creation of a sustainable construction industry ecosystem.

Mitigation

Achieving carbon neutrality by 2050 through greenhouse gas reduction and energy efficiency improvement

Short-term (~2025)	Mid-term (~2030)	Long-term (~2050)
<ul style="list-style-type: none"> Establish a carbon neutrality roadmap and implementation system Calculate GHG emissions, build monitoring system, and prepare verification system Launch organizations dedicated to ESG and climate change response Establish a system to identify and assess climate change-related risks and opportunities Collect consolidated emission data and develop climate change response strategies 	<ul style="list-style-type: none"> Expand solar power facilities on construction sites and owned buildings Improve energy efficiency by introducing high-efficiency equipment and smart energy management technology Expand participation in green transition projects such as wind power and hydrogen Expand the application of low-carbon construction materials Reflect internal carbon pricing in business feasibility assessment 	<ul style="list-style-type: none"> Electrify 100% of vehicles and equipment Use 100% of eco-friendly construction materials Use 100% renewable energy for business power Expansion of in-house solar power generation share Participate in international reduction projects such as SDM and secure carbon emission allowances

Adaptation

Immediate response to climate risks and securing resilience resources

Prevention	Emergency recovery	Catch-up
<ul style="list-style-type: none"> Identify climate risks by workplace and site in advance and assess physical and financial impacts Design to strengthen disaster prevention facilities in high-risk areas Establish risk-specific response action guidelines Operate training programs on climate risk response and simulation for field managers 	<ul style="list-style-type: none"> Immediately activate the company-wide response system and on-site reporting protocol in the event of an accident Minimize asset damage through evacuation, emergency measures, and transfer of expensive equipment Determine the order of restoration based on risk level after inspecting the safety of the structure Maintain emergency deployment capability by pre-designating necessary materials and equipment Maintain a system of reporting and cooperation with external stakeholders such as project owners and local governments 	<ul style="list-style-type: none"> Review the feasibility of parallel work by restructuring the schedule from the initial processes to the remaining timeline. Maximize productivity by adding additional work and equipment Resolve bottlenecks in the process by coordinating suppliers and securing external resources Strengthen compliance with quality standards and safety regulations even during process recovery Regularly monitor the implementation status of site-level recovery plans at the headquarters level

Risk Management

Processes and Considerations for Climate-Related Risk Management

Process for Climate-related Risk Management

Daewoo E&C reviews the impact of climate-related risks and opportunities on its business every year. In 2025, the company analyzed the relationship between the financial impact assessment results and financial statements by referring to Sustainability Disclosure Standard No. 2 "Climate-related Disclosure Matters (Draft)" and concretized a mid- to long-term climate change response roadmap to strengthen climate resilience.

Input Factors and Parameters for Climate Change Risk Management

Input Factors and Parameters	Data Source
Energy consumption	Daewoo E&C's internal management data
Greenhouse gas emissions	Guidelines on reporting and certification of emissions under the Greenhouse Gas Emissions Trading System, etc.
The price of emission allowances	Linked to trading price of emission allowances (x2)
Climate change trends	Korea Meteorological Administration, climate change report, eco-friendly initiatives, etc.
Policy changes	Analysis of major climate issues and regulatory trends in the construction industry by the Ministry of Environment and the Ministry of Land, Infrastructure and Transport
Industry trends	Global peers' sustainability management reports, research reports, etc.

Climate-related Risk Assessment Method

Daewoo E&C comprehensively considers the impact, probability of occurrence, nature, and period of risk when assessing climate-related risks. In the assessment stage, a quantitative approach is used, and in the analysis stage, a qualitative approach focusing on transition risks and opportunities is used to systematically manage the impact of climate change. Financial items such as greenhouse gas emissions, energy consumption, and liquidated damage rates are assessed quantitatively by using internal and external data, while key agenda items of the Board of Directors, key industry issues, and overall industry trends are analyzed using a qualitative approach.

Scope and Method of Integration and Application into the Overall Risk Management Process

Daewoo E&C manages various risks, including climate change, by integrating them into the company-wide risk management process. Risks are regularly assessed and, if necessary, integrated into the company-wide risk management system through discussions at the Sustainability Management Council. If a risk is determined to require response, the relevant department establishes and delivers measures, and for risks with high significance, the Sustainability Management Committee directly prepares response measures. In particular, when climate change risks are significant in terms of impact and likelihood of occurrence, systematic responses are carried out at the company-wide level according to the integrated risk management process. Please refer to page 127 of this Sustainability Management Report.



Metrix and Target

Climate-related Matrix

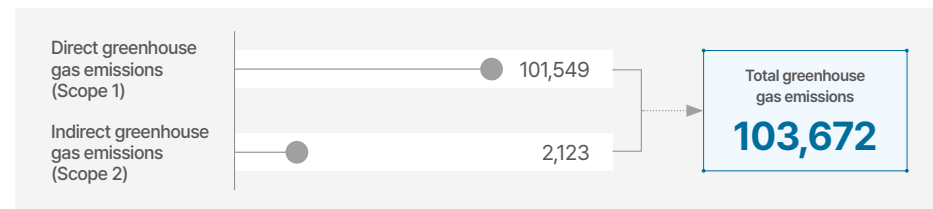
Greenhouse Gas Emissions

Greenhouse Gas Scope 1, 2 Emissions (Daewoo E&C's domestic business sites) (Unit : tCO₂-eq)

Classification	2022	2023	2024
Direct greenhouse gas emissions (Scope 1)	6,266	3,928	3,780
Indirect greenhouse gas emissions (Scope 2)	52,968	54,151	57,287
Total greenhouse gas emissions	59,231	58,077	61,064

* Annual greenhouse gas emissions are calculated by truncating decimal places by business site and adding them up, so there is a difference from the total emissions by type.

Greenhouse Gas Scope 1, 2 Emissions (Daewoo E&C's overseas business sites) (Unit : tCO₂-eq)



* Since greenhouse gas Scope 1, 2 emissions (Daewoo E&C's overseas construction sites) have been collected from 2024, there is no data for 2022 and 2023.

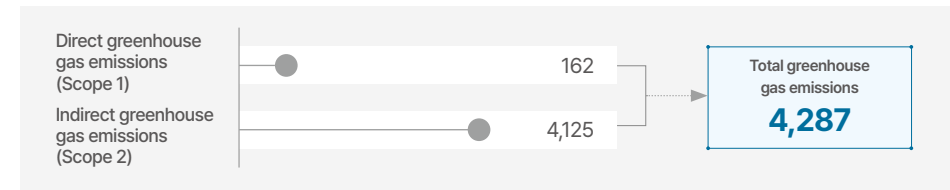
Greenhouse Gas Scope 3 Emissions (Daewoo E&C's domestic business sites) (Unit : tCO₂-eq)

Classification	2022	2023	2024
Category 1 (Purchased Goods and Services)	1,588,274	1,732,759	1,210,320
Category 3 (Fuel- and Energy-Related Activities)	3,185	187	8,730
Category 4 (Upstream Transportation and Distribution)	30,313	31,730	98,636
Category 5 (Waste Generated in Operation)	10,074	17,220	16,273
Category 6 (Business travel)	306	661	655
Category 7 (Employee commuting)	15	16	7,108
Category 11 (Use of sold products)	2,808,838	2,830,442	2,670,215
Category 12 (End-of-Life Treatment of Sold Products)	62,827	64,018	72,854

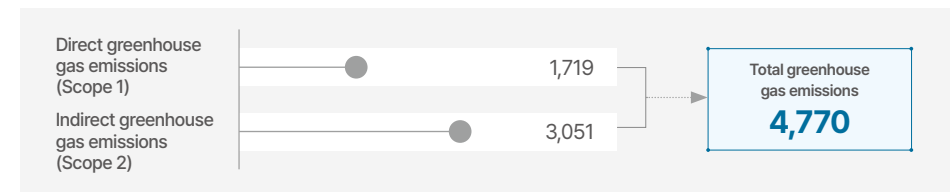
* The 2024 greenhouse gas Scope 3 emissions have been verified by the Korea Standards Association, a third-party verification agency. The verification opinion is included on page 166.

Greenhouse Gas Emissions of Major Subsidiaries

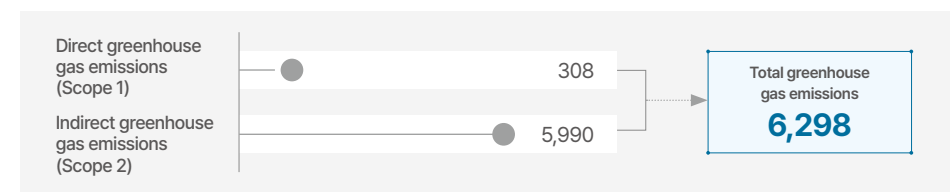
Daewoo Songdo Hotel

(Unit : tCO₂-eq)


DAEWOO ST

(Unit : tCO₂-eq)


KOINFRA

(Unit : tCO₂-eq)


* The greenhouse gas emission data of major subsidiaries has not been verified by a third-party verification agency.

Approaches Used to Measure Greenhouse Gas Emissions

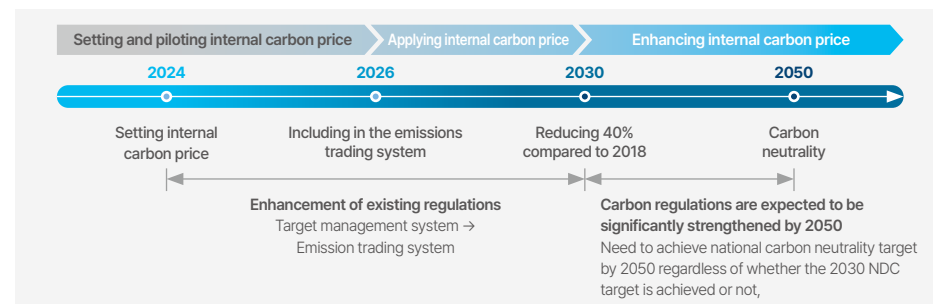
Classification	Verification Criteria and Guidelines
Scope 1, 2 (domestic emissions)	<ul style="list-style-type: none"> Guidelines on the Reporting and Certification of Emissions under the Greenhouse Gas Emissions Trading System (MOE Notice No. 2024-155) Verification Guidelines for the Operation of the Greenhouse Gas Emissions Trading System (MOE Notice No. 2024-169) 2006 IPCC Guidelines, KS I ISO 14064-1: 2018 and KS I ISO 14064-3: 2019
Scope 1, 2 (overseas emissions), Scope 3	<ul style="list-style-type: none"> KS I ISO 14064-1:2018 Guidelines on the Reporting and Certification of Emissions under the Greenhouse Gas Emissions Trading System (MOE Notice No. 2025-64) 2006 IPCC Guidelines for National Greenhouse Gas Inventories WRI (World Resources Institute) Greenhouse Gas Protocol Corporate Value Chain (Scope3) Accounting and Reporting Standard (WRI)

Internal Carbon Price

Daewoo E&C uses an internal carbon price as an internal evaluation and management tool for the transition to a low-carbon business structure. The internal carbon price is set at twice the market price of emission allowances, which is higher than the actual emission allowance price, considering the investment cost required to reduce carbon emissions. The internal carbon price was approved by the Sustainability Management Committee in December 2024 and was finalized after a resolution by the Board of Directors. The current price will be applied until 2025 in accordance with the mid- to long-term carbon neutrality roadmap and then readjusted in consideration of market trends and policy changes.

The internal carbon price is applied to the following key decision-making processes:

- ① Carbon cost risk calculation criteria based on expected carbon emissions when bidding, receiving, and reviewing new projects
- ② Criteria for cost-effectiveness analysis when implementing the carbon neutrality roadmap or investing in carbon reduction
- ③ Internal evaluation criteria for carbon unit price when purchasing or selling emission allowances, etc.



Climate-linked Compensation

Daewoo E&C reflects climate-related issues in the management compensation to strengthen climate change response and environmental management. When calculating the compensation (performance bonus) for the CEO and executive directors in 2024, the achievements in securing future growth engines such as wind power generation and resource circulation were reflected, and the CSMO's KPI included the greenhouse gas reduction target achievement rate. The KPIs of executives, teams, and sites include climate-related indicators such as greenhouse gas emissions (Scope 1, 2) reduction, energy usage, and renewable energy usage, and related indicators can be selected according to the relevance to work.

Classification	Details
CEO and executive directors	• Achievements in securing future growth engines such as exploring eco-friendly businesses such as wind power generation and resource circulation
CSMO	• Greenhouse gas reduction target achievement rate
Executives, teams, and sites (selective)	• Climate-related indicators such as greenhouse gas emissions, energy usage, and renewable energy usage • Other environmental indicators such as waste discharge amount

Amount and Percentage of Business Activities Vulnerable to Climate-related Transition Risks

Daewoo E&C is reviewing its main business portfolio to respond to transition risks due to climate change and is classifying hydrocarbon-related projects as business activities vulnerable to transition risks. As of the end of 2024, there are 15 hydrocarbon-related projects (5 domestic and 10 overseas), consisting of combined cycle power, oil, and natural gas-related projects. The order backlog for these projects is approximately KRW 3.5751 trillion, accounting for approximately 8% of the total order backlog (approximately KRW 44.4401 trillion).

Assets and Business Activities Vulnerable to Climate-related Physical Risks

Daewoo E&C has identified assets and business activities vulnerable to climate-related physical risks by assessing the possibility of asset value impairment at domestic and overseas workplaces and sites of the headquarters and major subsidiaries. Domestic sites were additionally analyzed for increased cost of sales risk due to forced work stoppages. The assessment revealed that strong winds posed the highest risk domestically, while floods were the most significant risk overseas; however, these risks were not considered significant overall. Among subsidiaries, Daewoo Songdo Hotel was found to have the highest asset damage risk due to both floods and strong winds. The physical risk analysis related to business activities was conducted based on the asset value (cumulative construction cost) of each site, which showed the result that the financial impact was greatest in Gyeonggi-do and Incheon. Incheon has high asset value, but it is vulnerable to flood risk due to its low-lying geographic characteristics. Gyeonggi-do boasts high asset value because it has many sites, but many of the sites are located along rivers, so the financial impact of flooding was significant. In the case of overseas sites, physical risks due to floods and heat waves were assessed as relatively high in India and Iraq. Regarding the risk of liquidated damages, the possibility of construction suspension was analyzed based on the total contract amount and the number of days of heat waves, cold waves, and heavy rain by region, and it was confirmed that Gyeonggi-do had the highest risk.

Amount and Percentage of Business Activities Meeting Climate-related Opportunities

Daewoo E&C has established internal standards for calculating eco-friendly revenue based on K-Taxonomy and is disclosing eco-friendly revenue performance in the Sustainability Management Report. We prevent greenwashing and calculate accurate performance by applying clear criteria to all projects to review whether they are eco-friendly revenue. In 2024, revenue aligned with climate-related opportunities such as industry, power generation and energy, transportation, urban buildings, water, and the circular economy, as well as the transition sector (specifically power generation and energy) totaled KRW 1,303,743 million, accounting for approximately 13.9% of Daewoo E&C's standalone revenue. Further details are available on page 66 of this Sustainability Management Report.

Climate-related Goals

Received the Highest Grade of 'Leadership A' in Climate Change Response in CDP Evaluation

Daewoo E&C received the highest grade of "Leadership A" in the climate change response sector in the Carbon Disclosure Project (CDP) evaluation, a global sustainability management evaluation agency. CDP is a non-profit international organization that requests information on carbon management strategies and greenhouse gas reduction efforts from major companies around the world and discloses reports analyzing the results to stakeholders. Our company received the highest grade in the 2024 CDP Korea Report, and our efforts to reduce greenhouse gases and achieve carbon neutrality have been recognized by a credible external organization.

Information on Indicators Used to Set Targets

Daewoo E&C has established short-term (2021~2025), mid-term (2026~2030), and long-term (2031~2050) reduction targets for greenhouse gas emissions and energy consumption based on its 2021 performance to achieve carbon neutrality by 2050. The scope of these targets covers Daewoo E&C's domestic business sites and is based on greenhouse gas emissions (annual allowable emissions) and energy consumption (annual allowable consumption) corresponding to Scope 1 and 2.

(Unit : tCO₂-eq)

Classification		Short-term (2021~2025)	Mid-term (2026~2030)	Long-term (2031~2050)
Climate-related goals	Greenhouse gas (annual allowable emissions)	59,977 tCO ₂ -eq (Goal by 2025)	35,045 tCO ₂ -eq	Carbon neutrality
	Energy (annual allowable consumption)	1,250 TJ (Goal by 2025)	1,125 TJ	477 TJ

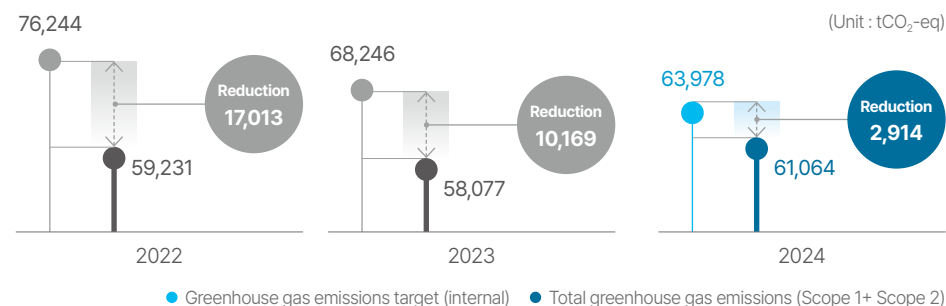
Daewoo E&C has established its greenhouse gas reduction targets for Scope 1 and Scope 2 emissions, based on the annual permitted emission levels. Scope 1 emissions include six greenhouse gases: CO₂, CH₄, N₂O, HFCs, PFCs, and SF₆, but the greenhouse gases actually emitted are CO₂, CH₄, and N₂O. The Scope 2 emissions reduction goal was set based on a location-based measurement method, and the greenhouse gases emitted are CO₂, CH₄, and N₂O, which are the same as Scope 1. In other words, based on Daewoo E&C's consolidated basis, the greenhouse gases actually emitted are CO₂, CH₄, and N₂O.

Monitoring Progress toward Targets

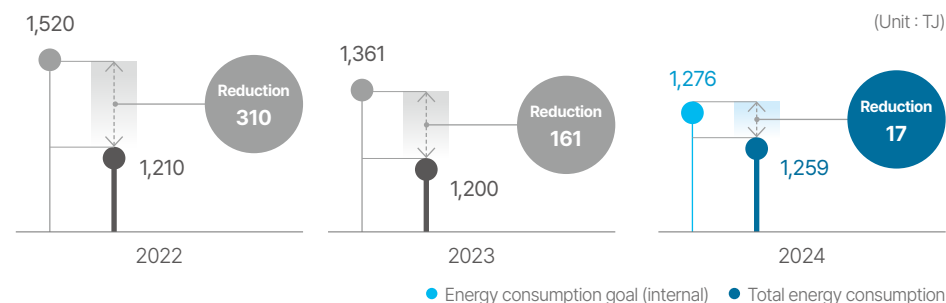
To achieve the carbon neutrality step by step, Daewoo E&C has established short-, mid-, and long-term reduction targets and continuously monitors progress and achievement for each period. Progress is monitored in terms of greenhouse gas emissions (annual allowable emissions) and energy consumption (annual allowable consumption). Notably, short-term targets are managed on an annual basis. The greenhouse gas emission target for 2024 was set at 63,978 tCO₂-eq, but the actual emissions were 61,064 tCO₂-eq, and the energy consumption target was set at 1,276 TJ, but the actual consumption was 1,259 TJ. To ensure reliability, greenhouse gas emissions data is verified by a third party.

Performance against Target

Performance against greenhouse gas Scope 1 and 2 emission goals (Daewoo E&C's domestic business sites)



Performance against energy consumption goals (Daewoo E&C's domestic business sites)



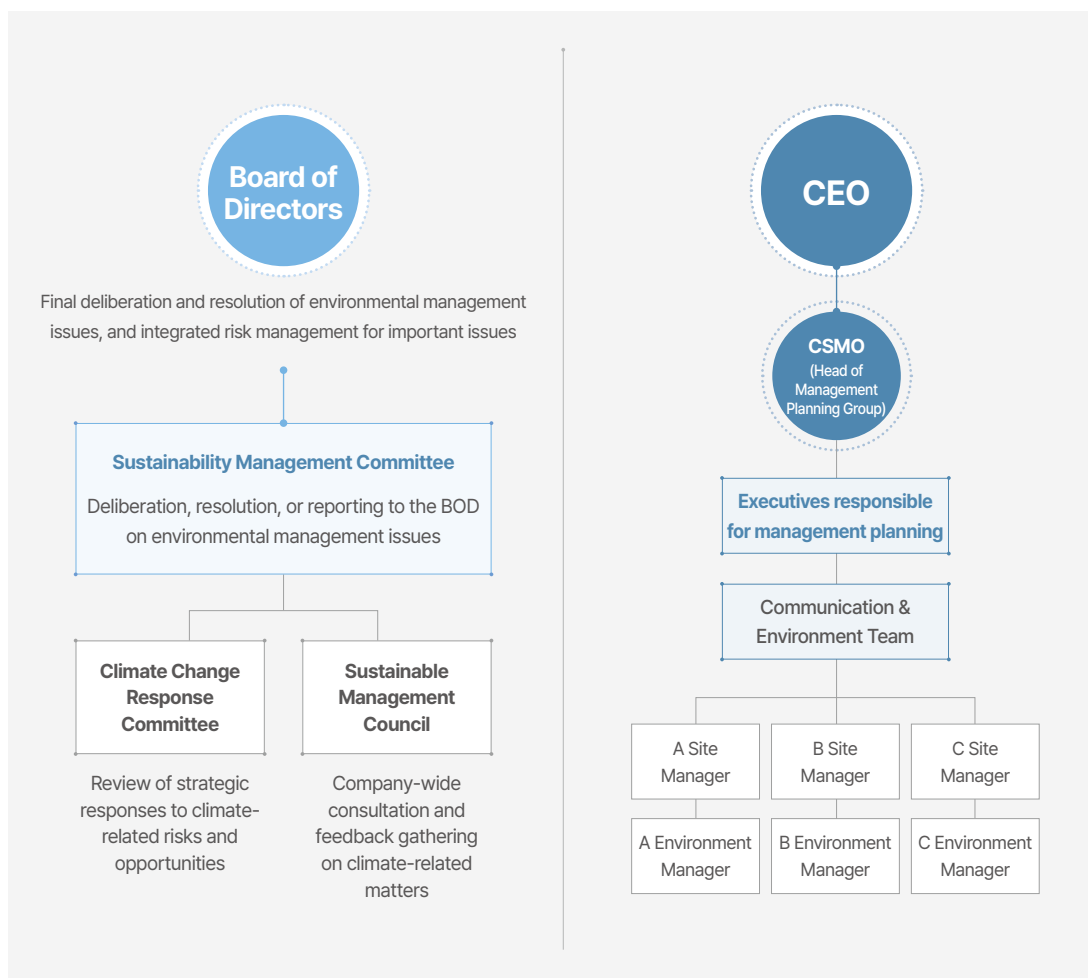
SUSTAINABILITY PERFORMANCE

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Environmental Management

Governance

Environmental Management Governance



Environmental Management System

Environmental Management Governance

Daewoo E&C is committed to fulfilling its environmental and social responsibilities and achieving sustainable management. To this end, the company has established an environmental governance structure extending from the Climate Change Response Committee and the Sustainability Management Council to the Board of Directors. The Board holds the ultimate authority to deliberate and decide on key environmental management issues. Significant matters are managed in accordance with an enterprise-wide integrated risk management process. The Sustainability Management Committee deliberates and approves environmental management issues, with key matters reported to the BOD. The Sustainability Management Council identifies risks and opportunities related to environmental management and establishes response strategies. Lastly, the Climate Change Response Committee reviews response strategies for climate-related risks and opportunities.

Environmental Management Organization

Daewoo E&C stipulates the responsibilities and authorities of top management and organizational leaders with regard to environmental management in its internal regulations. The Head of Management Planning Group oversees company-wide environmental matters and manages and supervises the operation of the environmental management system. Each year, management reviews are conducted to assess the performance of environmental management, identify areas for improvement, and explore future policies. Communication & Environment Team is responsible for the establishment and operation of the environmental management system, as well as on-site support. At each site, the site manager has overall responsibility for environmental management, while the Environmental Manager leads specific activities, with team members supporting implementation efforts.

Environmental Management System

Operation of Environmental Management System based on ISO 14001

Daewoo E&C systematically manages environmental data through its integrated construction management system, BAROCON, which is based on the ISO 14001 (environmental management system). The environmental module of BAROCON is integrated with a greenhouse gas inventory system, enabling integrated analysis and monitoring of greenhouse gas emissions and key environmental data. This system enables efficient management of environmental data across all sites and supports data-driven environmental management.

Strategy

Environmental Management Policy and Targets

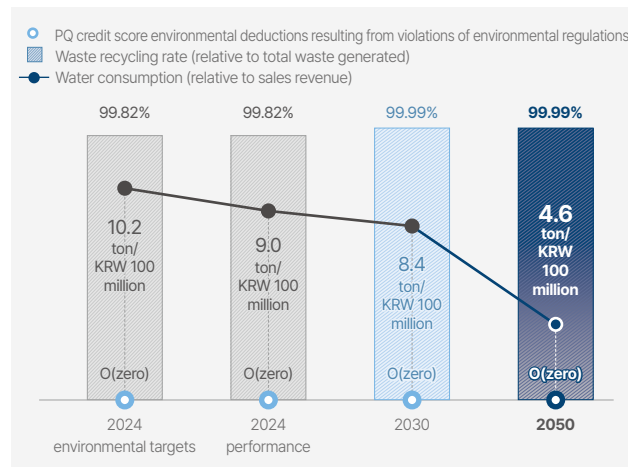
Environmental Management Policy

Daewoo E&C implements and operates a company-wide environmental management policy to prevent environmental accidents, reduce pollution, and respond to climate change in order to achieve sustainable management. The environmental policy applies to all business activities of all employees. The five key areas of this policy are eco-friendly site management, eco-friendly business promotion, eco-friendly product and service development, partner company management, and climate change response.

[Daewoo E&C Environmental Management Policy](#)
[Daewoo E&C Environmental Management Guidelines](#)

Environmental Management Targets

Daewoo E&C is implementing environmental management practices under the policy of "Establishment of environmental management and climate change response system." By enhancing greenhouse gas management systems and strengthening environmental protection and climate change response capabilities, the company has set the environmental goal of "Building and eco-friendly construction site." To achieve this, three environmental management targets—PQ credit score environmental deductions, waste recycling rate (relative to total waste generated), and water usage (relative to sales revenue)—have been established from short-, medium-, and long-term perspectives. The company monitors progress toward these targets to ensure their achievement.



Detailed Environmental Management Strategy

Daewoo E&C has established detailed strategies from short-, medium-, and long-term perspectives to achieve its environmental management targets, and implements action plans based on these strategies.

Environmental Target Strategy

Classification	Short-term (2021~2025)	Mid-term (2026~2030)	Long-term (2031~2050)
<p>PQ credit score environmental deductions</p>	Environmental Targets Strategy Establishment of an autonomous preventive system for on-site environmental management Detailed Environmental Management Strategy Strengthening the effectiveness of the headquarters inspection/support system <ul style="list-style-type: none"> Evaluating environmental risks at sites Selecting environmental high risk sites/intensive management Strengthening self-inspection functions for sites <ul style="list-style-type: none"> Strengthening inspection implementation standards (weekly and daily) Developing a mobile environmental inspection menu Strengthening the link between site environmental assessments and inspections Employees' environmental awareness transition <ul style="list-style-type: none"> Diversifying channels for sharing environmental information and communication Strengthening responsibility for environmental management at sites 	Environmental Targets Strategy Activation of autonomous preventive measures for on-site environmental management Detailed Environmental Management Strategy Detailed on-site environmental management guidelines <ul style="list-style-type: none"> Establish detailed management guidelines for each environmental area Establish installation standards for environmental facilities Establish an environmental management cost system <ul style="list-style-type: none"> Establish an environmental management cost system for private construction projects Establish operational guidelines for environmental management costs Develop environmental management cost management system Operation of Dedicated Environmental Managers <ul style="list-style-type: none"> Establish operational standards for dedicated environmental managers Assign dedicated environmental managers to sites 	Environmental Targets Strategy Advancement of autonomous preventive measures for on-site environmental management Detailed Environmental Management Strategy Advancement of environmental management system <ul style="list-style-type: none"> Establish sustainable corporate environmental R&R Operate program to strengthen the environmental capabilities of partner companies Internalize environmental management awareness at sites <ul style="list-style-type: none"> Implement environmental performance KPIs for each site member Make self-inspections by all site members a daily routine
<p>Waste Recycling Rate</p>	Environmental Targets Strategy Improving Waste Management Detailed Environmental Management Strategy Strengthen on-site waste management <ul style="list-style-type: none"> Establish guidelines for construction waste management Provide mandatory education on construction waste management Improve cost sharing for waste disposal <ul style="list-style-type: none"> Eliminate cost sharing with partner companies Revise subcontracting contracts Reflect increased costs in bidding estimates 	Environmental Targets Strategy Reflect increased costs in bidding estimates Detailed Environmental Management Strategy Minimize incineration/landfill waste <ul style="list-style-type: none"> Establish types of incineration/landfill waste Minimize material loss rates for incineration/landfill waste (e.g., glass fiber, asbestos) Improve waste disposal contracts <ul style="list-style-type: none"> Expand the pool of intermediate treatment/recycling companies Implement pre-review procedures when outsourcing incineration/landfill contracts 	Environmental Targets Strategy Promote self-recycle waste Detailed Environmental Management Strategy Reuse waste soil and rock <ul style="list-style-type: none"> Develop recycling technology for waste soil and rock (intermediate processing) Establish recycling standards for waste soil and rock Prioritize recycling when generating waste soil and rock Increase the usage rate of recycled aggregates <ul style="list-style-type: none"> Develop a management system for recycled aggregate usage Set targets for mandatory use of recycled aggregates at designated sites and managing implementation results
<p>Water consumption</p>	Environmental Targets Strategy Establish a water consumption management system Detailed Environmental Management Strategy Establish a water consumption management system <ul style="list-style-type: none"> Management of unit-based environmental targets Monitor water supply, groundwater, and river water usage Establish water usage reduction measures <ul style="list-style-type: none"> Develop measures to reuse runoff water Promote high-efficiency sprinkler equipment Install water-saving sanitary equipment in temporary offices 	Environmental Targets Strategy Operate pilot sites to reuse runoff water and rainwater/sewage Detailed Environmental Management Strategy Reuse wastewater <ul style="list-style-type: none"> Recycling pilot operation by construction type and type of effluent Reuse rainwater and sewage <ul style="list-style-type: none"> Pilot operation of temporary office with excellent storage facilities and wastewater treatment facilities Develop an integrated management system <ul style="list-style-type: none"> Develop an integrated management system for water consumption and reuse 	Environmental Targets Strategy Mandate reuse of runoff water and wastewater Detailed Environmental Management Strategy Make water reuse mandatory <ul style="list-style-type: none"> Establish standards for runoff water and wastewater reuse Gradually expand application of standards to more sites Target management by site <ul style="list-style-type: none"> Set indicators for water usage and reuse Establish site-specific targets and manage implementation results

Risk Management

Internal and external environmental risk management

Daewoo E&C systematically identifies internal and external environmental risks, analyzes their financial and non-financial impacts, and establishes appropriate response strategies. The company takes a comprehensive approach by considering external environmental factors, industry trends, media coverage, and changes in laws and regulations. It also incorporates insights from on-site environmental managers and evaluations by internal expert groups to derive a pool of material issues. As a result, from an external perspective, “inclusion in the greenhouse gas emissions trading system” and “tightening of environmental regulations” were identified as key material issues. From an internal perspective, “greenhouse gas data management” was selected as a critical issue.

External environmental risk

From an external environmental risk perspective, “inclusion in the greenhouse gas emissions trading system” and “strengthening of environmental regulations” have been identified as material issues. Inclusion in the emissions trading system entails risks such as increased costs from purchasing emissions credits and expanded energy-related expenditures, but it also presents new opportunities such as the expansion of the renewable energy market and improvements in resource and energy efficiency. Additionally, strengthened environmental regulations may lead to risks such as fines, penalties, or construction halts in case of violations, but they also offer positive effects such as the establishment of eco-friendly facilities, minimization of environmental impact, and enhanced external credibility. The Climate Change Response Committee will establish a response system through strategic management of greenhouse gas emission allowances, upgrading related systems, and assigning dedicated personnel. In response to tightening environmental regulations, the company is also working to improve its environmental management system, strengthen support and awareness for environmental managers and partner companies, and streamline environmental procedures.

Internal environmental risk

From an internal environmental risk perspective, “greenhouse gas data management” has been identified as a material issue. While this entails risks such as data errors and increased management costs, it also presents an opportunity to enhance the objectivity of environmental performance by ensuring data reliability. In response, Daewoo E&C will strengthen its online monitoring capabilities, expand data management training, and improve its IT systems to ensure data accuracy.

Risk and opportunity factors

Classification	Materiality Issues	Risk Factors	Opportunity Factors
 External risks	<ul style="list-style-type: none"> Inclusion in the greenhouse gas emissions trading system 	<ul style="list-style-type: none"> Costs incurred for purchasing emission allowances, etc. Increase in energy-related costs 	<ul style="list-style-type: none"> Expansion of the renewable energy market Improvement in resource and energy efficiency Leading the way toward carbon neutrality in the industry
	<ul style="list-style-type: none"> Strengthening of environmental regulations 	<ul style="list-style-type: none"> Violation of laws and regulations <ul style="list-style-type: none"> Fines/penalties Suspension of construction (partial or complete) Negative media coverage Decline in external credibility 	<ul style="list-style-type: none"> Establishment of an eco-friendly workplace Minimization of environmental impact Enhancement of external credibility
Internal Risks	<ul style="list-style-type: none"> Greenhouse gas data management 	<ul style="list-style-type: none"> Data errors Increased data management workload (staff shortage) 	<ul style="list-style-type: none"> GHG-related regulations and information disclosure Improvement of data reliability

Financial and non-financial risks and response strategies

Classification	Impact from Risk			Countermeasures													
	Financial		Non-financial														
Inclusion in the greenhouse gas emission trading system	<ul style="list-style-type: none">• Purchase cost of emission allowances<ul style="list-style-type: none">- KRW 1,683 million• Cost of upgrading the greenhouse gas management system<ul style="list-style-type: none">- KRW 200 million• Penalties for insufficient emission allowances		<ul style="list-style-type: none">• Increased data management work	<ul style="list-style-type: none">• Strategic emission allowance management<ul style="list-style-type: none">- Responsible: Climate Change Response Committee• Appointment of dedicated data managers• Enhancement of the greenhouse gas management system• Specification and implementation of a carbon neutrality roadmap													
Strengthen environmental regulations	<table><tr><td rowspan="3">Fines</td><td>Construction waste</td><td>37</td></tr><tr><td>Dust</td><td>4</td></tr><tr><td>Noise</td><td>40</td></tr><tr><td>Suspension of construction</td><td>Partial</td><td>699</td></tr><tr><td colspan="2">Total</td><td>780</td></tr></table>		Fines	Construction waste	37	Dust	4	Noise	40	Suspension of construction	Partial	699	Total		780	<ul style="list-style-type: none">• Violation of laws and regulations<ul style="list-style-type: none">- Fines- Suspension of construction (partial or complete)• Negative media coverage• Decline in external credibility	<ul style="list-style-type: none">• Continuous improvement of environmental management system• Continuous education, inspection, and support for on-site environmental managers• Improvement of environmental procedures at building demolition sites• Raising awareness of environmental regulations among partner companies
Fines	Construction waste	37															
	Dust	4															
	Noise	40															
Suspension of construction	Partial	699															
Total		780															
GHG data management	-		<ul style="list-style-type: none">• Response to ESG disclosure• Increase in data management tasks• Delays in third-party verification	<ul style="list-style-type: none">• Enhancement of online monitoring• Enhancement of data management (input) training• Improvement of computer systems													

Metrics and Targets

Environmental Management Internal Capacity Building Metrics and Targets

Encourage Participation in Environmental Management

Daewoo E&C encourages employee participation in environmental management through various programs. The company continuously operates a walking campaign that promotes eco-friendly practices, where cumulative steps taken by employees are linked to charitable donations once specific targets are reached. By expanding the scope of donations based on achievement rates, the company encourages employee participation in environmental management and achieves the dual benefit of realizing social value through donations. Additionally, the company operates an "ESG Excellence Award" program to encourage department-level engagement and promote the widespread adoption of ESG culture across the organization. Going forward, the company plans to expand its range of campaigns and incentive programs.

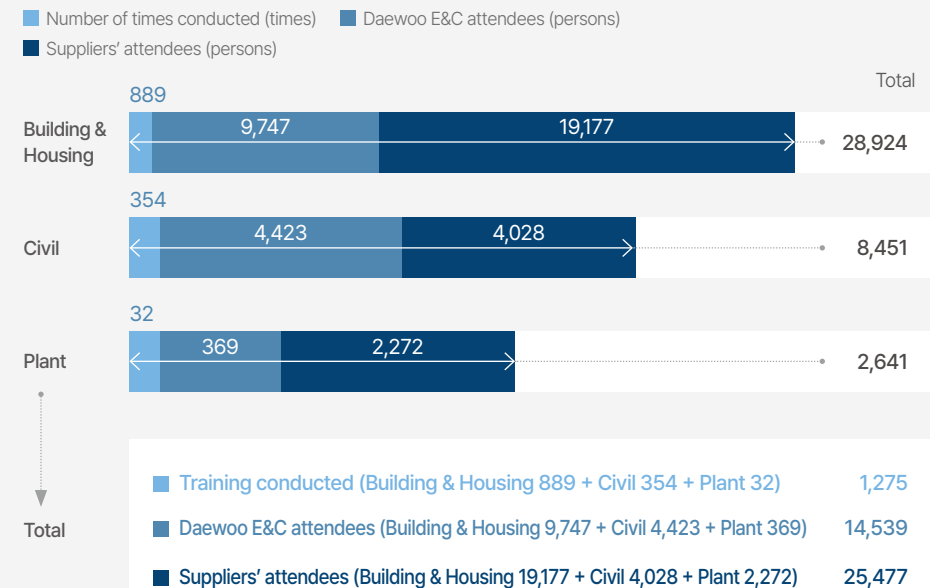
On-site Environmental Management

Daewoo E&C operates an environmental management system based on ISO 14001 (Environmental Management System) to ensure compliance with environmental laws and regulations, including the Air Quality Conservation Act, Construction Waste Management Act, Noise and Vibration Control Act, Water Environment Conservation Act, Soil Environment Conservation Act, the Framework Act on Carbon Neutrality, and the Greenhouse Gas Target Management System. The Communication & Environment Team at the headquarters monitors environmental laws and regulations and establishes procedures, guidelines, systems, and on-site environmental management practical guides to ensure consistent environmental management down to the on-site level. Additionally, through various support activities such as education, support, audits, inspections, evaluations, and monitoring, the company ensures that environmental management is effectively implemented across the entire company, including on-site operations. At each site, internally appointed environmental managers conduct on-site-focused environmental management activities such as environmental education and inspections and strive to create eco-friendly construction sites.

Conduct Environmental Training

Daewoo E&C promotes environmental management awareness among its employees and partner companies through regular environmental education programs and encourages them to practice environmental management voluntarily. In 2024, a total of 1,275 environmental education sessions were conducted, with a total of 40,016 participants, including 14,539 Daewoo E&C employees and 25,477 employees from partner companies. The courses focused on environmental systems and site management (waste, dust, noise, etc.). Additionally, the HQ organized a total of 12 environmental education sessions throughout 2024. Major training courses included job training for new environmental managers, workshops for managers, winter job training, civil engineering on-site superintendent meetings, and introductory training for new employees, covering topics such as environmental management systems, environmental laws and regulations, and cases of violations, as well as on-site environmental management. In addition, environmental training on the theme of "business site environmental management" was provided to DAEWOO ST, a major subsidiary.

Domestic on-site Environmental Training Performance



Headquarters-sponsored Environmental Training

Classification	Training Contents	Training Session (times)
New environmental manager job training	Environmental management systems, environmental laws and regulations, etc.	3
Management supervisor workshop	Environmental laws and regulations and violation cases	1
Winter job training (Building & Housing Division)	Environmental laws and regulations and violation cases	6
Civil on-site superintendent meeting	Internal environmental system and major environmental issues	1
New employee onboarding	On-site environmental management	1
Subsidiary environmental education (DAEWOO ST)	Business site environmental management	1

ISO 14001 Certification



Environmental Management KPIs and Targets

Environmental Management Investment and Cost Performance

Daewoo E&C spends on various equipment operations and related costs to prevent environmental pollution. It also consistently invests in the development of eco-friendly technologies. Specifically, it has made environmental expenditures related to scattered dust, waste, noise and vibration, and water quality. In 2024, investments were focused on securing design technologies for both fixed and floating substructures for offshore wind power generation.

Classification		Unit	2022	2023	2024
Environmental investment ¹⁾	Plan	KRW in millions	1,378	678	957
	Performance	KRW in millions	787	577	761
	Percentage	%	57.1	85.1	80.0
Environmental expenditure ²⁾	Plan	KRW in millions	40,300	44,432	68,408
	Performance	KRW in millions	32,709	39,764	39,480
	Percentage	%	81.2	89.5	58.0

1) Environmental technology development expenses (eco-friendly technology)

2) Environmental management expenses (environmental pollution prevention)

Detailed Environmental Investment Performance

Project	Unit	2024
Research on the practical application of high-density/low-energy sewage treatment methods for the modernization of sewage treatment plants	KRW in millions	362
Development of a 15MW-class floating offshore wind turbine model (Phase 2)		197
Development of innovative LCOE reduction technology for 20MW+ class ultra-large floating offshore wind turbine substructure design		56
Development of hydrogen production technology linked to floating offshore wind turbines		146
Total		761

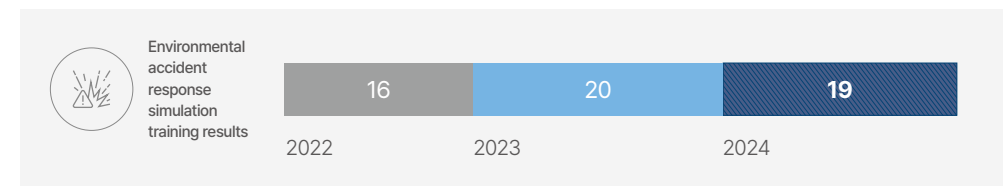
Detailed Environmental Expenditure

Waste	20,341	Scattered dust	8,512	Noise and vibration	6,370	→	Total 39,480 (Unit : KRW in millions)
Water quality	1,587	Others	2,669				

Response to Environmental Accidents

Daewoo E&C has established an environmental accident response system based on ISO 14001 (Environmental Management System) certification and regularly conducts emergency response training to prevent environmental pollution and minimize damage by responding promptly and efficiently to environmental accidents. All sites establish an emergency response training plan and conduct mock drills based on scenarios with a high likelihood of occurrence. Following the training, the company revises the emergency response plan and record and manage the results in the integrated construction management system 'BAROCON,' thereby systematically accumulating experience from mock drills. the company has established a foundation to enable effective and swift responses in the event of similar situations.

(Unit : times)

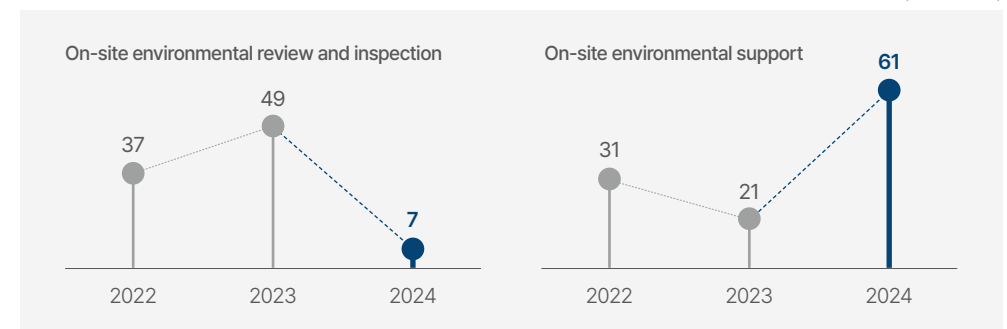


Disclosure of Environmental Performance

Daewoo E&C transparently discloses environmental information through the Environmental Information Disclosure System, in accordance with the Ministry of Environment's disclosure program. Through this, key environmental performance information such as the environmental management promotion system, resource and energy conservation goals and performance, and environmental pollutant emission reduction goals and performance are registered and disclosed to the relevant business sites to increase stakeholder trust

On-site Environmental Review, Inspection, and Support

(Unit : cases)



Environmental Activities and Performance

Management of Water Resources

Management of Water Resources at Sites

Daewoo E&C collects rainwater from retention basins after heavy rain and reuses it for purposes such as watering for dust suppression. During construction, groundwater that leaks out is promptly reported in accordance with relevant laws and regulations, and appropriate measures are implemented to minimize water resource leakage. In cases where it is unavoidable to discharge rainwater or groundwater, sediment is removed, and water quality analysis is conducted by a specialized analytical institution. Once the absence of pollutants is confirmed, discharge is carried out to thoroughly prevent water quality contamination. In the event of wastewater generation, Daewoo E&C installs individual sewage treatment facilities or wastewater discharge systems depending on the type, source, and discharge method of the wastewater to prevent contamination. Since discharge standards vary by facility type, scale, and region, the company applies internal management standards that are at least 10% stricter than those required by relevant laws such as the Water Environment Conservation Act and the Sewerage Act. These standards are outlined in the company's On-Site Environmental Management Practical Guide and are applied across all domestic project sites to ensure strict control of water pollutants. Additionally, water usage is recorded in the company's accounting system along with supporting documents such as usage logs and utility bills. This data is systematically managed through the integrated construction management system, BAROCON, ensuring accurate and transparent water resource tracking.

Water Consumption in 2024

(Unit : ton)

Workplace	Supply source			Total
	Water supply	River water	Ground-water	
HQ	23,193	-	15,487	38,680
Domestic site	832,774	-	-	832,774
Overseas site	298,981	-	-	298,981
Others (R&D centers, etc.)	111,364	-	-	111,364
Total	1,266,312	-	15,487	1,281,799

Water Stress Management

Daewoo E&C identifies the water stress index of overseas sites under construction and uses it as a management indicator based on the World Resources Institute (WRI)'s Aqueduct Projected Water Stress Country Rankings classification. In particular, the company directly manages water consumption and establishes water conservation measures for construction sites in countries with high water stress indices, such as Singapore, Algeria and Iraq.

Water Stress Index and Water Consumption by Overseas Site

Classification		Water Stress		Water Consumption (ton)	비 고
1	Nigeria	0.33	Low(<10%)	-	Water consumption data was not collected
2	Vietnam	1.09	Low to Medium(10~20%)	26,856	
3	Singapore	5.00	Extremely High(>80%)	84,564	
4	Algeria	4.17	Extremely High(>80%)	81,101	
5	Iraq	3.67	High(40~80%)	106,460	
6	India	3.62	High(40~80%)	-	Water consumption data was not collected
Total				298,981	

Water Pollutants Management

Daewoo E&C applies an in-house management standard stronger than the legal standards for wastewater generated during the construction process, minimizing water pollutants through wastewater discharge facilities and discharging them. As of 2024, the company operates wastewater discharge facilities at three sites under its own management. These sites have outsourced facility management to specialized companies to ensure strict compliance with water quality standards for discharged water. Additionally, wastewater generated during the operation of temporary offices on-site is treated through septic tanks or wastewater treatment facilities before discharge, thereby preventing water pollution in advance.

Water Pollution Discharge Status and Legal Limits

Classification		2022	2023	2024	Permissible emission concentration(mg/L) ¹⁾
SS (Suspended Solids)	Discharge volume (ton)	0.209	2.825	0.46	120
	Discharge volume of water (m ³)	49,173	190,021	74,616	
	Discharge concentration (mg/L)	1.0~7.5	7.8~24.3	0.2~8.65	
BOD (Biochemical Oxygen Demand)	Discharge volume (ton)	0.037	0.434	0.034	120
	Discharge volume of water (m ³)	45,974	190,021	74,616	
	Discharge concentration (mg/L)	0.4~1.2	1~4.1	0.45	
TOC (Total Organic Carbon)	Discharge volume (ton)	0.045	0.460	0.09	75
	Discharge volume of water (m ³)	38,834	190,021	74,616	
	Discharge concentration (mg/L)	1.1~1.2	0.8~4.6	1.2	

1) Emission standards applicable to wastewater discharge facilities with a daily wastewater discharge volume of less than 2,000m³ in "Na Area" as defined in the Water Environment Conservation Act.

Environmental Management | Biodiversity | Creating Eco-friendly Value | Industrial Safety and Health Management | Human Resources Management | Human Rights and Employee Diversity | Customer Satisfaction and Quality Management | Supply Chain Management | Contribution to Local Communities | Governance | Ethical Management and Compliance | Integrated Risk Management | Information Security and Personal Information Protection

Noise and Vibration Management

Daewoo E&C manages noise and vibration in accordance with internal procedures, guidelines, and practical guidelines for on-site environmental management, as stipulated by the Noise and Vibration Control Act. All construction work begins after prior notification. To minimize noise and vibration, we adhere to the following measures: low-noise and low-vibration construction methods, low-noise and low-vibration construction equipment, restricting the use of outdated construction equipment, sound-absorbing barriers along construction site boundaries, sound barriers exceeding legal standards, and movable sound barriers. Additionally, we monitor noise levels using noise measurement devices installed on-site and publicly disclose real-time noise information. In particular, at major sites where noise-related complaints are anticipated, we apply the Construction Noise Monitoring System (DW-CNMS) developed by the Daewoo Institute of Construction Technology to predict noise levels and implement proactive noise reduction measures based on these predictions.

Soil Contamination Management

Daewoo E&C conducts environmental impact assessments prior to the commencement of construction work to identify and manage activities and factors that may cause soil contamination. For activities involving facilities with potential for soil contamination (such as fuel storage areas or generators), or concrete pouring or waste separation on the ground, soil protection measures such as installing protective coverings are implemented in advance to prevent direct soil contamination. Additionally, if contaminated soil is suspected during construction, we commission a professional analysis institution to conduct soil contamination testing. The results serve as the basis for us to implement necessary remediation measures and actively address soil contamination.

Air pollutant Management

Daewoo E&C's construction sites do not currently install or operate air emission facilities that directly emit air pollutants. However, in preparation for the future, we are applying our internal management standards, the "Site Environmental Management Practical Guide," which are 10% stricter than the legal standards. This enables us to respond immediately and appropriately even when air emission facilities are necessary.

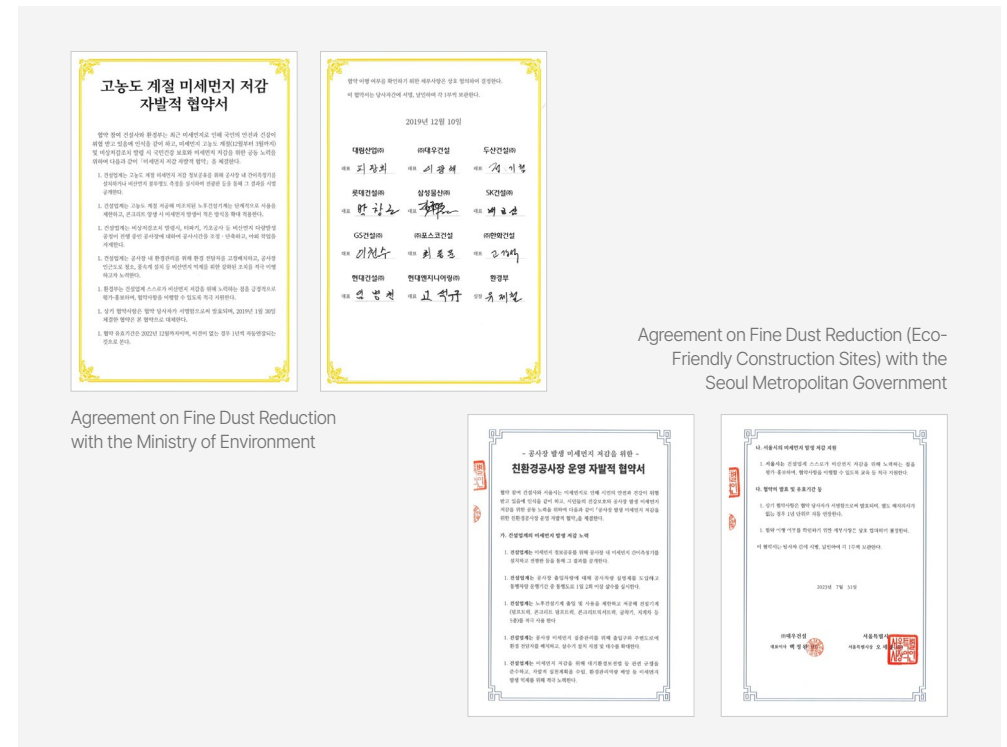
Chemical substance Management

Daewoo E&C systematically manages and supervises the entire process from the delivery of hazardous chemicals through partner companies to their final disposal at all sites, including those directly operated. To minimize the risks caused by hazardous chemicals, site environmental managers conduct inspections at least once a week. Safety and health managers also carry out daily inspections to check the handling and storage of substances. As a company obligated to submit chemical substance reports, Daewoo E&C strictly adheres to the relevant regulations under the Domestic Chemical Substance Control Act and prevents chemical spills and leaks through a robust management system.

Scattered Dust and Fine Dust Management

Daewoo E&C reduces airborne dust in accordance with internal procedures, guidelines, and the 'On-Site Environmental Management Practical Guide.' When reporting airborne dust-generating projects prior to construction, we comply with the Air Quality Conservation Act. On-site, we operate a range of dust reduction equipment such as construction vehicle washing facilities, mobile high-pressure water sprayers, sprinklers, mobile dust collection systems, water spray trucks, and dust covers to prevent the generation of dust and fine particles in advance. We also measure fine particle concentrations in real-time using fine particle concentration meters and publicly disclose the results to enhance the reliability of environmental management.

As part of our efforts to reduce fine dust, we signed a voluntary agreement with the Ministry of Environment and the Seoul Metropolitan Government. Starting in 2024, all new construction sites (excluding demolition projects) in Seoul must comply with the agreement. In recognition of these efforts, we were awarded the Seoul Mayor's Commendation. We will continue to engage in environmental policies and pursue practical measures to reduce fine dust.



Waste Management

On-site Waste Management and Recycling

Daewoo E&C strictly manages the entire process from waste generation to disposal in accordance with the Construction Waste Act and the Waste Management Act. All waste-related data is managed through the integrated construction management system “BAROCON”. The company sets annual waste recycling targets and continuously monitors their achievement.

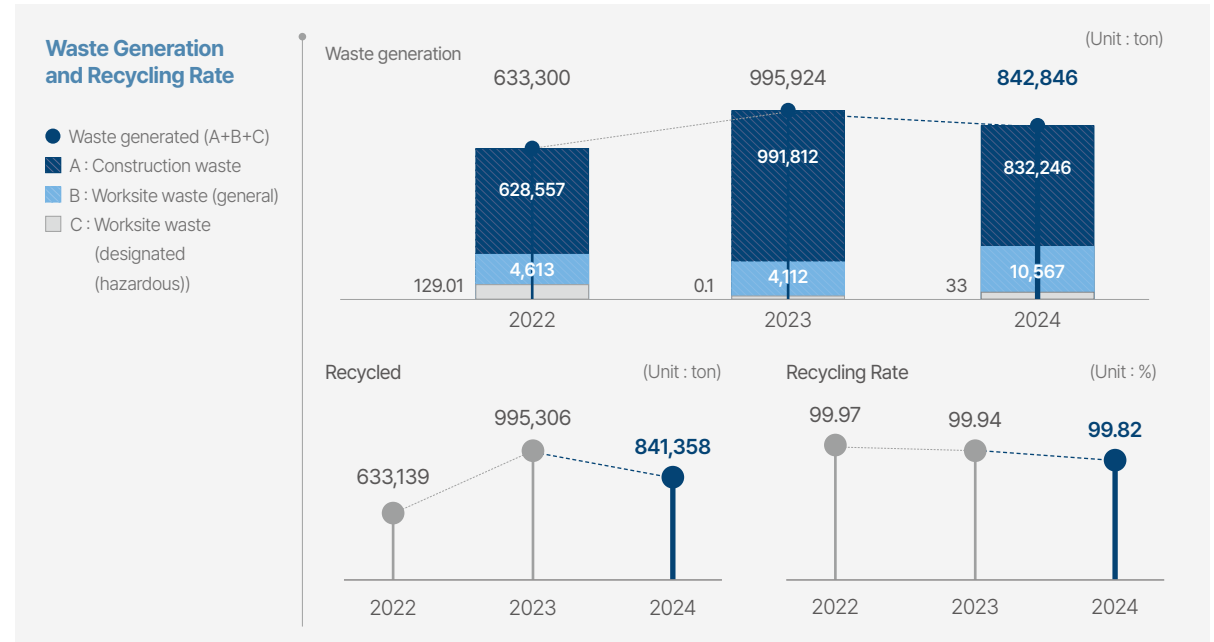
Construction waste is thoroughly separated and stored according to type and disposal method. To enhance awareness among on-site workers, the company distributes eight types of educational materials related to construction waste and conducts quarterly in-house training sessions. Additionally, to increase recycling rates and maximize resource circulation, the company implements the “Construction Waste Management Guidelines” across all sites. Furthermore, the company participates in government environmental policies by complying with the “Voluntary Agreement on the Environmentally Friendly Disposal and Expansion of Recycling of Construction Waste” with the Ministry of Environment.

Management of Waste Contractors

Daewoo E&C has been identifying excellent waste treatment companies since 2011 and registering them as partner companies to ensure safe waste treatment and improve treatment efficiency. Registered partner companies are evaluated every year, and follow-up measures such as warnings, removal from the list, or warning reduction are applied based on the results. All sites have signed contracts with waste treatment partner companies to entrust them with waste treatment, thereby ensuring compliance with legal standards and safe waste treatment.

Waste Disposal Procedures

Daewoo E&C entrusts the transportation and disposal of waste to professional waste management companies registered as partner firms. At each site, separate storage facilities appropriate for each type of waste are installed, and waste is thoroughly sorted and stored before being consigned to one of 148 licensed waste collection and transportation companies. Collected waste is weighed using certified scales at the disposal facilities before being transferred to the final treatment companies. These scales are regularly inspected and calibrated by the Korea Environment Corporation to ensure accuracy. All related data is entered into the Allbaro system, a national waste management platform, which is integrated with the company’s internal waste management system to enable real-time monitoring of waste disposal activities.



Details of Worksite Waste (Designated (Hazardous)) Discharge

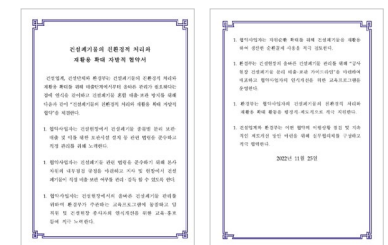
(Unit : ton)

Classification	2022	2023	2024
Waste oil	105.4	0.1	0.1
Waste paint	0	0	0
Others	23.6	0	32.9
Total	129.0	0.1	33.0

Waste Disposal Performance for 3 Years

(Unit : ton)

Classification	2022	2023	2024
Landfill	25	27	73
Recycling	633,139	995,306	841,358
Incineration	136	591	1,415
Total	633,300	995,924	842,846



Voluntary Agreement on Environmentally Friendly Treatment and Expansion of Recycling of Construction Waste

Biodiversity _ Natural Capital

Governance

Decision-making and Management System

Daewoo E&C's Sustainable Management Committee approves biodiversity-related policies, reviews the major plans and activities of the departments in charge, and reports important matters to the Board of Directors when necessary. The CEO or authorized executives manage and supervise the implementation of relevant policies. All departments compile and report on the performance of biodiversity conservation and prevention of deforestation at business sites. Additionally, all business departments and sites continuously identify and monitor risks related to biodiversity and forests and conduct relevant audits when necessary. The results are communicated to the responsible departments, enabling integrated management across the entire organization.

Policies for Biodiversity Conservation and Prevention of Deforestation

In April 2025, Daewoo E&C established its "The Biodiversity Conservation Policy" and "Deforestation Prevention Policy" for sustainable construction, which were finalized by the Board of Directors. These two policies will minimize biodiversity risks and fulfill our corporate social responsibility through the conservation of natural capital, while contributing to the sustainable development of local communities. These policies clearly defines the roles and responsibilities of the Sustainable Management Committee, the CEO or authorized executives, relevant departments, and site personnel, thus ensuring the effective operation of governance framework.

[Biodiversity Conservation Policy](#)

[Deforestation Prevention Policy](#)

Strategy

Locate Systematic Identification of Biodiversity Risk Areas

Daewoo E&C applies the LEAP (Locate-Evaluate-Assess-Prepare) approach to identify areas with a high potential for biodiversity risks. In the first step, Locate, we focused on domestic project sites currently under construction. Priority was given to sites subject to environmental impact assessments in accordance with Article 22 of the Environmental Impact Assessment Act. During this process, we comprehensively considered data on the presence of species listed in the IUCN Red List, nationally endangered wildlife (Classes I and II), marine protected species, and natural monuments, along with external ecological information. Based on this analysis, areas with a high likelihood of impacting biodiversity were identified and designated as management zones for subsequent evaluation, condition assessment, and preparedness planning.

Evaluate Evaluation of Biodiversity Dependence and Impact

Daewoo E&C utilized ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) to evaluate the dependence and impact of its business activities on identified areas requiring management. The evaluation items focused on dependence on ecosystem services, such as "supply services" that provide ecosystem resources, "environmental conditions" including the self-purification and restoration functions of the environment, and "disaster mitigation functions" that mitigate natural disasters. Additionally, the evaluation considered the potential impacts on 'biodiversity' and 'environmental factors' during construction activities. Through the evaluation process, areas in need of mitigation efforts were prioritized, and corresponding measures were established.

Classification	Sub-category		Evaluated items
Dependence	Services provided	Sources of ecosystem resources, including water, soil, and raw materials	
	Environmental conditions	Self-cleaning and restoration functions of the environment	
	Disaster mitigation functions	Mitigation of risks from extreme weather events such as heavy rain and natural disasters	
Impact	Biodiversity	Appearance of protected species, changes in habitat status, emergence of invasive species, etc.	
	Environmental factors	Water quality, soil, air, noise and vibration impact, etc.	

Assess Diagnosis of Biodiversity Status and Risk Level Assessment

Daewoo E&C assessed the current biodiversity risks based on the evaluation results of the identified management areas. This involved evaluating the presence of protected species, the conservation of habitats, and ecological connectivity at sites, while also considering the potential presence of legally protected species and endangered species. Using the ecological data and environmental impact assessment results obtained, the company assessed the level of biodiversity risk for each management area and utilized this information as a basis for subsequent restoration and conservation measures. Additionally, the company plans to manage the results in conjunction with monitoring activities to ensure they are continuously updated and improved.

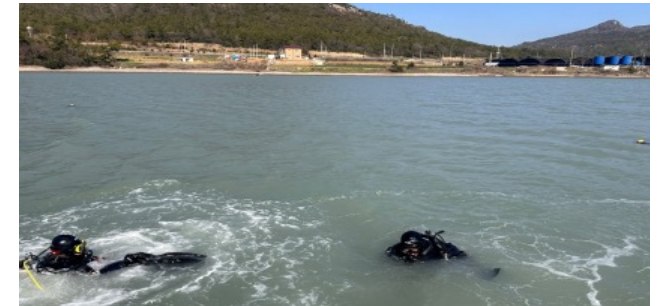
Prepare Biodiversity Risk Response and Improvement Activities

Daewoo E&C seeks to manage the negative impacts on biodiversity that may inevitably arise during the construction process in a balanced manner. To this end, the company has applied the AR3T (Avoid, Reduce, Restore, Regenerate, Transform) framework to its current biodiversity protection activities. In accordance with the AR3T principles, the company aims to Avoid impacts whenever possible, Reduce them when avoidance is not feasible, implement Restoration and Regeneration measures, and ultimately pursue long-term Transformation activities as alternatives. The effectiveness of each ongoing activity is continuously monitored to ensure meaningful outcomes.

Classification	Meaning	Activities	Nationally Protected Species in 2024	Others
Avoid	Measures to prevent or eliminate direct impacts on biodiversity in advance	Pungmu Station Vicinity Development • Prohibition and avoidance of night-time construction • Monitoring for the migrating golden frogs	Golden frog	-
		Pyeongtaek-Osong Railway Section 1 • Installation of mobile barriers to prevent the entry of narrow-mouthed frogs and golden frogs into the construction site	Golden frog Narrow-mouthed frog Leopard cat	-
		Songdo 11-1 Construction Site 4 Infrastructure • Installation of two sedimentation basins to prevent damage to wetland conservation areas	-	-
		Aphae-Hwawon Road Construction Site 2 • Installation of sedimentation basins (six locations) to protect otter feeding grounds	Otter	-
Reduce	Measures to reduce the intensity and scope of unavoidable impacts	Eastern Main Road (Private Investment) Section 1 • Regularly conduct education on the protection of legally protected species and the prevention of environmental damage.	Otter	-
		Pohang-Yeongdeok Expressway Section 3 • Washing the leaves of protected trees and preventing sunlight damage • Monitoring of growth retardation (quarterly)	White-necked stint	Zelkova tree
		Pyeongtaek-Osong Railway Section 1 • Submission of damage prevention plan following discovery of narrow-mouthed frogs and golden frogs	Golden frog Narrow-mouthed frog Leopard cat	-
Restore & Regenerate	Restoration of the function and structure of affected ecosystems	Yangpyeong-Icheon Expressway Section 1 • Transplanting damaged trees (four species, including oak trees) (699 trees) • Monitoring of salamander and Korean frog habitats (quarterly)	-	Salamander Korean brown frog
		Jindo-Chopyeong Port • Monitoring of average growth density (quarterly) after completion of leech and shrimp transplanting (2022)	Eelgrass Surfgrass	-
Transform	Measures to compensate for impacts or respond to long-term changes, such as creating habitats with the same functions	-	-	-
Other activities	As a supplementary measure to monitor biodiversity conservation activities, activities to confirm the implementation and effectiveness of the main stages of AR3T	South Cheongju Industrial Complex • Monitoring the appearance of nationally protected species (quarterly)	-	-
		Sejong-Anseong Expressway Section 6 • Monitoring the appearance of golden frogs (quarterly)	Golden frog	-
		Songdo 11-1 Construction Site 4 Area Infrastructure • Monitoring the appearance of nationally protected species (birds) (quarterly)	-	-
		Yangpyeong-Icheon Expressway Section 1 • Monitoring of salamander and Korean frog habitats (quarterly)	-	Salamander Korean brown frog
		Jindo Chopyeong Port • Growth density monitoring (quarterly)	Eelgrass Surfgrass	-
		Pohang-Yeongdeok Expressway Section 3 • Monitoring of growth retardation (quarterly)	White-necked stint	Zelkova tree



Transplanting native trees



Monitoring growth density



Installing signs and mobile fences

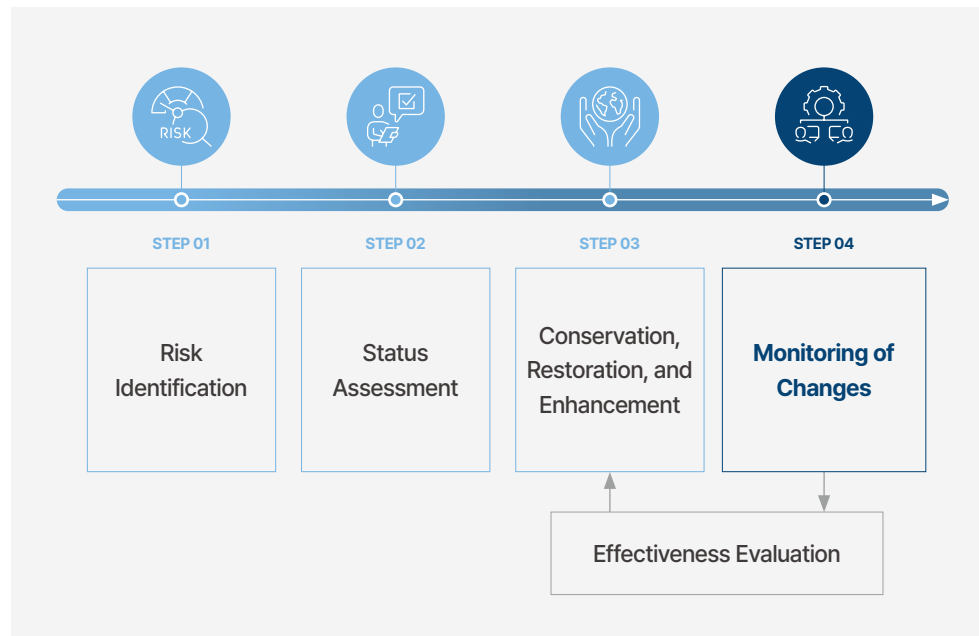
Risk Management

Biodiversity Due Diligence Process

In cases where a business site is identified as requiring biodiversity protection and management, Daewoo E&C operates a systematic biodiversity due diligence process to prevent and conserve biodiversity throughout project execution. The company adheres to a principle of continuous monitoring in areas where biodiversity loss is a concern. If the site falls within a designated biodiversity conservation area, is subject to legal or regulatory requirements, or if stakeholder concerns are deemed valid, the biodiversity due diligence process is initiated.

Biodiversity risks are first identified (STEP 1), followed by an assessment of the biodiversity status of the area (STEP 2). If the assessment indicates a need for conservation or restoration, appropriate protection measures are implemented (STEP 3). Once these measures are in place, changes in biodiversity are monitored (STEP 4), and the effectiveness of the actions is evaluated. The biodiversity protection performance of each project site is reported annually to the company-wide responsible team, and major issues are reported to the Sustainability Management Committee.

Biodiversity Due Diligence Process



Metrics and Targets

NNL (No Net Loss) and NPI (Net Positive Impact)

Daewoo E&C is committed to minimizing ecological impacts and restoring damage at construction sites located in biodiversity-critical habitats in line with its goals of achieving No Net Loss and ultimately delivering a Net Positive Impact on ecosystems. The company adheres to the principle of avoiding habitat destruction during construction whenever possible. In cases where such impacts are unavoidable, prompt restoration and reforestation plans are developed to support ecosystem recovery. Furthermore, during the resource extraction and utilization phases, the company follows sustainable principles to minimize adverse effects on local biodiversity.

Net Zero Deforestation

Daewoo E&C strives to minimize deforestation during the construction process. In cases where forest damage is unavoidable, the company actively promotes reforestation and restoration activities in the affected areas, with the goal of achieving Net Zero Deforestation by 2050. To this end, the company will establish forest protection measures and prepare compensation and restoration plans in anticipation of unavoidable forest impacts. In addition, efforts will be made to raise awareness of forest conservation through educational programs, encouraging all employees to voluntarily participate in forest protection initiatives.

Creating Eco-friendly Value

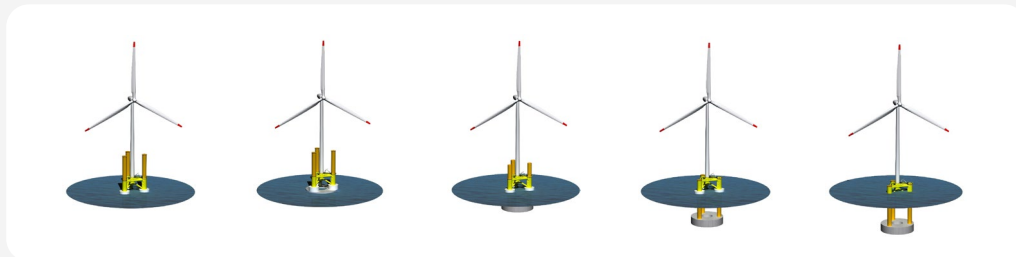
Eco-friendly Construction

Eco-friendly Technology and Application

Securing design technologies for fixed and floating substructures for offshore wind power generation

Daewoo E&C has selected offshore wind power generation as a strategic growth area and is currently upgrading its fixed and floating substructure design technology. The offshore wind power projects and design technologies will contribute to expanding renewable energy and achieving carbon neutrality goals, thereby creating eco-friendly value. To this end, the company is participating in a government-funded project by the Ministry of Industry, Trade, and Energy to establish global standards for performance criteria in offshore wind farm site surveys and to develop a Korean certification system for fixed-bottom foundation design technology. Additionally, the company is concurrently working on the domestic standardization of technical guidelines for marine warranty surveys (MWS).

For floating foundation design technology, the company is developing a 15MW-class hybrid floating body model while simultaneously optimizing the design and construction processes and pursuing investment attraction. This technology has completed patent applications in five countries, including South Korea, the United States, and the Netherlands. The company is also conducting basic design and repair model experiments for a 22MW-class LCOE-reducing ultra-large floating design technology. The company has filed two domestic patents (No. 10-2769918: Floating offshore wind turbine floating body using an assembled steel-concrete composite separate module, and No. 10-2769919: Hybrid combined structure of a floating offshore wind turbine steel-concrete composite floating body) and aim to obtain international certification in the future.



Stepwise Structural Transformation of the MSPAR (floating spa room)



Joint research on substructure design technology (in collaboration with Mono Base Wind)



Patents related to offshore wind power

Launch of 'Smart Construction Alliance' for Digital Transformation

Daewoo E&C has launched the Smart Construction Alliance to accelerate digital transformation and expand the smart ecosystem. The company plans to apply smart construction technology to improve work efficiency through technological advancement. Information shared through the collaboration system will enhance digital transformation, improve productivity, and secure future growth engines. The company is committed to enhancing its technological competitiveness both internally and externally by promoting a smart construction culture. The company will emerge as a leading construction company driving digital innovation in the global market.

In the future, the company plans to introduce an LLM-based AI model for digital business innovation. The 'DTMS AI' service, which explains internal regulations, will support efficient document retrieval and source provision functions, and automate repetitive tasks to reduce work time. In addition, the company will improve customer response speed and quality by providing AI-based draft answers to an average of 1,000 customer complaints and inquiries received through its website each month. By continuously training AI models on accumulated data and enhancing intelligent recommendation technology, the company aims to elevate the completeness of its digital transformation.

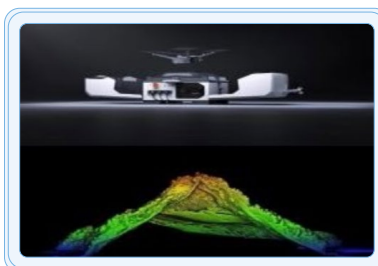


Launch Ceremony of the Daewoo Smart Construction Alliance (March 18, 2025)

Key Activities of Smart Construction Alliance

Drone/Spatial Information

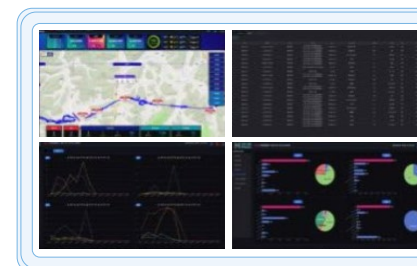
- Utilize drone stations and spatial information platforms to enhance the use of spatial data
- Establish a technical support process for the use of spatial data



Advanced utilization of spatial information data using drones

Field DX

- Streamline quality control (Q-BOX) for sites
- Establish technical review procedure system for the introduction of smart construction technology to sites



Q-BOX to streamline quality control

AI/Data

- R&D on development of generative AI technology for practical applications
- Data analysis for AI utilization



Specialized in document analysis and application, Barodap AI

BIM

- BIM for Building & Housing : Calculate implementation budget quantities and diversify work types
- Civil : Improve implementation budget accuracy and promote design changes
- Plant : Establish EPC integrated platform



Implementation budget and volume management system

Next-generation Nuclear Reactor (High-temperature Gas-cooled Reactor) Project

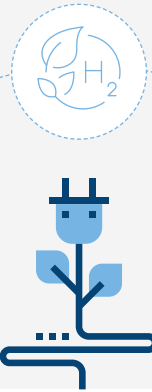
Daewoo E&C is participating in the high-temperature gas-cooled reactor technology project, a next-generation eco-friendly reactor, in preparation for the carbon-neutral era. The company has secured the right to implement the project through a public-private partnership project and is considering participation in the New CLEAR project for site acquisition, licensing, and safety assessment (PSAR). Based on the basic design, the company plans to conduct facility verification and environmental impact assessments. In addition, as a member of the Advanced Reactor Industry Technology Research Association, Daewoo E&C is promoting joint technology development related to high-temperature gas reactors and other reactor types using government matching funds.



Next-generation nuclear reactor (high-temperature gas reactor)

Carbon-reduction Early Strength Slag Cement Concrete Technology

Daewoo E&C applies carbon-reduction early strength slag cement concrete technology at construction sites, achieving up to a 54% reduction in greenhouse gas emissions compared to conventional concrete. This concrete develops strength more rapidly than ordinary concrete, effectively addressing strength delays during winter and contributing to shorter construction schedules and cost savings. Leveraging these advantages, the company is continuously expanding its application across sites and is also pursuing environmental certification.



Video on carbon-reduction Early Strength Slag Cement Concrete Technology



Hydrogen Production Base Based on water electrolysis in Donghae City and Demonstration Project for Marine Hydrogen Production

Daewoo E&C has been participating in the Donghae water electrolysis-based hydrogen production base project since 2024 to strengthen its renewable energy project design capabilities and secure related operational technologies. This hydrogen production facility uses renewable energy to electrolyze water, generating hydrogen without emitting carbon—making it a model of eco-friendly energy. Based on detailed design achievements for key equipment, the company is working toward internalizing the design process. Leveraging its technical expertise, Daewoo E&C is also enhancing its capabilities in project and procurement management. To further strengthen its competitiveness in future green technologies, the company is planning a marine hydrogen production demonstration project and is concurrently conducting mid- to long-term R&D activities aimed at entering the global new energy market.



Bird's-eye view of floating offshore wind power hydrogen production facility

Application of OSC (Off Site Construction) Method with Carbon Emission Reduction Effect

Daewoo E&C is applying OSC (Off Site Construction), an eco-friendly construction technology that reduces carbon emissions by approximately 40% compared to existing methods, to various sites for rooftop constructions. This method reduces carbon emissions based on steel modules and improves safety through shorter construction periods and lighter weight. The "High-Rise Roof Installation Method Using Modular Segmentation and Internal Connection Technology" has been registered as New Construction Technology No. 1005. Additionally, at the Yangju Station Area site, the OSC method was applied to underground exterior walls, reducing construction time and improving quality. In line with the government's policy to expand OSC procurement in the public sector, the company is securing OSC specialists and expanding investments to expand the application of related technologies.



Roof construction using OSC method

Expanded Application of Eco-friendly Cement Grouting Method (HIT-ECO)

Daewoo E&C has achieved precise and consistent construction quality by applying the HIT-ECO grouting method, which reduces carbon emissions and prevents environmental pollution, to ground waterproofing construction sites on a trial basis. This method was also applied to a national project commissioned by the Ministry of Agriculture, Food and Rural Affairs, using a patented non-cement-based grout material to suppress the generation of harmful substances. Precision and quality reliability were further enhanced through an automated injection management system. By combining environmental sustainability with high-quality construction, this technology is expected to be expanded to various ground sealing projects such as reservoirs, dams, and tunnels. The company also plans to pursue commercialization and further quality enhancement through technical collaboration with partner companies.

Eco-friendly R&D Achievements

Expansion of Eco-friendly R&D and Patent Applications

Daewoo E&C conducts R&D to secure eco-friendly technologies and has filed various patents, securing a competitive edge in the industry. As of the end of 2024, the company is conducting a total of ten R&D projects, including five in-house projects and five national projects, and completed two in-house projects and two national projects in 2024. From 2022 to 2024, the company obtained a total of 23 patents and has 29 patents pending as of the end of 2024. Additionally, in 2024, the company obtained three intellectual property rights, including "A Method for Manufacturing Non-Standard Hybrid Formwork Using 3D Printing," "A Polymer Waterstop Material for Leak Repair in Reservoir Walls and Its Manufacturing Method," and "A Structure and Construction Method for Blocking Inter-floor Floor Impact Sound."

Intellectual Property Rights (Patent Rights) Related to Business (as of end of 2024)

(Unit : cases)

Classi- fication	New tech- nology	Green tech- nology	Patent	Utility model	Design	Trade- mark	Program	Total
Registered	8	1	277	1	83	1,239	92	1,701
Pending	0	0	29	0	1	168	— ^(*)	198

(*) For the program, there is no concept of application

Acquisition of G-SEED Eco-friendly Certification

The Green Building Certification System (G-SEED, Green Standard for Energy and Environmental Design) is a certification program that comprehensively evaluates environmental factors—such as energy and resource conservation, reduction of pollutant emissions, and the creation of a comfortable living environment—through out all stages of a building's lifecycle, including material production, design, construction, maintenance, and disposal.

In addition to its direct impact of promoting the wider adoption of eco-friendly buildings, the system is expected to raise awareness of environmental values and foster innovation in environmental technologies and research activities. Daewoo E&C is leading the way in sustainable construction by obtaining the highest grade of green building certification (Green Grade 1) for numerous projects, including Olympic Park Foreon, Sewoon PRUGIO the Botanic, Sewoon PRUGIO Gravity, PRUGIO Starselah 49, PRUGIO Radius Park, and the Haeundae U-dong 548 Residential and Commercial Complex.

Daewoo E&C's Eco-friendly Technology

Offshore wind power

- Technology for independent design of floating platform
- Design technology for 15MW offshore wind power floating body
- Development of in-house model for 15MW offshore wind power floating body
- Innovative LCOE-saving 20MW+ ultra-large floating offshore wind power substructure design technology
- Hydrogen production technology linked to floating offshore wind power
- Development of tilt attitude control technique based on offshore wind power
- Development of design standards for offshore wind power support structures and concrete support structure technology

Seawater desalination

- Development of low-energy seawater desalination plant technology tailored to the Middle East
- Commercialization of low-energy forward osmosis technology for desalination of seawater
- Energy saving technology for seawater desalination facilities

Waste recycling

- Basic research on optimal hydrogen production technology from waste
- Development of methanol retrieval technology from high caloric waste syngas

Carbon reduction

- Development of storage technology for CO₂ capture and mass use
- Development and commercialization of carbon-reduced concrete technology

Air pollution

- Development of a quantitative supply monitoring system for dioxin-controlled activated carbon

Biogas

- Development of a quantitative supply monitoring system for dioxin-controlled activated carbon
- Development of technology for post-treatment of high concentration organic wastewater by anaerobic digestion (DBS)
- Development of technology for improving and optimizing the efficiency of anaerobic digestion of food waste and treatment of digestive wastewater

Wind Power

- Development of Wind Environments evaluation technology for eco-friendly buildings

Water treatment (water supply)

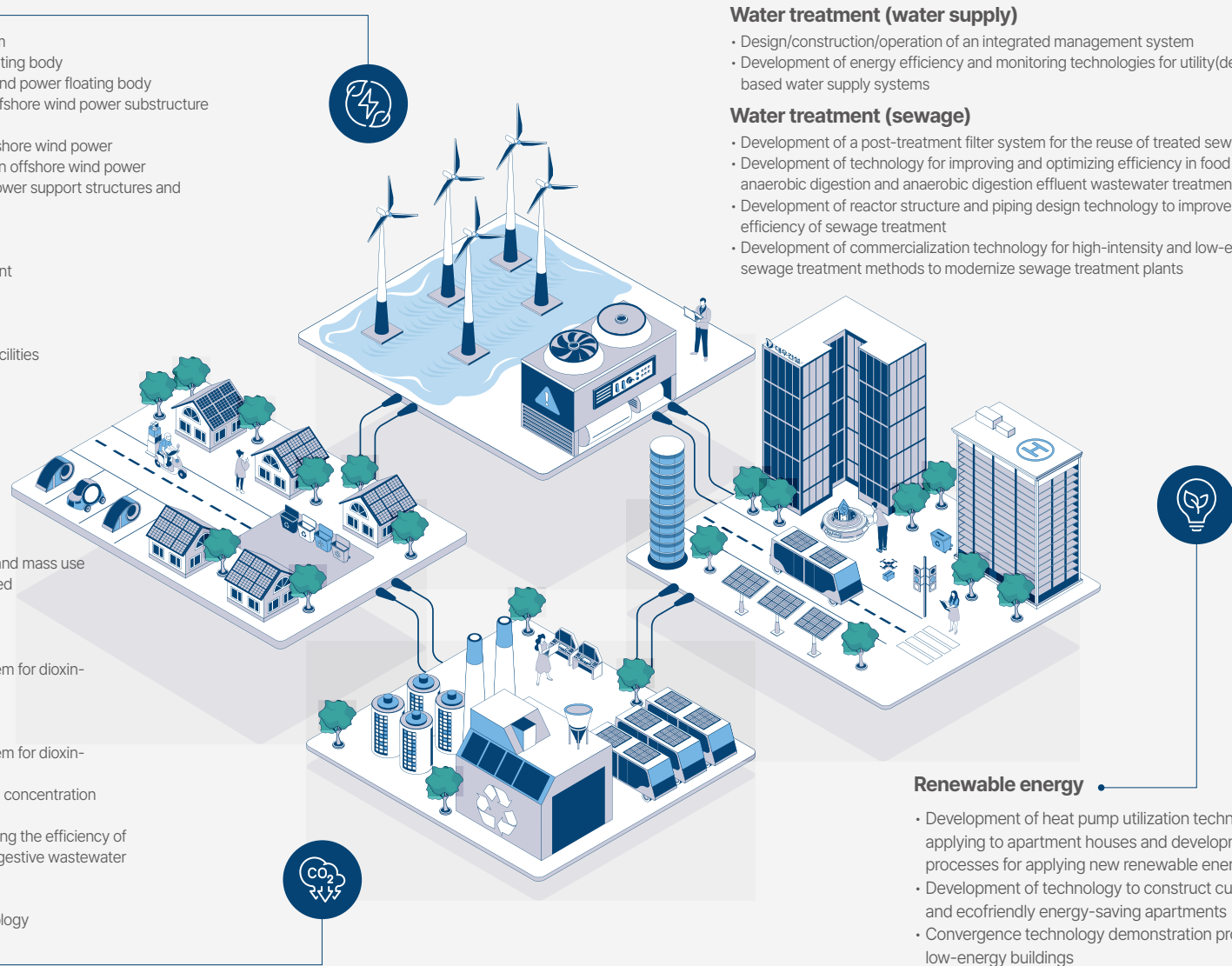
- Design/construction/operation of an integrated management system
- Development of energy efficiency and monitoring technologies for utility(device)-based water supply systems

Water treatment (sewage)

- Development of a post-treatment filter system for the reuse of treated sewage water
- Development of technology for improving and optimizing efficiency in food waste anaerobic digestion and anaerobic digestion effluent wastewater treatment
- Development of reactor structure and piping design technology to improve the efficiency of sewage treatment
- Development of commercialization technology for high-intensity and low-energy sewage treatment methods to modernize sewage treatment plants

Renewable energy

- Development of heat pump utilization technology for applying to apartment houses and development of processes for applying new renewable energy
- Development of technology to construct customized and ecofriendly energy-saving apartments
- Convergence technology demonstration project for low-energy buildings



Strengthening Eco-friendly Corporate Activities and Disclosure

Eco-friendly Disclosure

Disclosure of Eco-friendly Revenue

Daewoo E&C has established internal standards for calculating eco-friendly revenue based on the Korean Green Taxonomy (K-Taxonomy) and discloses the results in its Sustainability Report. All projects are evaluated against clear standards to determine their alignment with eco-friendly revenue thereby preventing greenwashing and ensuring accuracy in measurement. In addition, the portions of expenditures related to the purchase of tangible and intangible assets contributing directly to taxonomy-aligned economic activities are classified as capital expenditures (CapEx), while the remaining asset purchases and mid-term lease payments are disclosed as operating expenditures (OpEx). Environmental investments related to offshore wind power are also classified and disclosed as operating expenditures (OpEx).

(Unit : KRW in millions)

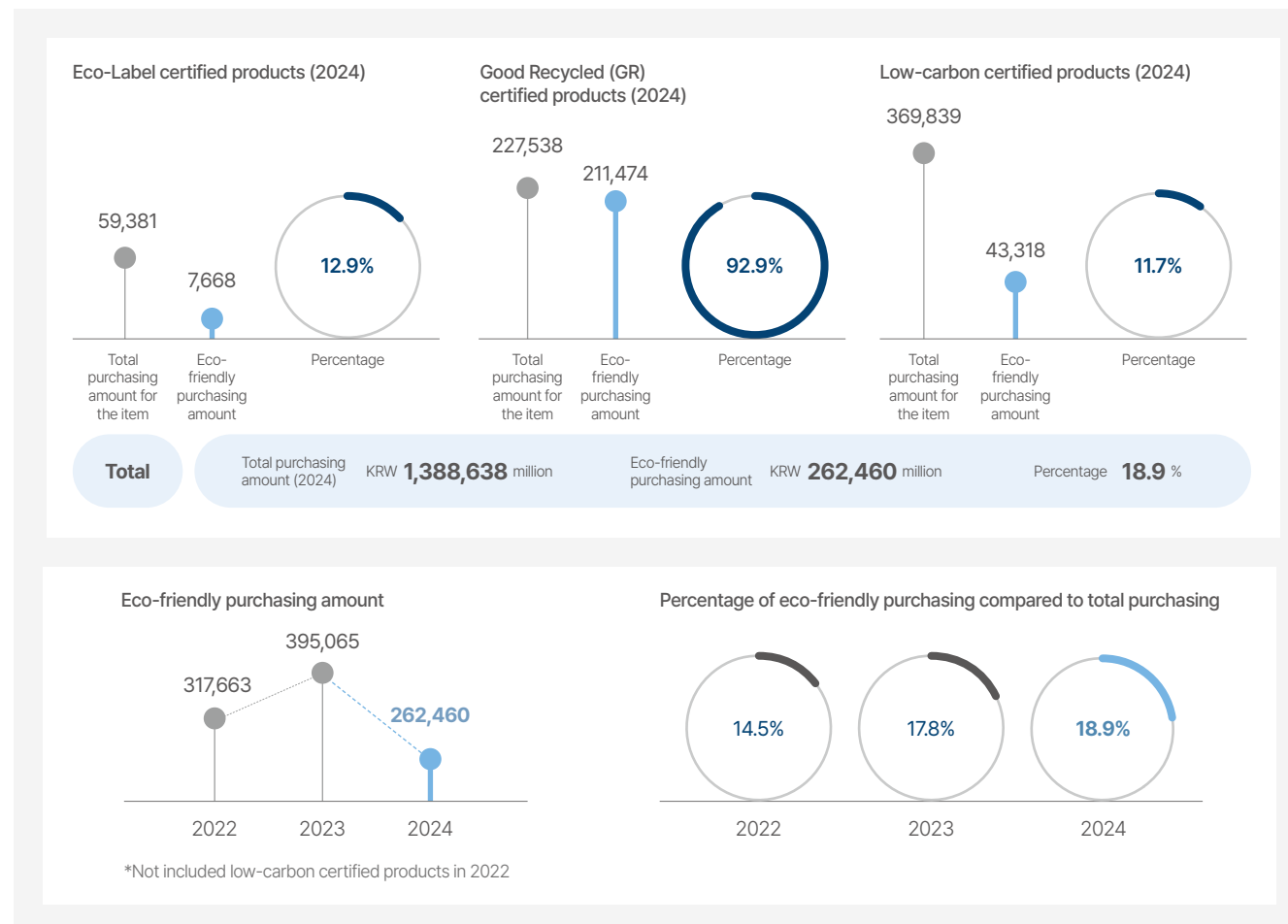
Category		Key Description	Eco-friendly Revenue	Eco-friendly Capital Expenditures (CapEx)	Eco-friendly Operating Expenditures (OpEx)
 Green section	Industry	Revenue from cement manufacturing using relatively low-emission processes, and technology fees related to carbon-reducing slag cement concrete.	52	-	-
	Power · Energy	Revenue generated from the construction, renovation, and operation of renewable energy production facilities, including wind power, offshore wind power, hydrogen and ammonia production, and electrical energy storage and conversion.	85,968	4,177	2,965
	Transportation	Revenue from the construction and operation of clean transportation infrastructure, including low-carbon land transport systems such as railways.	363,508	-	9,285
	Urban buildings	Revenue from the construction of green buildings certified with the highest rating.	690,219	-	2,007
	Water	Revenue from the installation and operation of water supply facilities and waterworks for domestic or industrial use, maintenance of water supply networks, or the distribution and installation of water-saving equipment and devices.	26,526	30	799
	Circular economy	Revenue from waste collection, recovery, sorting, separation, and energy recovery from waste.	22,501	-	2
 Transition section	Power · Energy	Revenue from energy sources such as liquefied natural gas, mixed gases, and nuclear power—including nuclear fuel, radioactive waste management, and research materials.	114,970	-	811
 Environmental investment	Environmental investment	Amount of environmental investment related to offshore wind power and sewage treatment methods (Please refer to page 54 of this Sustainability Report.)	-	-	761
Total			1,303,743	4,207	16,629

Disclosure of Eco-friendly Purchase

According to Daewoo E&C's internal standards, purchases of Korea Eco-Label certified products, Good Recycled (GR) certified products, and low-carbon certified products are classified as eco-friendly. The performance of eco-friendly purchases is disclosed in the sustainability report. Korea Eco-Label certified products refer to products or services that reduce energy and resource consumption and minimize pollution among products or services of the same type with improved environmental performance compared to other products of the same use, and the company purchases those products for housing and construction. Good Recycled (GR) certified products are those certified by the Korean government for the quality and environmental friendliness of recycled products. By purchasing GR-certified asphalt, rebar, and section steel, the company will increase the proportion of recycled materials and contribute to the circulation of resources. The company also contributes to carbon neutrality and reduces greenhouse gas emissions by purchasing ready-mixed concrete certified as low-carbon. This certification is granted to products that achieve greenhouse gas reductions exceeding the national reduction targets.

Eco-friendly Purchasing

(Unit : KRW in millions)



Issuance of Floating-rate Green Bond

Daewoo E&C plans to allocate proceeds from the issuance of floating-rate Green Bonds to finance and refinance eligible Green Projects. These bonds have been structured in accordance with the Green Bond Framework and meet the criteria for green bond issuance. The company has also obtained a Second-Party Opinion (SPO) from an external verifier, confirming alignment with recognized green bond standards. The proceeds will be used to support clean transportation initiatives and green building developments.

Classification	Details
Issuance Type	Floating-rate Green Bond
Issuance Amount	USD 245 million (approx. KRW 359.4 billion)
Issuance Date	April 2025
Verifying Entity	DNV Business Assurance Korea
Verification Method	Second-Party Opinion (SPO) issued by an external verifier
Use of Proceeds	Clean Transportation: USD 100 million Green Buildings: USD 145 million

Eco-friendly Business Activities

Eco-friendly Supply Chain Policy

Daewoo E&C implements an eco-friendly supply chain policy applicable across all stages of the value chain—from production and transportation to construction, usage, and disposal. The policy defines green purchasing criteria, including eco-labeled products, and outlines operational standards for expanding procurement and tracking performance. It also serves as a guideline for environment-related departments, providing standards for environmental education and management. In addition, Daewoo E&C manages its supply chain in an environmentally responsible manner by setting and monitoring targets for the eco-friendly purchasing ratio and waste recycling rate.

Support for Enhancing Environmental Management of Suppliers

Daewoo E&C, as part of its eco-friendly supply chain policy, implements a range of management and support measures to enhance the environmental management capabilities of its partner companies. The company gives preferential consideration to suppliers with certified eco-friendly credentials and encourages voluntary environmental practices and sustainable partnerships through a range of support programs.

Classification	Details
Support for eco-friendly certification	<ul style="list-style-type: none"> - Check the eco-friendly certification status of partner companies and encourage them to obtain additional certifications - Provide incentives for using eco-friendly certified products during registration evaluations (twice a year) and comprehensive evaluations (once a year) - Bonus points for ISO 14001 (environmental management system) certification - Prioritize the purchase of materials with green certification
Support for strengthening environmental management capabilities	<ul style="list-style-type: none"> - Support for ESG education, consulting, and evaluation costs (a total of KRW 20.3 million will be provided to 20 partner companies in 2024) - Concurrent support programs such as education, audits, and customized consulting

Eco-friendly Social Contribution Activities

Daewoo E&C recognizes the creation of social value through social contribution activities as a key corporate responsibility and aims to enhance environmental value through eco-friendly initiatives. Employees of Daewoo E&C and its partner companies regularly conduct environmental clean-up activities around construction sites. At the Uijeongbu PRUGIO Claciel site, waste is collected along nearby sidewalks and walking trails, while at the Busan Munhyeon Complex Development Phase 3 site, quarterly clean-up campaigns are conducted in surrounding parks and pedestrian areas. These efforts not only promote eco-friendly social contribution but also enhance the company's public image.

In May 2024, during a family event for employees, tactile braille books made from recycled PET materials were donated to visually impaired children. The event actively incorporated eco-friendly elements, such as using sustainable honeycomb boards instead of non-recyclable banners for the photo zone. Furthermore, in 2025, Daewoo E&C demonstrated its commitment to corporate social responsibility by donating KRW 300 million to support communities affected by large-scale wildfires across the country and assist displaced residents.



Creating tactile braille books using eco-friendly materials



Environmental clean-up activities at Uijeongbu PRUGIO Claciel site



Environmental clean-up activities at Busan Munhyeon Complex Development Phase 3 site

Industrial Safety and Health Management

Governance

Decision-making Body Overseeing Safety and Health Management System

Overview

The Board of Directors(BOD) is the premier decision-making body overseeing Daewoo E&C's safety and health management system. The board is responsible for reviewing and approving the safety and health plans established under Article 14 of the Occupational Safety and Health Act. The board is composed of a majority of independent directors (six independent directors and one executive director) with relevant expertise and experience.

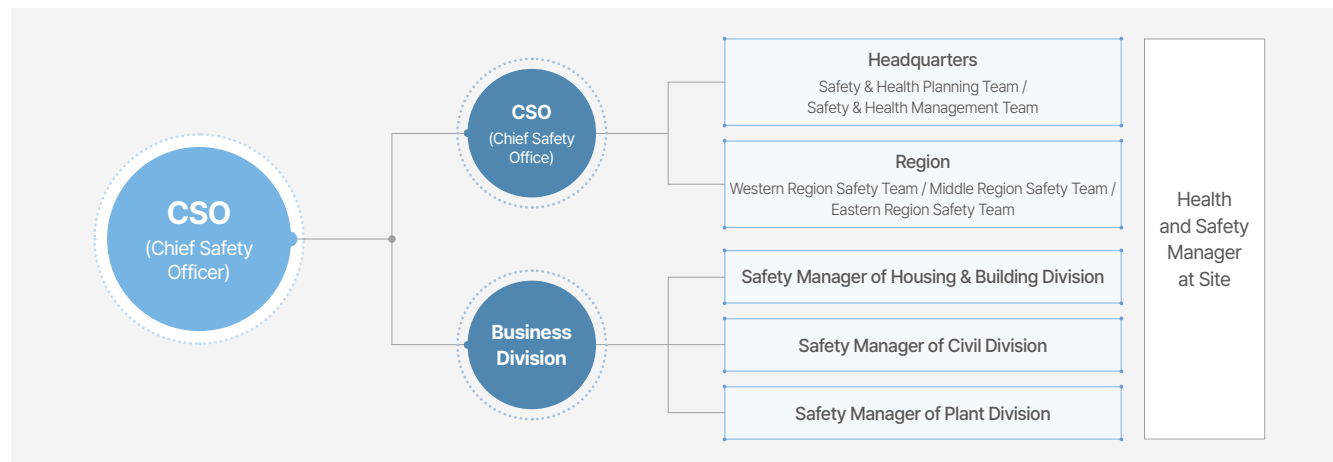
Operating method

Daewoo E&C reports its annual safety and health plans to the board for approval. The report includes not only the annual plan but also the operational status of the safety and health management system and key risks. The board regularly monitors safety and health performance and targets.

Classification	Date	Agenda	Remarks
3rd BOD meeting in 2024	2024. 03. 04	Approval of safety and health plan in 2024	Resolved
12th BOD meeting in 2024	2024. 12. 12	Report on 2024 key safety and health performance and improvement directions	Reported
3rd BOD meeting in 2025	2025. 03. 05	Approval of safety and health plan in 2025	Resolved

Safety and Health Risk Governance System

Safety and Health Organization Chart



Executives that Oversee Safety and Health Management System

Daewoo E&C has appointed a Chief Safety Officer (CSO) and established a CSO-led organization and management system for safety and health. To reinforce the accountability of business headquarters, ensure effective communication on key safety and health matters, and incorporate feedback from site safety and health managers, Daewoo E&C operates both a "Safety and Health Communication Meeting" and an "Occupational Safety and Health Committee."

Key Safety and Health Councils

Classification	Cycle	Attendees	Purpose
Safety and Health Communication Meeting	Monthly	CSO (lead), CEO, safety and health managers of business divisions, CSO department heads	Discussion on current issues, reporting on quantitative performance
Occupational Safety and Health Committee	Quarterly	CSO (chair), labor union representatives, on-site safety and health managers, CSO department heads and relevant HQ team leaders	Collect employee opinions, reflect policies, review safety and health goals and plans

Safety and Health Organization

Daewoo E&C has set up a dedicated organization - the Chief Safety Office (CSO) under the leadership of the Chief Safety Officer establishes and implements a company-wide safety and health management system. The CSO Division is composed of five teams: the Safety & Health Planning Team, Safety & Health Management Team, and Regional Safety Teams for the Western, Central, and Eastern regions. Additionally, safety managers are assigned to each business team to support company-wide safety and health initiatives. In 2024, the CSO transitioned from a two-region to a three-region structure and established specialized units within each regional team to enhance inspections of construction equipment. Daewoo E&C also maintains ISO 45001 certification across its core business areas including civil engineering, housing and building, and plant to ensure safe working environments.

Strategy

Strategy

Key Risks and Opportunities on Safety and Health

Daewoo E&C regularly identifies and manages potential safety and health risks and opportunities, taking into account its business model and operational characteristics.

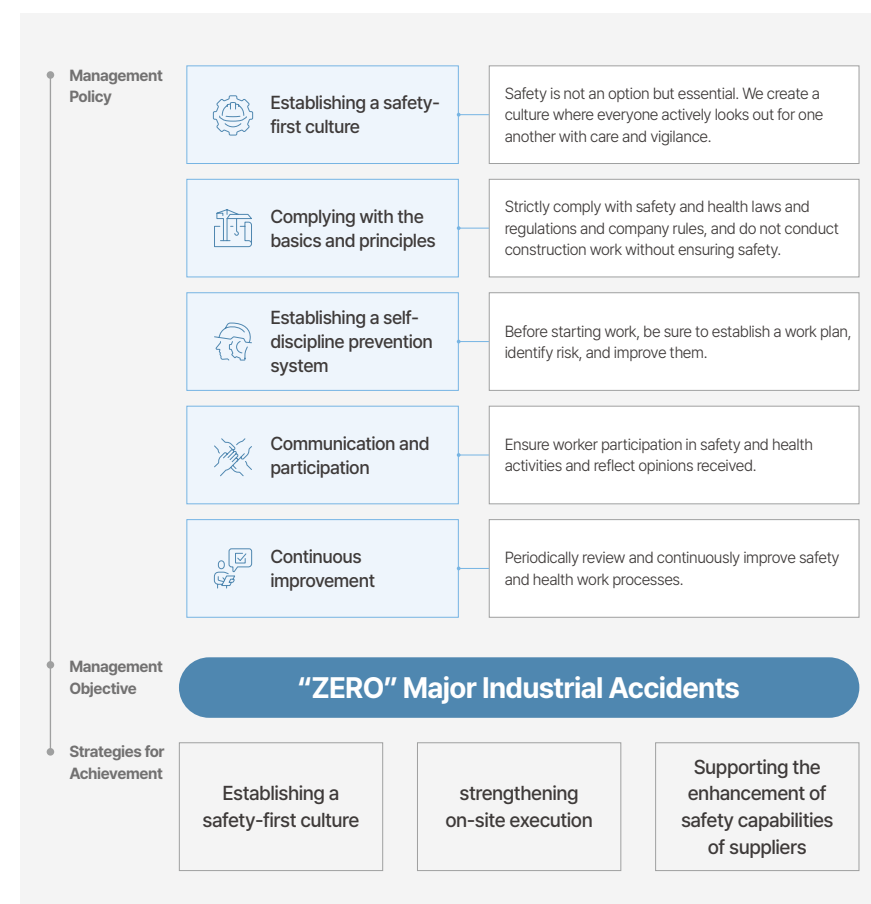
Classification	Factor	Period	Impact on Business and Value Chain	Financial Impact	Response Strategy
Risk	Stronger penalties for violations of safety and health regulations	Short-term / mid-term	Restrictions on business activities due to penalties imposed on corporations or management	Increased costs for establishing systems to ensure compliance with regulations	71-75p
Risk	Decline in credibility due to industrial accidents	Short-term / mid-term	Restrictions on business activities due to disadvantages in bidding and contract awards	Decline in revenue due to reduced competitiveness in winning orders and legal costs related to industrial accidents	
Risk	Deterioration of working environment due to climate change	Mid-term / long-term	Delay in construction period and loss of assets due to strong winds, heavy rainfall, heat waves, and cold wave warnings	Increase in cost of revenue and damage to assets due to delay in construction period	
Opportunity	Strengthening disaster prevention activities in line with the development of smart safety technology	Short-term / mid-term / long-term	Reduction of on-site disasters through the use of CCTV, smart bands, and collision prevention equipment	Reduction of disaster cost through prevention	
Opportunity	Improvement in safety and health standards due to strengthened social responsibility	Short-term / mid-term / long-term	Increase in orders and contracts due to improved reputation and brand value	Increase in revenue due to increased competitiveness in securing orders	

Resilience

Daewoo E&C systematically identifies safety and health-related risks and opportunities each year and reports the safety and health policy, key performance of the previous year, and plans for the following year to the BOD. In the event of a safety incident, immediate reporting is made to the Chief Safety Officer, followed by investigation and response. Company-wide follow-up measures are taken to prevent recurrence, including system improvements, additional deployment of safety personnel and equipment, and special safety training led by the management. At construction sites, regional safety teams provide tailored support based on site-specific conditions. Compliance with legal obligations, such as the Occupational Safety and Health Act and the Serious Accidents Punishment Act, as well as the implementation level of the safety and health management system, is reviewed and reported to the CSO. In addition, Daewoo E&C has developed site-specific leading safety indicators and monitors them continuously. Sites classified as 'caution' level receive company-wide intensive support to promptly restore safety and health standards.

Safety and Health Management Policy

Daewoo E&C has established a Safety and Health Management Policy, along with defined goals, strategies, and action plans to prevent accidents through the effective implementation of its safety and health management system. This Policy is submitted annually as part of the overall safety and health plan and is subject to approval by the Board of Directors.



Three Core Strategic Tasks

To achieve the objective of “zero” major industrial accidents, Daewoo E&C promotes three core strategic tasks: establishing a safety-first culture, strengthening on-site execution, and supporting the enhancement of safety capabilities of suppliers.

Three Core Strategic Tasks	Implementation Measures
Establishing a safety-first culture	<ul style="list-style-type: none"> • Create a culture that practices safety rules • Strengthen management safety inspections and raise employee safety awareness • Operate safety culture programs
Strengthening on-site execution	<ul style="list-style-type: none"> • Strengthen on-site support/inspection • Improve the on-site safety and health education system • Strengthen construction equipment safety management • Invest in safety and health budget • Develop safety and health standard manuals and introduce technical safety
Supporting the enhancement of safety capabilities of suppliers	<ul style="list-style-type: none"> • Improve the selection and management procedures for suppliers • Expand rewards and support for suppliers • Expand the operation of programs to improve the safety level of suppliers

Establishing a Safety-First Culture

Fostering a Culture of Compliance with Safety Behavior Guidelines

To strengthen the responsibility and role of site managers, is a key factor in on-site safety management, Daewoo E&C has included site managers as eligible recipients of individual awards based on regular safety and health evaluation results. The company has also established mandatory safety behavior guidelines for all site personnel, thereby increasing motivation and reinforcing a sense of accountability.

Six Essential Guidelines



Five Prohibitions



Strengthening Safety Inspections by Executives

Daewoo E&C has expanded executive-level safety inspections to strengthen leadership’s commitment to a “safety-first” culture and ensure timely resolution of field issues. During CEO site visits, meetings are conducted with employees at all levels to enhance direct communication with the field. Additionally, the number of CSO inspections has increased from 4 to 12 per month, including unannounced inspections during high-risk periods such as early mornings and weekends when serious accidents are more likely. These efforts aim to further reinforce on-site safety management.

Enhancing Employees’ Safety Awareness

To foster a shared awareness of safety and encourage voluntary participation across the organization, Daewoo E&C conducted safety and health campaigns focused on seasonal risk themes. In 2024, a total of four campaigns were carried out. In 2025, the company participated in a government-led relay campaign aimed at preventing fall accidents in the construction industry. Activities included posting fall prevention posters and banners, and delivering safety education during TBM (Toolbox Meeting) sessions prior to work commencement.



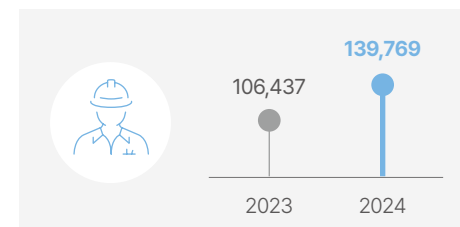
Site visits and safety inspections by CEO/CSO

Operation of CLEAR, Daewoo E&C’s Safety Culture Program

Since 2015, Daewoo E&C has operated its own safety culture program, called ‘CLEAR’, to enhance workers’ safety awareness and establish a strong safety culture. In 2025, the company plans to conduct a total of 138 activities, including 82 CLEAR consulting sessions, 52 on-site TBM (Toolbox Meeting) training sessions, and 4 monitoring sessions on safety culture operation expenses.

Number of employees who completed on-site CLEAR training

(Unit : persons)



Strengthening on-site execution

Strengthening Site Support and Inspection

Daewoo E&C's regional safety teams carry out site-focused activities including support, inspections, and training to ensure timely and systematic safety management at construction sites. In 2024, the company reorganized these teams from two to three units to enhance site accessibility and improve the efficiency of their support and inspection efforts. Additionally, a regular site safety and health inspection system was newly introduced, and the support and inspection framework was fully restructured to provide tailored assistance and effective oversight based on the specific needs and characteristics of each site.

Strengthening Construction Equipment Safety Management

To prevent accidents involving construction equipment, Daewoo E&C conducts inspections, both prior to site entry and during operation, on high-risk equipment such as tower cranes, construction lifts, and pile drivers under the supervision of the headquarters. The company has also mandated the assignment of dedicated equipment managers at large-scale sites and introduced a monthly site-led inspection system for construction machinery. In addition, safety inspection and signalman training videos for cargo cranes have been distributed. Furthermore, the number of standard work procedure templates has been expanded from 8 to 36, enabling more comprehensive risk management of construction equipment at project sites.

Inspection Before Bringing Construction Machinery to Site in 2024

(Unit : cases)



Inspection During Use of Construction Machinery in 2024

(Unit : cases)

Classification	Excavator	Forklift	Mobile crane	Aerial work platform
Civil	214	31	84	55
Building & Housing	284	358	54	1,028
Plant	6	9	13	9
Total	504	398	151	1,092

Investment in Safety and Health Budget

In 2024, Daewoo E&C executed KRW 113.7 billion in statutory occupational safety and health management expenses. Additionally, the company allocated a supplementary budget of KRW 21.3 billion to further enhance on-site safety. This included the deployment of additional safety managers at small-scale sites, wage support for safety supervisors, investment in safety-related facilities, and support for personnel expenses of safety officers assigned by suppliers.

Development of Safety and Health Manuals and Reinforcement of Technical Safety

To strengthen on-site safety management and enhance the capabilities of safety personnel, Daewoo E&C has developed 103 standard manuals for practical use at construction sites. In addition, the company has established technical safety guidelines for high-risk work types and temporary structures such as precast concrete (PC) operations, rotary climbing system (RCS) operations, and underwater operations to eliminate fundamental risk factors. For high-risk temporary shoring installations, The company collaborates with relevant teams to review structural stability and inspect the construction status, taking corrective actions if necessary before proceeding with concrete pouring.

Improvement of On-Site Safety and Health Training System

To strengthen the safety and health competencies of on-site personnel, Daewoo E&C offers a range of tailored training programs. These include specialized training for newly appointed site managers and construction team leaders, regular group training for supervisors, job-specific courses for supplier site managers, joint venture staff training, and Toolbox Meeting (TBM) leader training for suppliers.

To enhance engagement and realism for site workers, the company has introduced immersive VR-based training and developed instructional materials featuring 30 major accident case studies categorized by work type. Additionally, to address learning weak spots and overcome language barriers among foreign workers, multilingual training videos in 11 languages including Chinese and Vietnamese have been produced and are actively used on-site.



Training videos for foreign workers



Training videos for guides (signalers)



VR (virtual reality) training

Company-wide Safety and Health Training Program in 2024

(Unit : persons)

Classification	Training Course	Type	Trainees	Plan	Result	Session	Hours	Method
Daewoo E&C	Training upon hiring	Legal	New and re-hired employees	-	1,180	-	8H	Online (non-face-to-face)
	Training for supervisors (by mail)	Legal	Domestic field supervisors	2,000	1,939	-	8H	Postal education
	Training for supervisors (group)	Legal	Domestic field supervisors	-	1,990	28 th	8H	Group (Human Resources Center)
	On-site superintendent job training	Legal	Site manager	120	142	5 th	6H	Group (Human Resources Center)
	Safety manager job training	Legal	Safety manager	450	438	7 th	24H	Group (Human Resources Center)
	Health manager job training	Legal	Health manager	120	115	3 rd	24H	Group (Human Resources Center)
	Online safety and health training for all employees	In-house	All employees	4,800	4,642	-	1H	Online (non-face-to-face)
	Safety and health training for executives	In-house	Executives in HQ	60	48	1 st	2H	Group (HQ)
	Introductory training for new safety managers	In-house	New safety manager	-	37	4 th	13H	Group (Human Resources Center)
	Introductory training for new health managers	In-house	New health manager	-	27	4 th	13H	Group (Human Resources Center)
	Safety and health expert training	In-house	Safety manager, health manager	-	54	-	-	Group (Exterior)
	On-site employee safety and health training	In-house	Site employees	-	171	-	-	Site visit
Suppliers	Safety and health training for safety officers of suppliers	In-house	Safety manager of suppliers	-	269	6 th	7H	Group (Human Resources Center)
	Safety and health training for safety monitoring team	In-house	Safety patrol	-	117	4 th	3H	Online (non-face-to-face)
	Safety and health training for facility operators	In-house	Facility operator	-	75	4 th	3H	Online (non-face-to-face)
	Safety and health training for staff of suppliers	In-house	Manager, staff, and team leader of suppliers	-	527	-	2H	Site visit

- Operate 16 safety and health training courses company-wide and support 43 types of on-site safety and health training materials
- Daewoo E&C: Legal duty training (6) + in-house training (6) / suppliers: in-house training (4)
- Training materials: Training video for new foreign workers (11) + Cargo crane inspection video (1) + Guide (signaler) training video (1) + Work-related accident case study materials (30)

Strengthening Safety and Health Training for Supervisors

Daewoo E&C conducted mandatory safety and health training for all site supervisors in 2024, aiming to enhance their technical safety capabilities at domestic sites and, in turn, prevent serious accidents. The program covered key topics outlined in the Enforcement Rules of the Occupational Safety and Health Act, including critical inspection points for construction equipment and case studies of serious accidents that occurred within Daewoo E&C projects.

Training sessions were led by both internal and external experts, including legal professionals and professors specializing in construction safety. Participation was enforced by linking attendance to regular site evaluations. A post-training analysis showed a satisfaction score of 4.32 out of 5, indicating strong positive feedback from participants.

Looking ahead to 2025, Daewoo E&C plans to extend training hours and establish regional training hubs to further enhance training program effectiveness.

Overview of Safety and Health Training for Supervisors in 2024

Classification	Remarks
Trainees	Approximately 2,000 domestic site supervisors
Training method	Group training
Training institution	Korea Construction Safety Technology Education Center
Schedule and location	2024.07.01 ~ 2024.10.11 / 8 hours / Daewoo E&C Human Resources Management Center
Training content	Industrial Safety and Health Act Enforcement Regulations [Appendix 5] 1-2. Regular training for supervisors

Occupational and General Health Services

Daewoo E&C provides both occupational health services and general healthcare support to its employees.

Classification	Details	Affiliated medical institutions
Work-related safety and medical services	Infirmary at Headquarters <ul style="list-style-type: none"> • A resident nurse with professional qualifications • Equipped with medical beds and blood pressure monitors • Equipped with cold medicine, antipyretic analgesic, digestive medicine, antidiarrheal medicine, ointments and bandages, patches, artificial tears, etc. 	-
	Heart Care Program <ul style="list-style-type: none"> • Head office counseling room: Once a week / Clinical psychologist on-site / Self-selected topics available • Nationwide counseling center network : Visit a center near your residence / Available for employees working outside the head office, including domestic sites, upon request • Online Mind ON Care : Online remote counseling / Available for overseas employees upon request 	Corporate Mental Health Research Institute of Kangbuk Samsung Hospital
	Construction site <ul style="list-style-type: none"> • Establishing standards for pre-placement and special health examinations for employees exposed to harmful factors in the workplace, and conducting periodic assessments of their suitability for work 	-
Healthcare services outside of work	Smoking cessation clinic and campaign <ul style="list-style-type: none"> • Implementation of a 24-week smoking cessation clinic including 1:1 customized counseling and education with professional counselors and provision of supplements for those wishing to quit smoking 	Smoking Cessation Clinic Center of Jung-gu Public Health Center in Seoul
	Blood donation campaign <ul style="list-style-type: none"> • Contributing to improving the domestic blood supply by operating a blood donation bus once a year for employees at headquarters and domestic sites who can donate blood and donating blood from employees. 	Seoul Southern Blood Center of the Korean Red Cross
	Metabolic syndrome prevention campaign <ul style="list-style-type: none"> • For employees at the head office who need prevention and management of chronic diseases, including metabolic syndrome, 6 months of management with the goal of reaching normal ranges for three or more of the metabolic syndrome criteria, such as blood pressure, body composition, blood sugar, and cholesterol (examination before and after management) 	Integrated Healthcare Center of Jung-gu Public Health Center in Seoul
	Non-face-to-face medical consultation service <ul style="list-style-type: none"> • Resolution of medical anxiety through 1:1 non-face-to-face medical treatment with domestic professional medical staff for employees working at overseas business sites (issuance of English medical certificate and prescription with drug ingredients) 	Future Healthcare Team of Kangbuk Samsung Hospital

Enhancing Safety Capabilities of Suppliers

Improvement of Partner Selection and Management Procedures

Daewoo E&C evaluates the safety and health capabilities of its suppliers throughout the entire selection and management process. For new registrations and prequalification assessments, the company incorporates industrial accident records from the past three years into its evaluation criteria to pre-screen suppliers for potential safety and health risks. In addition, the evaluation indicators for existing partners have been revised to focus on preventive measures such as risk assessments, daily safety meetings, and work planning to strengthen verification of capabilities and improve overall safety performance.

Expansion of Rewards and Support for Suppliers

Daewoo E&C has expanded the scope of construction types and suppliers eligible for recognition in the evaluations. To promote greater participation in safety activities, the company has extended both the coverage and duration of wage support for dedicated safety personnel assigned to high-risk work types. In addition, completion of Daewoo E&C's safety and health training has been made mandatory to strengthen the capabilities of these personnel and encourage active engagement in safety initiatives.

Operation of Safety Improvement Program for Suppliers

In 2024, Daewoo E&C expanded its safety improvement program for suppliers from 10 to 20 companies, providing safety level assessments and improvement support. As a result, the average evaluation score improved from 74 points (grade B) to 80 points (grade A). In 2025, the program will be further expanded to 35 companies across seven types of high-risk work. Consulting services for implementing safety and health management systems will be provided in collaboration with external experts.

Risk Management

Development, Operation, and Advancement of SMARTy (Integrated Safety and Health IT System)

Daewoo E&C has developed and operates SMARTy, a mobile- and web-based integrated safety and health management system. The system enables real-time risk assessments before, during, and after changes in work conditions, allowing for immediate feedback and incorporation into work plans and inspections to mitigate on-site risks. It also records and monitors safety activities such as suppliers' inspection performance, participation in risk assessments, and completion of safety training, thereby promoting continuous improvement.

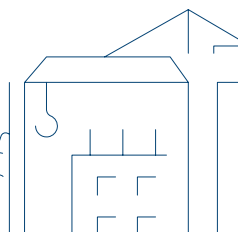
In 2024, the functionality of SMARTy was further enhanced. Key upgrades included 15 feature improvements, such as real-time monitoring of workers with health concerns during toolbox meetings (TBM) and site-specific issue tracking.

Development and Enhancement of Smart Safety Management System

As the proportion of foreign workers on construction sites increases, Daewoo E&C is developing an AI-based real-time translation tool to prevent accidents and to improve communication efficiency. This tool will be integrated into the company's SMARTy system and will provide real-time translation of toolbox meetings (TBM), safety training, and work instructions into the languages of foreign workers. To enhance translation accuracy, the system is designed to learn commonly used loanwords and technical terms specific to construction sites. In addition, Daewoo E&C is upgrading its access control system to prevent unauthorized personnel from entering worksites and to restrict unapproved work activities.

Strengthening Measures to Prevent Recurrence of Injury Accidents (Including Near Misses)

To reinforce accountability and the effectiveness of safety measures, Daewoo E&C designates supervisors with actual authority and responsibility as the lead personnel for accident reporting, investigation, and development of recurrence prevention measures. In the event of serious serious injuries, a new reporting procedure has been established requiring that recurrence prevention measures be reported to senior management to prevent similar incidents. In addition, major accidents occurring within the company or at peer firms are shared across all worksites, including summaries, causes, and preventive actions. This supports not only the prevention of similar incidents but also the enhancement of safety awareness and risk sensitivity among employees.

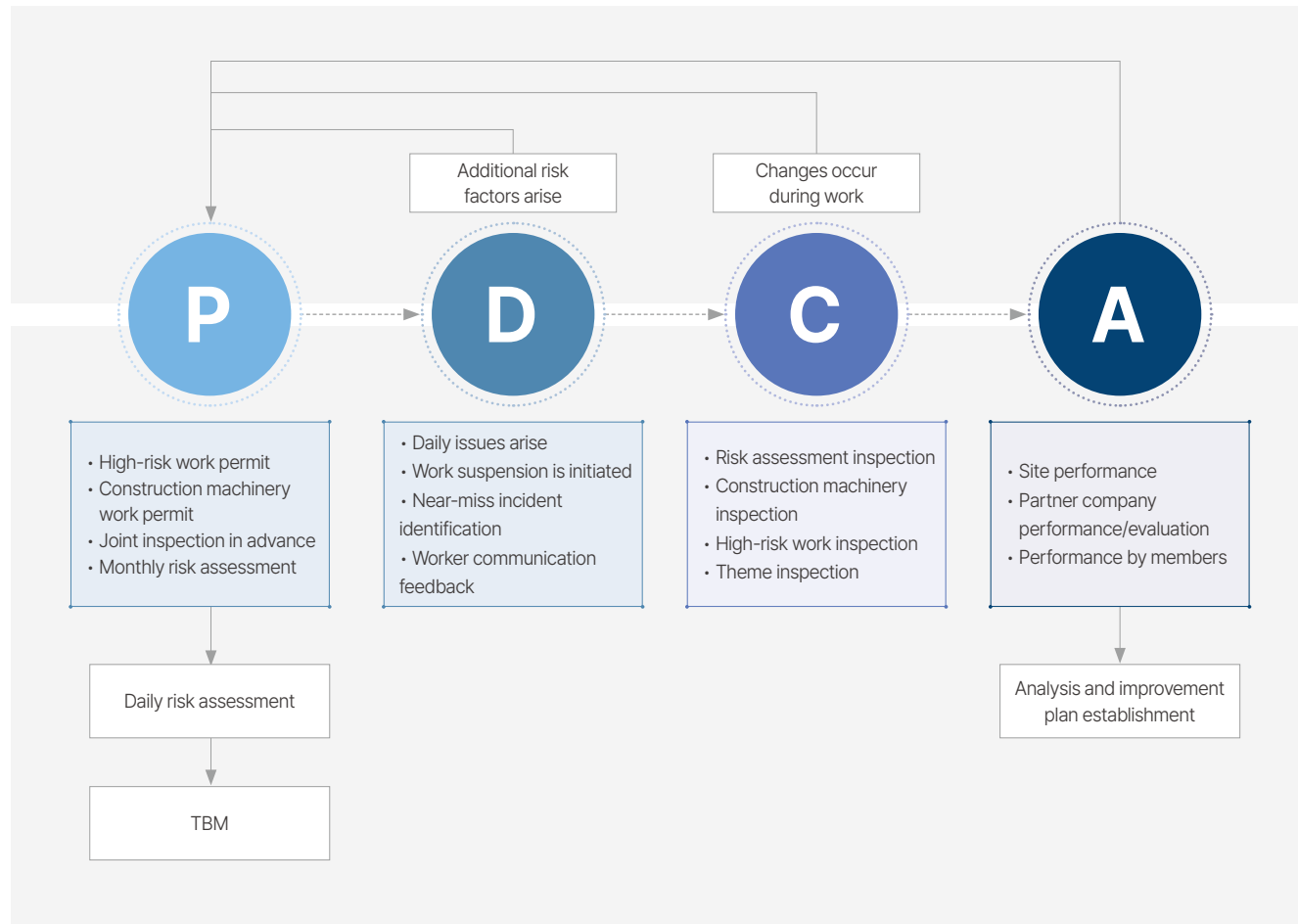


Risk Assessment

Risk Assessment

Daewoo E&C conducts systematic risk assessments to identify hazardous factors in advance. The likelihood and severity of risks are analyzed, and when risk levels exceed acceptable thresholds, technical and managerial mitigation measures are implemented. The company also monitors ongoing conditions to confirm risk reduction and to identify additional hazards, ensuring a safe and sustainable working environment. This risk assessment process is carried out through SMARTy, the company's mobile- and web-based system, which enhances accessibility and operational effectiveness for both company and partner managers and workers.

Risk Assessment Process



On-site accident investigation process



On-Site Safety and Health Audits, Inspections, and Follow-Up Measures

Daewoo E&C conducts safety and health audits and regular on-site inspections to verify the implementation status of risk assessments and safety measures at construction sites. The inspections evaluate whether initial, regular, and ad-hoc risk assessments are being conducted, the level of worker participation, and the adequacy of mitigation plans for identified hazards. Compliance with relevant regulatory standards and the company's six mandatory site safety protocols is also assessed. For sites with insufficient results, Jump-Up audits or additional inspections are carried out. Where necessary, the company intervenes by allocating additional personnel and increasing the safety and health budget to prevent accidents and ensure continuous improvement.

Results of Safety and Health Audit

(Unit : number of sites)

Classification	Total	Results of Safety and Health Audit (by grade)			
		S grade	A grade	B grade	C grade*
Building & Housing	71	2	31	33	5
Civil	34	0	10	19	5
Plant	3	0	1	2	0
Total	108	2	42	54	10

* Jump-Up review completed for 10 sites with Grade C (10 sites upgraded to Grade B)

Results of Safety and Health Audit of Sites

(Unit : number of sites)

Classification	3Q 2024					4Q 2024				
	No. of sites	Number of sites by grade				No. of sites	Number of sites by grade			
		S	A	B	C		S	A	B	C
Building & Housing	64	1	34	26	3	64	1	40	23	0
Civil	27	0	15	11	1	28	0	18	9	1
Plant	3	0	2	1	0	3	0	2	1	0
Total	94	1	51	38	4	95	1	60	33	1

Assessment of Major Accident Types

In 2024, Daewoo E&C conducted an analysis of accident frequency and severity by type and identified three major accident categories: falls, struck-by object, and entrapment/entanglement, out of ten total types. Based on these findings, the company strengthened its site-level safety and health supervision by identifying root causes and implementing recurrence prevention measures.

Type	Frequency	Intensity	Preventive Measures
Falls	High	High	<ul style="list-style-type: none"> Establish guidelines for managing safety facilities to prevent falls Establish guidelines for installing/dismantling fall prevention nets, etc. Implement safety and health campaigns to prevent falls
Struck-by object	High	High	<ul style="list-style-type: none"> Access control through signalers in work sections Improvement of standard work plans for construction machinery Assignment of personnel dedicated to large construction equipment and establishment of monthly inspections of construction equipment
Entrapment/entanglement	Low	High	<ul style="list-style-type: none"> Safety inspections during the use of construction machinery Installation of smart safety facilities such as rear-view cameras, warning lights, and proximity sensors

- Frequency : Proportion of non-compliance evaluations by accident type during the 3rd and 4th quarter 2024 on-site safety and health regular inspections (High: 10% or more, Medium: 5% or more but less than 10%, Low: less than 5%)
- Severity : Proportion of serious accidents by accident type from 2014 to 2024 (High: 10% or more, Medium: 5% or more but less than 10%, Low: Less than 5%)

Improvement and Follow-up Measures

Classification	Details	Result
<input checked="" type="checkbox"/> Priority inspection and support for safety and health vulnerable sites	<ul style="list-style-type: none"> Prioritize inspection/support for vulnerable sites to eliminate and manage potential risk factors - Sites with serious nonconformities in the previous quarter, sites rated C or sites in the bottom 10% in the previous quarter's regular inspection 	Measures completed
<input checked="" type="checkbox"/> Strengthening follow-up measures based on inspection results	<ul style="list-style-type: none"> Implement follow-up measures based on quarterly on-site safety and health inspections - Excellent sites: Grade S sites exempt from quarterly inspections - Lower-rated sites: Grade C sites or sites in the bottom 10% receive support/additional inspections to prevent recurrence 	Measures completed
<input checked="" type="checkbox"/> Utilization of safety and health leading indicators	<ul style="list-style-type: none"> Provide necessary support, such as disseminating relevant accident cases and management measures and allocating personnel, to sites with many potential risk factors 	Measures completed
<input checked="" type="checkbox"/> Strengthen inspections during construction equipment use	<ul style="list-style-type: none"> Conduct inspections with priority given to sites with multiple construction equipment (once a year → once a quarter) Conduct inspections using designated (specialized) inspection agencies 	Measures completed
<input checked="" type="checkbox"/> Review the appropriate number of on-site safety management personnel	<ul style="list-style-type: none"> Review the appropriate number of safety management personnel in relation to the number of workers and construction machinery at each site Deploy additional personnel and provide support to vulnerable sites Measures completed 	Measures completed

Identification of Near-miss Accidents

Following Heinrich's Law, Daewoo E&C recognizes that prior to major accidents, there are typically dozens of minor accidents and hundreds of near-miss indicators. Based on this, the company identifies, rewards, and disseminates minor incidents (referred to as "near-miss accidents"). To facilitate this, Daewoo E&C has implemented an integrated IT system through SMARTy, where near-miss incidents are registered, followed by risk assessment, training during Toolbox Meetings (TBM), and confirmation inspections. To further promote the identification of near-miss incidents, quarterly evaluations are conducted. Rewards are provided to the sites and individuals with the highest number of identified near-miss incidents. Additionally, exemplary cases are shared across all sites monthly, contributing to the prevention of similar accidents.

Activations of the work suspension system







Daewoo E&C has taken steps to establish a proactive and advanced safety culture by utilizing the right to suspend work. This includes expanding the scope of stop-work situations, enhancing the reward range and frequency, implementing safety and health campaigns to foster company-wide consensus, and simplifying the registration process within the SMARTy system. As a result, invoking the right to suspend work has increased by approximately 61.7 times compared to the previous year. Additionally, quarterly evaluations reward the sites and individuals who most frequently utilize the right, encouraging voluntary safety activities.



Metrics and Targets




Daewoo E&C pursues three core strategic tasks: establishing a safety-first culture, strengthening on-site execution, and supporting the supporting the improvement of suppliers' safety capabilities. Additionally, the company has established leading and lagging safety indicators to manage performance and objectives, aiming to strengthen organizational safety capabilities, prevent accidents, and implement effective safety management.

Leading/Lagging Indicators

Key Indicators	2024	2025 Target or Outlook
 (Domestic) Fatality Rate per 10,000 workers	1.15 ∞ (expected)	0.5 ∞ or less
 (Overseas) TRIR : Ratio of the number of accidents per 200,000 working hours	0.01	0.02 or less
 Safety and health investment costs	KRW 135.05 billion	KRW 1,291.3 billion
 Number of employees who completed safety and health training	11,771 persons	9,030 persons+ α
 Safety level assessment results of suppliers	80.3 points	82 points
 SMARTy domestic site corrective action rate	96.2 %	97 %

Mid- to Long-Term Targets

Daewoo E&C aims for a "ZERO" serious industrial accidents target. To achieve this, the company has set a mid- to long-term roadmap based on key accident indicators, including the fatality rate per 10,000 workers and the Total Recordable Incident Rate (the number of incidents per 200,000 work hours).

Classification	2025	2026	2027~
Fatality rate per 10,000 workers (Domestic)	0.5 or less	0.3 or less	0.2 or less
TRIR (Total Recordable Incident Rate) (Overseas)	0.02 or less	0.02 or less	0.02 or less
Strategic initiatives	 Innovation in safety management system	 Advancement of smart safety management system	 Internalization of safety culture

Human Resources Management

Governance

Human Resources Management System

Daewoo E&C carries out human resource management tasks, including personnel system operations, talent development and education, and organizational culture improvement, through the Human Resources Team, Human Resource Development Team, Communication & Environment Team, Management Culture Support Team, and ESG Team under the Management Planning Group. All teams report their annual work plans and performance to the Management Planning Group, which sets goals through performance monitoring.

Organization



Strategy and Activities

Talent Development Strategy

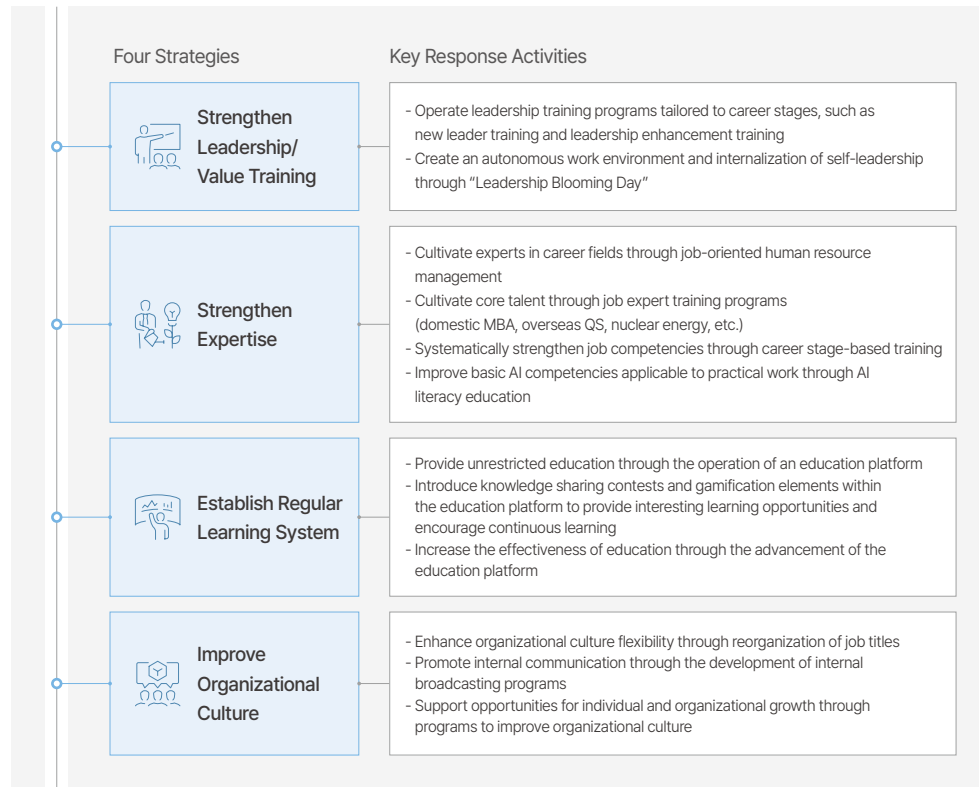
Daewoo E&C has a structured talent development strategy to identify and manage talent. The recruitment process incorporates a blind hiring approach to select candidates based on their abilities and competencies. Once hired, employees are managed and developed according to four key talent development strategies: leadership and values education, expertise enhancement, establishment of a continuous learning system and organizational culture improvement.

Talent Nurturing Strategy System



Response Activities for Four Strategic Tasks

Daewoo E&C carries out response activities for four strategic tasks for human resource development.



Strengthen Leadership/Value Training

Daewoo E&C runs leadership training and internalization programs. In 2024, the company conducted a "New Executive Program" for newly appointed executives, a "Leadership Follow-Up Program" for newly appointed managers, a "Leadership Program" for new team leaders and site managers, and a "Manager Leadership Program" for employees with over seven years of responsibility. Additionally, in 2024, Daewoo E&C introduced the "Leadership Blooming Day," held once a month on the same day, to provide rest days for executives at the headquarters. This initiative aims to offer executives a chance to recharge, thereby enhancing their leadership capabilities. It also provides team members with the opportunity to work autonomously and self-manage their tasks. The "Leadership Blooming Day" will be expanded in 2025.

Strengthen Expertise

Management of Job Career

Daewoo E&C implements a job-based HR management system. Through the Career Field program, which outlines a structured roadmap for workforce and employee development and the job assignment system, the company nurtures job-specific experts for each role and supports the career development of its employees.

Management of Core Talent

Daewoo E&C nurtures core talent by fostering experts in relevant fields in line with its four major HR strategies and the roadmap for new businesses. We offer domestic and overseas degree programs, domestic MBA programs, and overseas QS programs to develop experts in fields such as energy and wind power.

AI Literacy Training

Daewoo E&C drives digital transformation to adapt to the rapidly changing business environment. To support this, the company provides training courses to all employees annually. In 2024, AI Literacy training was conducted for associate-level and senior-level employees, who had a greater need for such education, to enhance their understanding of generative AI and improve their foundational AI capabilities for practical use.

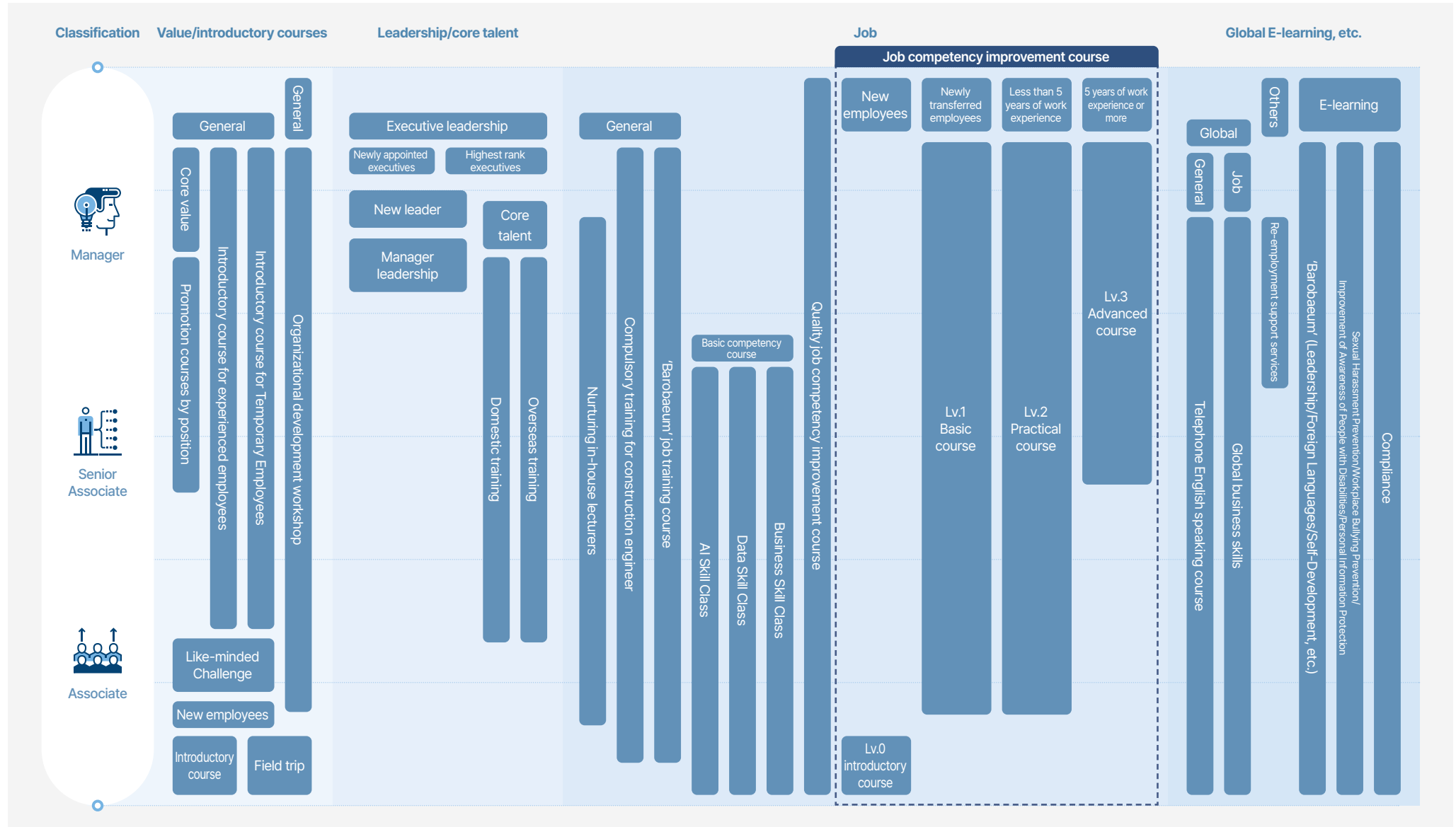
Effectiveness of Talent Training Programs

Daewoo E&C conducts surveys after training sessions and uses the feedback to develop improvement measures. The company also monitors the effectiveness of its training programs by evaluating their delivery and impact on employees. A representative example is the telephone English training program conducted in 2024, where the results before and after the training were compared and analyzed to objectively measure its effectiveness.

Session		1 st	2 nd
Period		4/15 ~ 6/25	9/2 ~ 11/15
Number of trainees		99 persons	102 persons
Average of level test 1) results (Full Score: 500 points)	Pre-training	288 points	300 points
	Post-training	312 points	316 points

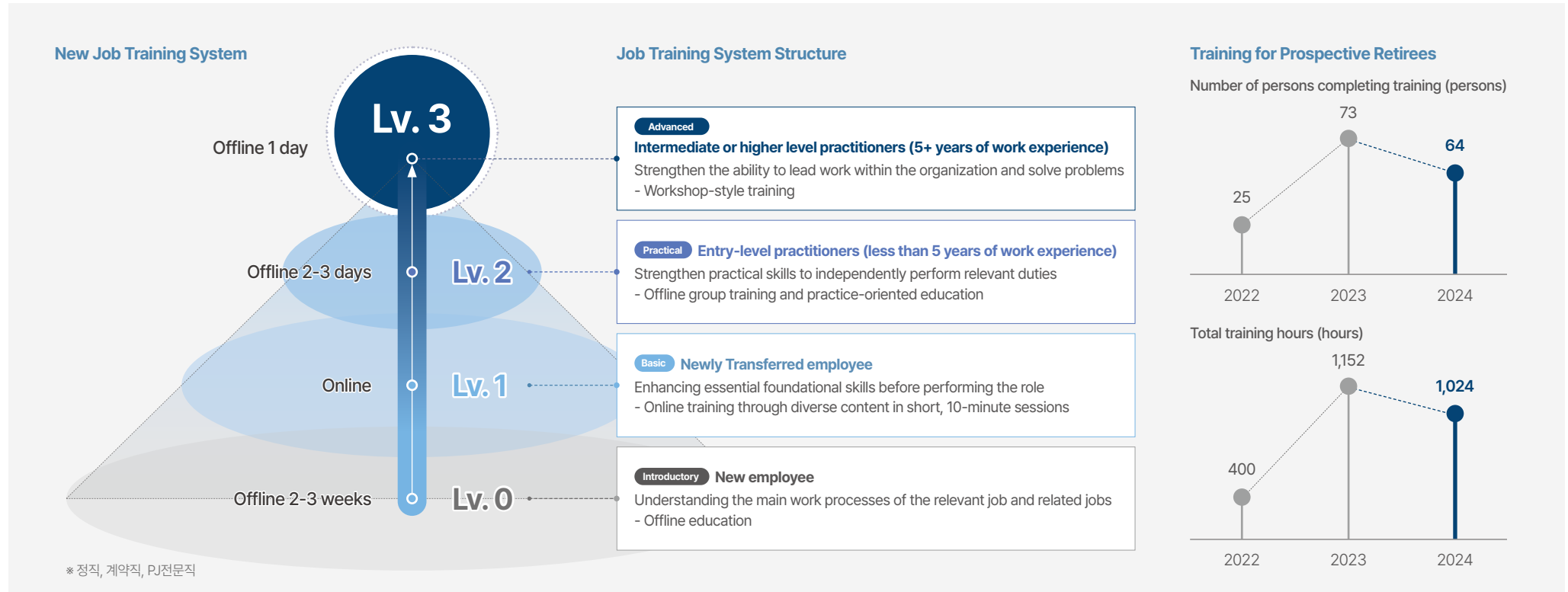
Employee Training System in 2024

Daewoo E&C offers a variety of training courses that can strengthen capabilities by level and job.

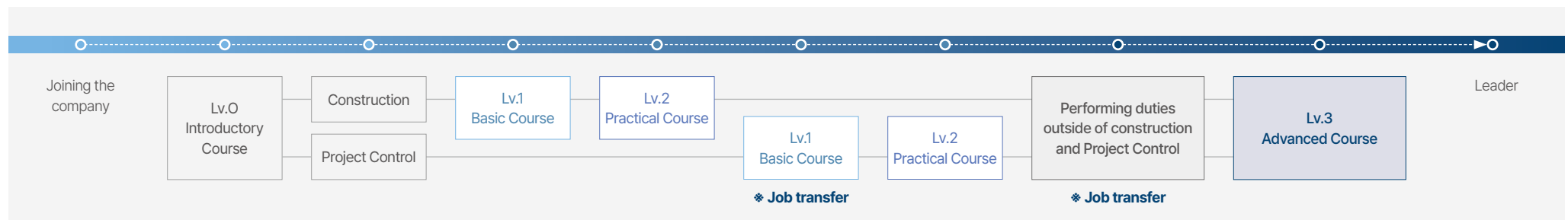


Introduction of New Job Training System

Daewoo E&C has introduced a new job training system to strengthen expertise in construction and administration. The training is divided into four levels, with new definitions of each level, and the system has been strengthened through customized training to ensure its structure and effectiveness. Additionally, the company provides reemployment support services for employees who are about to retire or change careers, offering training that aligns with employees' life cycles and supporting their career development.



Example of training system based on the life cycle (when transferring from construction work to public service or other duties after joining the company)

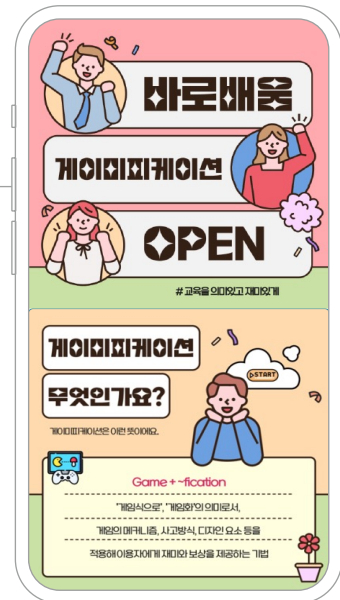


Establish Regular Learning System

Daewoo E&C operates the online training platform “Barobaeum” and, to encourage continuous learning, introduced gamification elements and organized a knowledge-sharing contest within the platform in 2024. This initiative allows employees to engage in job training without the limitations of time and location, supporting their continuous professional development.

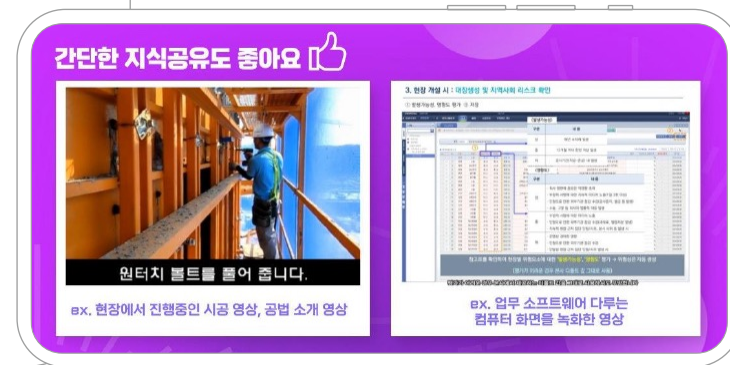
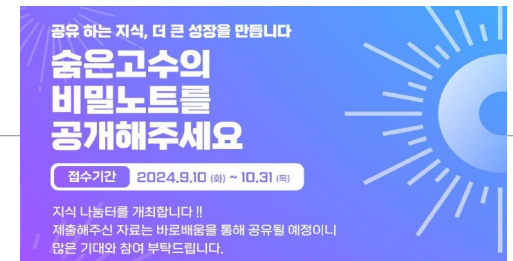
Introduction of Gamification

Daewoo E&C has introduced gamification elements to its internal learning platform, “BaroBaeum,” to encourage voluntary participation in learning and further activate a culture of knowledge sharing. Developed under the slogan “Making Education Meaningful and Fun,” the gamification features incorporate game mechanics and reward systems to make learning and knowledge sharing more engaging. Employees can earn points every time they upload knowledge-sharing content, such as videos or documents. These points can be redeemed for various rewards, such as gift cards for coffee or snacks, in the “BaroBaeum Points Mall.” Additionally, as employees accumulate points, the company's mascot, “Jung Daewoo,” levels up within the platform up to five stages, allowing employees to experience both the joy of learning and a sense of achievement. With this platform, Daewoo E&C aims to transform learning from a mere obligation into an enjoyable experience, creating a learning ecosystem where employees naturally share knowledge and inspire each other positively in their daily lives.



Knowledge Sharing Contest

Daewoo E&C organized a Knowledge Sharing Contest under the slogan “Sharing Knowledge, Creating Greater Growth” to foster a culture of mutual growth through knowledge sharing among employees. Employees shared video content they created to showcase the knowledge or practical skills acquired during their work. This initiative aimed to spread a learning culture across the organization. The contest ran for two months, allowing both individuals and teams to participate, which led to a variety of knowledge-sharing formats. The submitted videos were shared across the company via the “BaroBaeum” Learning Lounge board on the internal learning platform, enabling employees to easily access practical, valuable content. Three individuals and three teams were selected as the final winners. Moving forward, Daewoo E&C continues to promote a culture of voluntary learning and knowledge sharing, establishing a sustainable organizational culture where all employees can learn and grow together.

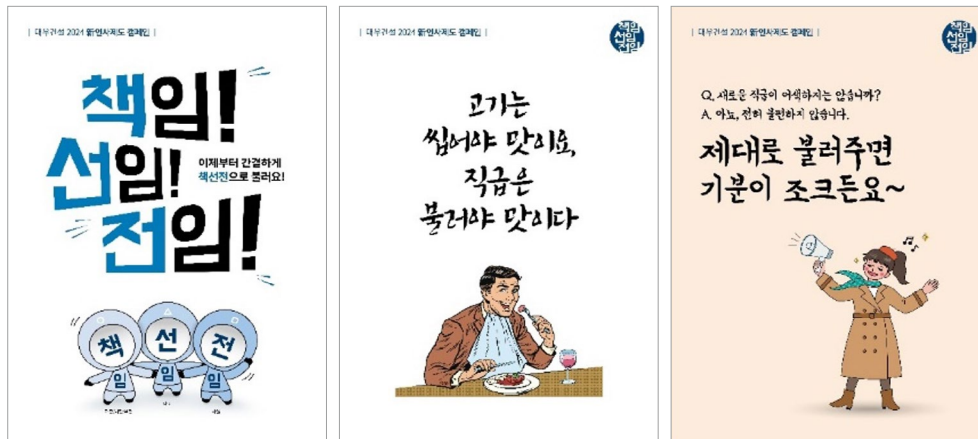


Improve Organizational Culture

Daewoo E&C strives to improve its organizational culture through the HR system improvement by the Human Resources Team and internal programs by the Management Culture Support Team.

Reorganization of the Job title System

In 2024, Daewoo E&C restructured its job title system to foster a more flexible and horizontal organizational culture. The company integrated all positions above the previous Manager level into a single category called "Manager", and streamlined the previous five-tier system into a three-level structure: Associate, Senior Associate, and Manager. Additionally, the standard tenure for the Associate level has been shortened from four years to three years. This restructuring aims to cultivate a corporate culture centered on roles and responsibilities.



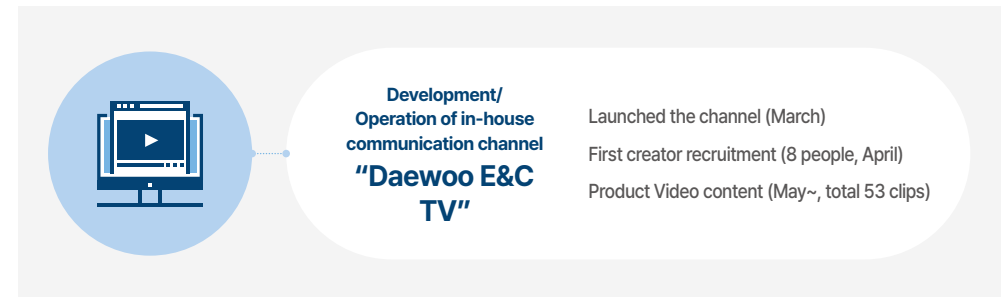
Campaign Poster for the New HR System

Reorganization of Personnel Evaluations and Wage System

To shift away from unnecessary competition and overemphasis on promotions, Daewoo E&C restructured its position system and overhauled its performance evaluation and compensation systems. The company simplified the performance evaluation process, reducing it from three evaluations per year to one, and alleviated evaluation burdens by simplifying the lower-tier grades. Additionally, to compensate for the reduced promotion opportunities resulting from the integration of Manager, Deputy General Manager, and General Manager roles, a new system was introduced that provides salary increases based on cumulative evaluation results within the Manager level.

Development of In-House Broadcasting Program

Daewoo E&C encourages voluntary employee participation and fosters internal communication through the in-house broadcasting programs. In 2024, the company launched "Daewoo E&C TV" as part of our efforts to promote a more open and collaborative communication culture within the organization.



Programs to Improve Organizational Culture

Daewoo E&C operates organizational culture improvement programs to support the mutual growth of individuals and the organization, and to foster a positive and dynamic organizational culture. The 2024 program was designed with the goal of facilitating communication and building consensus between leadership and employees.

Activities	Expected Effects
<ul style="list-style-type: none"> Planning and operation of the learning organization "Study With Me" Recruitment of participants for the learning organization (April) <ul style="list-style-type: none"> Work improvement type (10 teams, 69 people) Goal achievement type (5 teams, 34 people) Selection and awarding of outstanding activity teams (3 teams) (November) 	<ul style="list-style-type: none"> Dramatic reduction in work time through AI automation and smart technology utilization Expected increase in work productivity through sharing and dissemination of best practices throughout the company
<ul style="list-style-type: none"> Snack car support event for domestic sites Special story introduction and rolling paper internal contest <ul style="list-style-type: none"> Support for Dangjin Clatterre site and 2 other sites (October) 	<ul style="list-style-type: none"> Boost morale and satisfaction of on-site employees
<ul style="list-style-type: none"> On-site and regional meetings with Senior Executive Vice President <ul style="list-style-type: none"> Implementation of on-site meetings (7 times) and regional meetings by job type (5 times) 	<ul style="list-style-type: none"> Improvement in psychological closeness between management and employees Consensus-building on management vision and management policies

Labor Relations Management and Activities

Daewoo E&C collaborates with labor unions to improve working conditions, stabilize labor relations, and build mutual trust. The Labor-Management Council holds quarterly meetings, and in accordance with the collective agreement, informal meetings between the CEO and the union chairperson are held as needed.

In 2024, a total of 48 agenda items were proposed and discussed through the council and CEO-union meetings, and the outcomes have been reflected in the company's policy development process. To further ensure fair working conditions and inclusive welfare, joint labor-management inspections of overseas business sites are conducted at least once a year. These visits aim to assess working environments and ensure proper support for all employees, especially those working in challenging circumstances.

In addition, the labor union may present written opinions to the company through regular board meetings on matters that directly affect their employment stability and their rights and interests.

Labor-Management Council Activities

1Q	2024. 03. 28	Request for an explanation of the 2024 business goals and management plans to achieve them, and five additional agenda items
2Q	2024. 06. 17	Request for an explanation of 1Q business performance and the 2024 business outlook, and seven additional agenda items
3Q	2024. 09. 30	Request for standardization of job titles at domestic sites, and five additional agenda items
4Q	2024. 12. 23	Request for a cumulative performance review for 2024 and annual forecast, and eight additional agenda items
Total 29 cases		

CEO-Union Leader Meeting

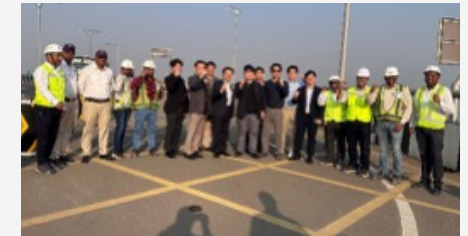
Feb. 2024	2024. 02. 20	Finalization of the 2023 business performance evaluation plan and follow-up Request and six additional agenda items
Aug. 2024	2024. 08. 29	Confirmation of progress on the implementation of the five-day workweek at domestic sites, and five additional agenda items
Nov. 2024	2024. 11. 21	Discussion on the management philosophy and business objectives of the newly appointed CEO-designate, and five additional agenda items
Total 19 cases		

Joint Labor-Management Overseas Site Visit in 2024

Team 1	Middle East (Iraq / UAE)	Jul. 21 ~ Jul.25	<ul style="list-style-type: none"> • Iraq New Port Phase 1 Site • Iraq Immersed Tunnel Site • Iraq Al Faw Connector Road Site • UAE Branch Office
Team 2	Southeast Asia (Singapore / Vietnam)	Sep. 8 ~ Sep. 12	<ul style="list-style-type: none"> • Singapore Urban Railway J109 Site / CR108 Site • Singapore Woodlands Hospital Site • Singapore Branch Office • Vietnam B3CC1 Mixed-Use Development Site / Infrastructure Site • Vietnam DECV Corporation / THT Corporation / Branch Office
Team 3	India	Dec. 15 ~ Dec. 19	<ul style="list-style-type: none"> • Bihar Bridge Site • Mumbai Trans Harbor Link Site



Singapore Urban Railway J109 Site



Mumbai Trans Harbor Link Site in India

Guaranteeing Union Membership and Protecting Rights through Collective Agreements

Daewoo E&C respects the three basic labor rights, including the right to collective bargaining, and ensures that employees eligible to join the labor union can freely join or withdraw from the union.

For all union members, the collective agreement, negotiated and agreed upon by both labor and management, is given priority. This agreement is reviewed and updated biennially to protect union members' rights and legal safeguards. Additionally, based on the collective agreement, specific rules regarding employment regulations and working conditions for union members are clearly defined. Any changes to these regulations are made only after reaching an agreement and consultation with the union. Furthermore, the working conditions of non-union employees are also equally guaranteed through separate labor condition agreements negotiated with the labor-management council.

Human Rights Management and Employee Diversity

Governance

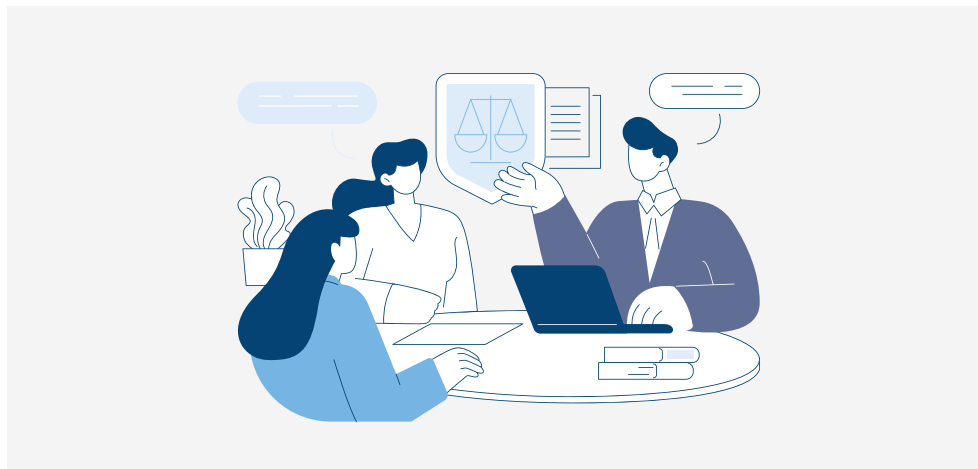
Decision-making Body that Supervises Human Rights Management System

The final decision-making body overseeing Daewoo E&C's human rights management system is the Sustainability Management Committee. The committee receives annual reports on human rights impact assessments and the results of human rights management surveys, and it continuously monitors the company's performance and objectives related to human rights management.

[Daewoo E&C's Human Rights Management](#)

Classification	Date	Agenda	Remarks
Sustainability Management Committee	2024. 12. 02	Human Rights Impact Assessment and Human Rights Management Survey Results	Reported

To prevent potential risks in human rights management, Daewoo E&C has established a Human Rights Management Charter consisting of eight core principles. This charter is publicly available on the company's official website, ensuring transparency both internally and externally. The human rights policy applies equally to all employees, stakeholders, and suppliers involved in Daewoo E&C's business activities. During human rights risk assessments, relevant issues are identified based on these fundamental principles.



Strategy and Activity

Human Rights Management Awareness and Status Survey

In 2024, Daewoo E&C conducted a human rights management awareness and status survey on employees, subsidiary employees, and relevant personnel from suppliers to identify key vulnerable human rights groups. The survey results revealed that, among Daewoo E&C employees, anti-discrimination was identified as a priority issue with an average score below the benchmark, and it was noted that female respondents provided significantly lower ratings. For the survey of subsidiary and partner company employees, prevention of power abuse emerged as a key issue. As a result, temporary workers, women, and employees from partner and subsidiary companies have been identified as key vulnerable human rights groups. Based on these findings, Daewoo E&C is developing improvement tasks for follow-up actions.

Results of Human Rights Management Awareness and Status Survey for Employees (n= 2,284)

No.	Q1	Q2	Q3	Q4	Q5	Overall (average)
Area	Prohibition of discrimination against employees	Industrial safety and health protection	Human rights protection for subsidiaries and suppliers	Prevention of workplace bullying	Prevention of sexual harassment in the workplace	
Converted score	59.6 points	68.6 points	69.5 points	67.4 points	70.9 points	67.2 points
Female standard	49.2 points	63.8 points	62.3 points	57.5 points	56.8 points	57.9 points

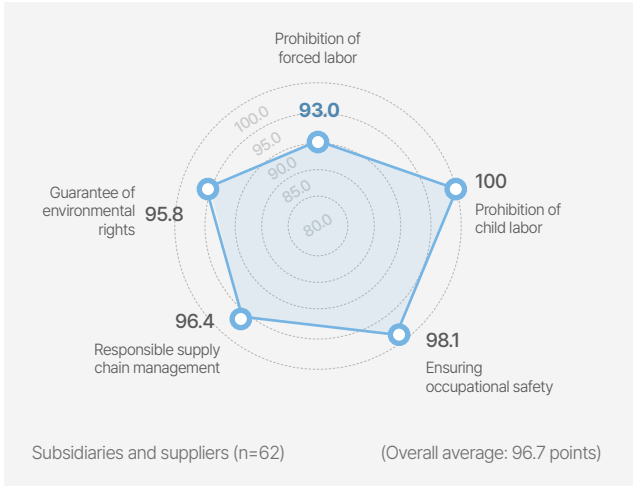
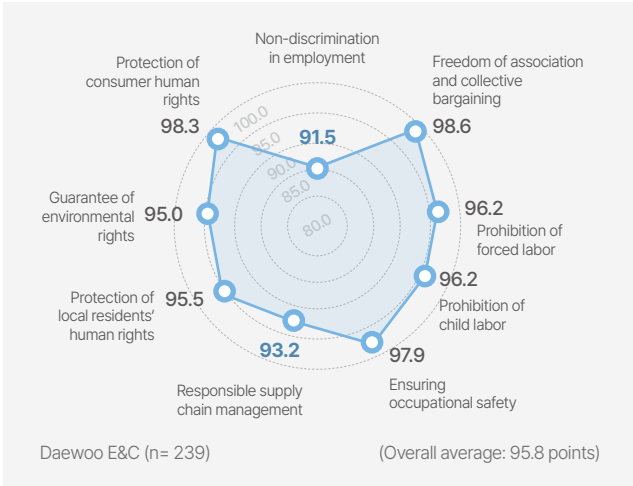
No.	Q6	Q7
Area	Human rights vulnerable groups (employees)	Human rights vulnerable groups (stakeholders)
Top response	Non-regular employees 29.8%	Employees of suppliers 67.2%
Second top response	Female employees 12.6%	Employees of subsidiaries 23.1%

Results of Human Rights Management Awareness and Status Survey of Subsidiaries/Suppliers (n= 34)

No.	Q1	Q2	Q3	Overall (average)
Area	Human rights protection at subsidiaries/ suppliers	Prevention of abuse of power at subsidiaries/ suppliers	Prevention of sexual harassment and sexual assault at subsidiaries/ suppliers	
Converted score	77.2 points	72.1 points	77.9 points	75.7 points

Human Rights Impact Assessment

In 2024, Daewoo E&C expanded the scope of its human rights impact assessment to include subsidiaries and suppliers. The assessment used an average score of 95 as the benchmark. The evaluation found that issues related to non-discrimination in employment and responsible supply chain management received comparatively lower scores. Additionally, the assessment of subsidiaries and suppliers revealed low scores regarding forced labor prohibition. These issues have been identified as potential risks to human rights management, and Daewoo E&C is carrying out improvement and response activities to address them.



Identification and Assessment of Human Rights Management Issues

Daewoo E&C regularly identifies and manages potential human rights management issues. Based on the annual human rights impact assessment, issues that fall below the average score are identified, and issues related to vulnerable human rights groups are assessed as having potential risks. According to the risk level assessment, issues such as non-discrimination in employment, prohibition of forced labor, and responsible supply chain management have been identified as issues with potential risks.

Human Rights Management Issues

Issue	Issue Definition	Human Rights Impact Assessment	Human Rights Vulnerable Groups			Risk Level by Issue
		Potential Risks	Female	Non-regular employees	Subsidiaries and suppliers	
Non-discrimination in employment	Ensure equal employment opportunities	O	O	O	O	Potential risk
Prohibition of forced labor	Prohibit labor imposed against the will of the individual	O	O	O	O	Potential risk
Responsible supply chain management	Manage and take responsibility for compliance with human rights, environmental, and labor standards throughout the supply chain	O	-	-	O	Potential risk
Protection of local residents' human rights	Ensuring that the company does not infringe on the property rights, health rights, survival rights, cultural rights, etc. of residents in the communities where it conducts business activities	-	-	-	-	Low
Guarantee of environmental rights	Guaranteeing the right of all people to live in a healthy and comfortable environment	-	-	-	-	Low
Protection of consumer human rights	Guaranteeing consumers' right to use products and services safely, make choices based on accurate information, and receive fair compensation when they suffer damage	-	-	-	-	Low
Prohibition of child labor	Prohibiting the employment of children under a certain age in harmful labor or labor that interferes with their education	-	-	-	-	Low
Guarantee of occupational safety	Ensuring that workers can work in a safe and hygienic environment	-	O	O	O	Low
Freedom of association and collective bargaining	Ensuring that workers have the right to freely form labor unions and improve their working conditions through collective bargaining	-	O	O	O	Low

Response Activities for Identified Issues

Daewoo E&C responds to identified risks through conducting risk assessments, improving relevant systems, and implementing various programs to address these risks.

Responses by Issues

Potential Issues	Related Risks	Responses
Non-discrimination in employment	<ul style="list-style-type: none"> Disadvantages in business activities due to sanctions for violating laws and regulations 	<ul style="list-style-type: none"> Establishment of diverse inclusion policies Operation of an arts and sports team for people with disabilities Implementation of in-house human rights protection training Fair performance evaluation
Prohibition of forced labor	<ul style="list-style-type: none"> Disadvantages arising from sanctions for violating labor standards laws and other regulations Increased training costs due to the departure of skilled employees 	<ul style="list-style-type: none"> Implementation of a refresh leave program Maternity and childcare support policies Labor-management relationship activities Operation of workplace daycare center (PRUGIO BC Daycare Center) Implementation of a flexible work schedule system Organization of team-building workshops
Responsible supply chain management	<ul style="list-style-type: none"> Increase in construction costs due to incorrect orders from suppliers Losses due to damage to corporate image 	<ul style="list-style-type: none"> Requiring suppliers to comply with the Code of Conduct Operating a grievance handling process for suppliers Supply chain ESG review Strengthening win-win cooperation with small and SMEs

Fair Performance Evaluation

Daewoo E&C strictly prohibits discrimination based on gender in terms of employee treatment and working conditions. The company applies the same evaluation criteria for employees of all genders in compensation and promotion systems, ensuring that rewards and promotions are based on performance.

Human Rights Protection Training

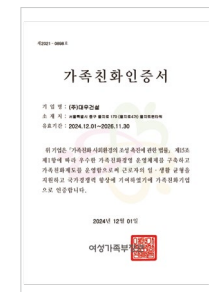
Daewoo E&C conducts annual online training for all employees on topics such as disability awareness, prevention of sexual harassment, and prevention of workplace bullying, thus protecting human rights and establishing a safe organizational culture.

Training on Sexual Harassment Prevention and Human Rights (including workplace bullying)

구분	Unit	2022	2023	2024
Total Training Hours	Hours	5,701	5,863	5,549
Rate of Completion	%	100	100	100

Family- Friendly Certification

Daewoo E&C became the first domestic construction company in Korea to receive certification as a 'family-friendly company' in 2013. In December 2021, the company was certified as a "Family Friendly Company" by the Ministry of Gender Equality and Family for exemplary management of family-friendly systems such as childbirth, childcare support, flexible working hours, and creating a family-friendly workplace culture. The company strives to become a "Leading Family-Friendly Company" (a company that has maintained the certification for at least 12 years) by continuously enhancing systems that support employees and their families.



Organizational Healing Workshops

Daewoo E&C supports organizational health improvement and team-building through annual group healing programs for all departments. In the first half of 2024, a total of 240 employees participated in the Singing Bowl Sound Therapy and Five Elements, Five Senses Experience (including foot baths, wood garden, and ceramic ball therapy) at the Mirinae Healing Club in Yangpyeong, with four sessions of 60 participants each. In the second half of 2024, 160 employees participated in a forest healing program and a local wine-making experience at the National Yangpyeong Healing Forest, divided into four groups of 40 participants.



Refresh Leave Program

Daewoo E&C implemented a paid extended leave program, known as the “Refresh Leave,” from June 2024 through May 2025 to promote work-life balance, enhance employee welfare, and improve work efficiency. All full-time employees were granted one month of paid leave under this program.

Staggered Working Hours System

Daewoo E&C operates the “Staggered Working Hours System”, allowing employees to autonomously adjust their commuting times. The system is available for reasons such as work situation, self-development, childcare, and pregnancy. For self-development, childcare, and pregnancy, employees can adjust their working hours in 30-minute increments up to 1.5 hours earlier or later the standard start time. For work-related reasons, employees may freely adjust their working hours, excluding night shift hours (22:00–06:00). To further encourage participation, the approval process has been revised so that employees can apply without requiring prior approval from their immediate supervisors.

Reduced Working Hours

Daewoo E&C operates the shortened work hour system that allows employees to adjust working hours for reasons such as childcare, family care, pregnancy, and others.

Reduced Working Hours for Childcare	<ul style="list-style-type: none"> Employees with children aged 8 or younger or in the second grade of elementary school may apply for childcare Working hours are shortened by an hour to 5 hours a day Employees may apply for up to 2 years per child (However, this is limited to 1 year + unused childcare leave)
Reduced Working Hours for Family Care	<ul style="list-style-type: none"> Employees can apply for reasons such as family care, personal health, retirement preparation, and academic reasons Working hours are shortened by two hours to 5 hours a day Employees may apply for up to 3 years (with a 1-year extension possible for reasons other than academic studies)
Reduced Working Hours for Pregnant Women	<ul style="list-style-type: none"> Female employees within 12 weeks of pregnancy or after 32 weeks of pregnancy may apply Working hours can be shortened by up to two hours a day No limitations on the number of applications

PRUGIO BC Daycare Center

Daewoo E&C runs the “PRUGIO BC Daycare Center” to support work-life balance for its employees. The center operates from 7:30 a.m. to 7:30 p.m. and is systematically managed to meet all national evaluation standards. In 2024, it received an “A” grade from the Ministry of Health and Welfare’s official daycare center assessment.

Maternity and Childcare Support Policies

Daewoo E&C overhauled its parental leave and childcare support system in December 2024, introducing a total of 10 new policies to fulfill its social responsibility in the era of ultra-low birth rates and to foster a family-friendly culture. The company is continuously expanding practical and tangible support to help employees achieve a balance between work and family life.

Invitational Event for Employees’ Children

Daewoo E&C hosts an invitational event for employees’ children in grades 4 to 6 during school holidays each year. During the summer break, the “Young Dreamer Invitation Program” offers participants a chance to visit their parents’ workplace, helping them build understanding and empathy for their parents’ work. This program has been held annually since 2004. In 2024, a total of 90 children participated in the 1-night, 2-day program, which included tours of Daewoo E&C’s headquarters, construction sites, and The Housing Culture Center, along with recreational activities and an overnight camp.

During the winter break, Daewoo E&C also runs an “English Camp” to spark students’ interest in English. Conducted in partnership with professional English education institutions, the program is led by native English-speaking instructors. In January 2025, the English Camp was held over 4 nights and 5 days at the Daewoo E&C Suwon Human Resources Center, with 40 children in attendance.



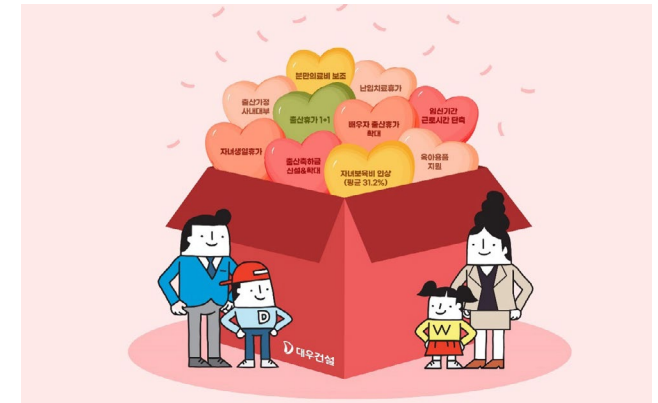
Young Dreamer Invitation Program (Site Visit)



English Camp with Native English Teachers



English Camp with Native English Teachers






Maternity and Childcare Support Policies



Young Dreamer Invitation Program

Support System for Workers and Their Families

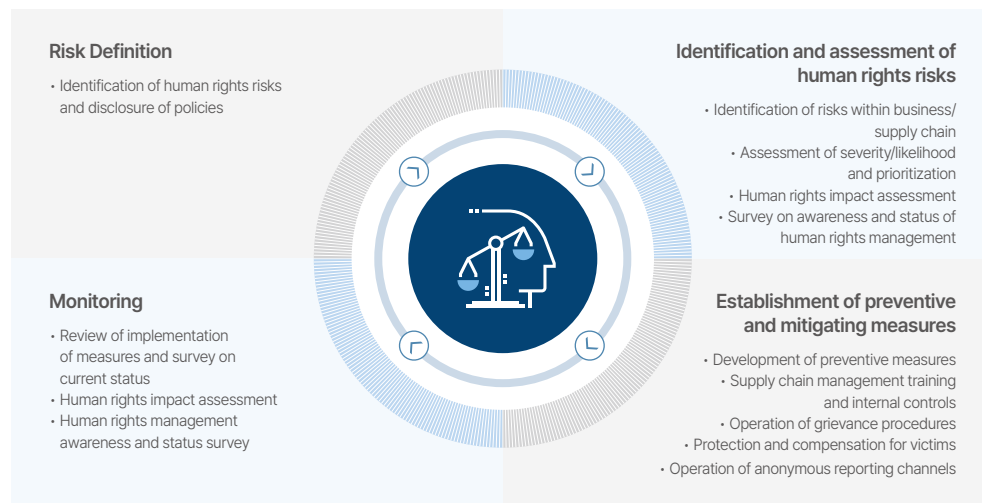
Classification		Details
 Legal requirements	Parental Leave	Leave of absence for pregnant employees or those raising children under 8 years old or in the second grade or below (up to 1 year per child, which can be divided into two separate periods)
	Family Care Leave	Leave of absence for family caregiving needs. At least 30 days per leave, up to 90 days per year
	Reduced Working Hours for Childcare	Available to employees with children under 8 years old or in the second grade or below. Working hours may be reduced for up to 2 years per child
	Reduced Working Hours for Family Care	Reduction in working hours for reasons such as family care or personal health. Available for up to 3 years (up to 1 additional year for academic purposes)
	Reduced Working Hours for Pregnant Women	Available to female employees within the first 12 weeks or after the 32nd week of pregnancy
	Workplace Daycare Center	Open Monday to Friday, from 07:30 to 19:30. Total capacity: 70 children (45 from Daewoo E&C / 25 from BC Card) (cannot be used in conjunction with childcare expense support)
	Maternity Leave	90 days of maternity leave for pregnant employees (120 days in the case of multiple births)
	Spouse's Paternity Leave	20 days of paternity leave for spouses, available in up to three separate segments
	Infertility Treatment Leave	6 days per year, including 3 days of paid leave provided by the company (exceeding the statutory 2 paid days)
	Childcare Expense Support	Monthly childcare expense support ranging from KRW 140,000 to KRW 260,000, depending on age and eligibility
 Voluntary operation	Childcare Leave	Leave of absence for employees raising children under 12 years old or in the sixth grade or below (available up to 1 year per child, with one-time split allowed)
	Family Medical Care Leave	Leave of absence for family care due to illness, aging, etc. (available for up to 1 year and can be split if necessary)
	Accompanying Family Overseas Leave	Leave of absence for accompanying a spouse or child assigned overseas or participating in a training program abroad (up to 3 years, with one-time split allowed)
	Personal Study Leave	Leave of absence to pursue a degree or certification from a domestic or overseas institution (available for up to 2 years, with one-time split allowed)
	Life Planning Leave	Leave of absence to plan and prepare for post-retirement life (available for up to 1 year, with option to split if needed)
	Relocation Expenses	Financial support for family relocation due to job site transfer, based on moving distance
	Family Medical Expense Support	Reimbursement of hospitalization expenses for family members, up to KRW 3 million per year (cumulative per family)
	Family Rehabilitation Support	Includes rehabilitation allowance (KRW 100,000/month), surgery cost support (KRW 10 million, once during employment), and prosthetic device purchase (KRW 400,000, once during employment)
	Children's High School Tuition Support	Quarterly tuition support based on national/public high school fees in Seoul

Classification		Details
 Voluntary operation	Children's college tuition	KRW 2.7 million per semester, up to 8 semesters per person
	Welfare fund loans	New employee tuition (up to KRW 10 million on per person), emergency living expenses (up to KRW 20 million per person), housing expenses (up to KRW 50 million per person)
	Employee group insurance	Accident insurance (actual expense type, non-actual expense type), savings (KRW 85,000 per person per month), pension savings (varies by job title)
	Vacation allowance	Fixed amount provided once a year based on job title (KRW 300,000 to KRW 900,000)
	Employee birthday gifts	Gifts worth KRW 30,000 per person
	Gifts for overseas employees' family anniversaries	Gifts worth KRW 50,000 provided once a year based on the date of appointment
	Health checkups for spouses	Health checkups provided up to KRW 220,000 per year
	Family vacation support	One paid family vacation per year and support for related facilities (accommodation, amusement facilities)
	Condolence money and wreaths	Condolence money and wreaths provided for employee bereavements and celebrations (amount varies by item)
	Corporate condominium reservation support	Support for using condominiums owned by the company
	Overseas employee bereavement support	Support for funeral services for families of overseas employees (funeral staff, funeral vehicle, funeral supplies, etc., up to KRW 1.4 million)
	Overseas employee family travel expenses	Support provided once for the first 30 months of employment at an overseas business site, and once every 12 months thereafter for family travel expenses
	Overseas Special Leave	In case of urgent reasons for returning to Korea, individual remaining vacation days can be used for special leave instead of regular vacation
	Holiday Gifts for Overseas Employees	Holiday gifts provided twice a year (Lunar New Year and Chuseok) to overseas employees
	Childbirth Congratulations Allowance	1 child (KRW 1 million) /2 children (KRW 2 million) /3 or more children (KRW 4.5 million + KRW 500,000 from the employee association)
	Child's Birthday Leave	One day of leave is granted on the month of a child's birthday if the child is 12 years old or younger
	Childcare Goods Support	When a child is born, provide childcare goods worth KRW 150,000 and points for an online childcare goods store (KRW 500,000)
	1+1 Maternity Leave System	When extending personal annual leave during the statutory maternity leave period, grant an additional 1+1 paid leave
	New internal loan program for families with newborns	Separate internal loan program for families with newborns (or expecting newborns) in the current year (KRW 20 million per person)
	Assistance with childbirth medical expenses for female employees	Full coverage of "treatment and surgery fees" for the employee's childbirth medical expenses
	Staggered Working Hours System	Support for employees who wish to adjust their work hours for reasons such as self-development or childcare

Risk Management

Human Rights Due Diligence Process

Daewoo E&C implements a human rights due diligence process based on human rights impact assessments and surveys on human rights management awareness and status. This process is designed to prevent human rights violations in advance, manage related risks, and implement human rights management in accordance with international standards.



Plan to Improve the Human Rights Due Diligence Process

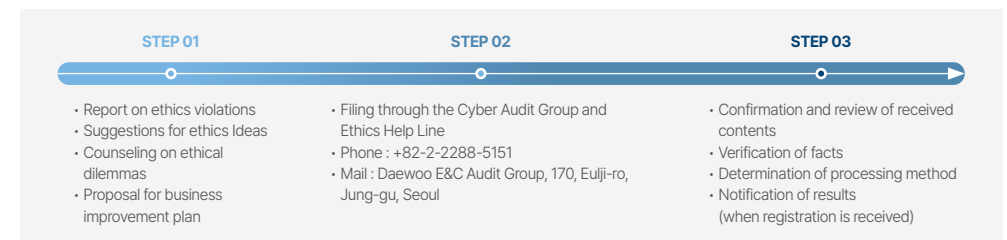
Daewoo E&C has established a mid- to long-term plan to enhance its human rights due diligence process. The company aims to improve the process by expanding coverage to include a greater proportion of subsidiaries and partners, and by further refining the assessment criteria.

	Human Rights Impact Assessment	Awareness/Status Survey	
2025	<ul style="list-style-type: none"> Inclusion of 50% of subsidiaries/suppliers Expansion of the scope of job titles subject to assessment 	<ul style="list-style-type: none"> Inclusion of 50% of subsidiaries/suppliers Enhancement of assessment questions 	
2026	<ul style="list-style-type: none"> Expansion to 100% of subsidiaries/suppliers Inclusion of local residents in major business sites Addition of on-site inspections 	<ul style="list-style-type: none"> Inclusion of 100% of subsidiaries/suppliers Human Rights Management Index Establishment of targets based on a three-year average 	

Human Rights Grievance Handling System

Daewoo E&C operates both internal and external reporting channels to prevent workplace bullying and sexual harassment, and to ensure prompt action should such incidents occur. Reports can be submitted under real names or anonymously, and the confidentiality of the informant is strictly protected. These channels are independently managed by the Audit Group under the CEO, and are accessible only to authorized personnel such as the Head of Audit. Reports are immediately shared with the HR team. After verification and investigation, appropriate measures are taken. If necessary, follow-up actions such as improvements to work processes are also implemented. Through this system, Daewoo E&C manages human rights risks and ensures accountability in response to violations.

Complaint Handling Process



Cyber Audit Office / Ethics Help Line

Number of Human Rights-related Reports Received and Processing Rate for 2024

Reporting channel	Number of reports received	Number of cases handled	Handling rate
Offline / Cyber Audit Office / K-Whistle	2 cases	2 cases	100%

Metrics and Targets

Human Rights Impact Assessment

Daewoo E&C manages indicators and targets related to its human rights impact assessments. The company sets a comprehensive target score based on the average of all assessment items, as well as detailed target scores for specific items identified as potential human rights risks.

	Daewoo E&C	Subsidiaries and Suppliers
General Target (Average Score of Human Rights Impact Assessment)		
2024 (result)	95.8	2024 (result) 96.7
2025 (target)	96.7	2025 (target) 97.6
2030 (target)	97 or higher	2030 (target) 98 or higher

Detailed Implementation Targets		2024	2025	2026	2030
Non-discrimination in employment	Daewoo E&C	91.5	93	95	96
Prohibition of forced labor	Subsidiaries + Suppliers	93	94	96	96.5
Responsible supply chain management	Suppliers	93.2	94	96	96.5

Daewoo E&C D&I (Diversity and Inclusion)

Daewoo E&C promotes diversity through its Diversity and Inclusion Policy. We ensure diversity and inclusion based on employment rules, the code of conduct, and human rights regulations, and relevant regulations are enforced through our recruitment, human resources, and training departments.

Diversity and Inclusion Policy

In April 2025, Daewoo E&C established its “Diversity and Inclusion Policy”, which prohibits discrimination based on gender, cultural background, disability, and illness, and aims to eliminate unnecessary hierarchical culture based on age. Through this policy, the company promotes non-discrimination in employment and prohibits forced labor. Furthermore, Daewoo E&C respects the diversity and inclusion of all stakeholders, including customers, suppliers, and local communities, and remains vigilant in addressing all issues identified as potential risks and human rights management risks.

[Diversity and Inclusion Policy](#)

Non-Discriminatory Talent Recruitment

Daewoo E&C is committed to fulfilling its social responsibility by providing equal opportunities to socially disadvantaged groups, such as people with disabilities, foreign nationals, and women, and embracing them as equal members of society for workforce diversity. This commitment is outlined in Article 5 (Management Plan) of the Diversity and Inclusion Policy, and the company ensures equal opportunities in the recruitment and placement processes. Additionally, Daewoo E&C recruits veterans and plans to broaden roles available to foreign workers to diversify overseas business. The company also separately monitors the percentage of female employees and tracks any changes in this ratio due to shifts in systems and the working environment.

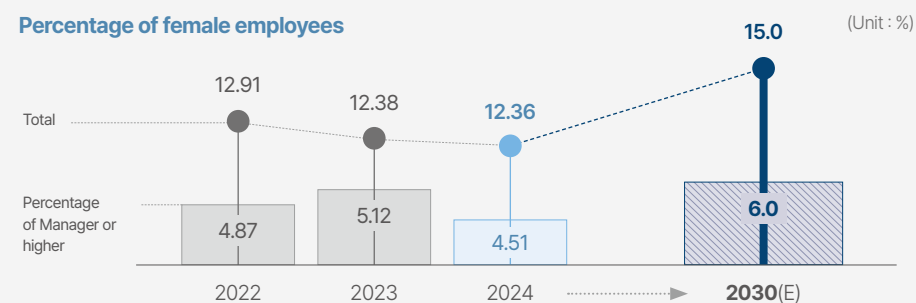
Expansion of Employment of the Disabled

Daewoo E&C has expanded the employment of people with disabilities to fulfill its social responsibility and promote diversity and inclusion in society. Article 4 (Principles of Diversity and Inclusion) of the Diversity and Inclusion Policy explicitly prohibits discrimination based on disability and illness, and the company is also implementing indicator management to monitor progress on this matter.

Operation of the Disability Arts and Sports Team

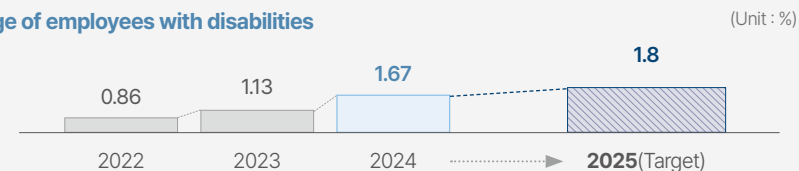
Daewoo E&C is committed to securing employment diversity and expanding the scope of its activities through continuous efforts. As part of this initiative, in 2024, the company hired visually impaired individuals in the arts sector, expanding the existing sports team focused on athletes to include an arts and sports team. By enhancing the employment of people with disabilities in the arts and sports, Daewoo E&C is furthering its commitment to implementing the Diversity and Inclusion Policy and practicing ESG management.

Percentage of female employees

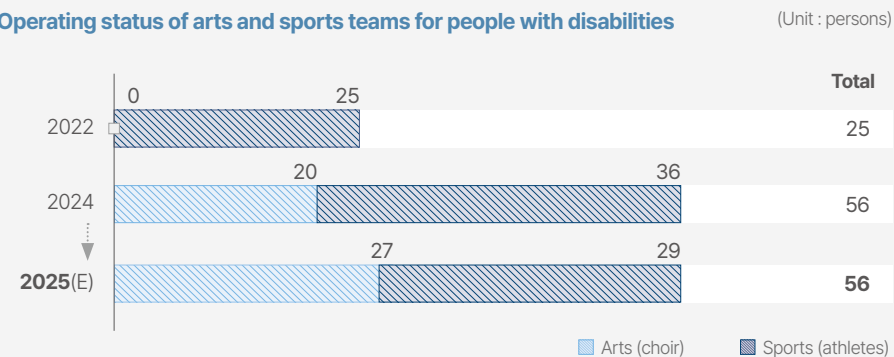


* Total: Expected to increase by 0.5% per year * Manager or higher positions: Expected to increase by 0.25% per year

Percentage of employees with disabilities



Operating status of arts and sports teams for people with disabilities



Customer Satisfaction and Quality Management

Governance

Quality Management Governance

Daewoo E&C reorganized its organization in November 2024 to strengthen its company-wide quality management governance and clarify the responsibilities and authorities of each department. The company is operating a company-wide quality management system within the ESG team of the Management Planning Group and strengthening the on-site quality management at the business divisions to improve quality management efficiency and synergy. Daewoo E&C systematically operates company-wide quality activities based on ISO-certified quality management system certification, and in the housing sector, the company is conducting separate customer satisfaction surveys to improve quality with a site-focused approach.

Quality Management Governance Structure



Strategy and Activity

Quality Management Strategy

Management Policy, Objective, Strategies, and Action Plans

Daewoo E&C has established its quality management policy and goals in accordance with the international standard ISO 9001 quality management system and the company's own quality management system, aiming to prevent quality risks and provide high-quality services. Based on the policy and goals outlined below, Daewoo E&C operates a company-wide quality management system and drives sustainable quality management through detailed strategies and action plans.



Systemic Quality Management System

Operation of Regional Quality Teams in Business Division

In 2024, Daewoo E&C enhanced the implementation of its project quality management system through an organizational restructuring and established dedicated teams in each division to oversee project quality management systems. Based on this, the company has set up standards that reflect the characteristics of each business division and has systematized the analysis of project quality risk results and related processes. This enables prompt and accurate feedback to projects, driving continuous improvement. As a result, Daewoo E&C maintains high project quality levels and ensures efficient responses to quality risks.

Strengthening an Effective Project Quality Management System

Daewoo E&C has enhanced its project quality management system under the leadership of regional quality teams in business divisions, improving the efficiency and synergy of construction quality management. Key measures include step-by-step inspections to ensure customer-oriented construction quality, enhancing work efficiency and support capacity through coordination with relevant teams, and standardizing support and inspections across all project phases to manage essential factors for ensuring and improving construction quality.

Establishment of Company-Wide Quality Management System

Establishment of Quality Policy and Objective

Daewoo E&C has established and publicly disclosed its quality policy and objective, reflecting the commitment and leadership of top management in quality management. All employees, as well as employees of companies working with us, are expected to understand and comply with these policies and participate in quality activities.

Acquisition and Maintenance of Quality Certifications

Daewoo E&C proactively responds to bidding and contract risks by acquiring and maintaining ISO certifications in accordance with Daewoo E&C's mid- and long-term business plans.

Key Risks and Opportunities in Quality Management

Daewoo E&C systematically identifies major internal and external quality-related risks and potential opportunities amid changes in the business environment. The company analyzes their impact on sustainable management and establishes proactive response plans accordingly. In the latest evaluation, the risks were assessed both quantitatively and qualitatively based on stakeholder demands, changes in laws and regulations, and ESG issues. Specific response strategies were then developed to address each identified risk and opportunity.

Classification	Risk / Opportunity Factors	Period Scope	Impact on Business and Value Chain	Potential Financial Impact	Responses
 Risk	Legal and Policy Negative public perception stemming from defect-related litigation risks and stricter tenant protection policies	Short-/mid- term	<ul style="list-style-type: none"> Decline in brand image and disadvantages in business activities due to increased external exposure related to defects 	<ul style="list-style-type: none"> Legal procedure costs (litigation costs, damages, fines, penalties, etc.) Costs incurred to strengthen quality management systems for brand image improvement 	<ul style="list-style-type: none"> On-site quality inspections (quality issue support, mock inspection surveys) On-site commencement and technical support Establishment of on-site quality issue communication channels and feedback systems Support for enhancing quality capabilities of subsidiaries/partner companies
	Technology Risk of serious quality failures due to defects in temporary or prefabricated structures	Short-/mid- term	<ul style="list-style-type: none"> Decline in company credibility due to major quality accidents, delays in construction schedule due to redesign and repair/reinforcement work caused by quality defects, and occurrence of repair costs 	<ul style="list-style-type: none"> Delays in construction schedule and occurrence of repair costs due to redesign and repair/reinforcement work 	<ul style="list-style-type: none"> Enhancing non-destructive testing for critical structural elements On-site quality patrol operation Strengthening of material quality management
	Policy and Certification Stricter certification requirements due to expanded ESG and renewable energy mandates	Short-/mid- term	<ul style="list-style-type: none"> Delays in obtaining quality certification due to stricter requirements may cause delays in project licensing and bidding schedules Potential negative impact on eco-friendly image 	<ul style="list-style-type: none"> Potential revenue losses due to failure to secure project bids or contracts 	<ul style="list-style-type: none"> Proactive response and Preemptive response to secure required certifications for public/private bidding, such as renewable energy projects
 Opportunity	Products and Services Growing customer interest in Digital Transformation and differentiated services	Short-/mid-/long-term	<ul style="list-style-type: none"> Improved user experience through digital smart service deployment Increased customer satisfaction through brand-specific service implementation 	<ul style="list-style-type: none"> Increased revenue through improved brand reputation and corporate image 	<ul style="list-style-type: none"> Participation in major evaluation agency audits and commissioning analysis of regular evaluation results Stabilization and enhancement of various app services Digital transformation of operations Strategic development and deployment of customized service models

Project Risk Prevention Activities

Support for Quality Issues

Daewoo E&C prevents defects by identifying potential quality issues based on the types and characteristics of defects commonly found in key construction deliverables. For construction categories with a high risk of defects or significant public attention, predefined inspection checklists are established in advance. In addition, the company conducts technical assessments of projects and analyzes the root causes of past defects to proactively strengthen preventive measures.

Supplier Quality Management

Daewoo E&C minimizes the risk of defective materials at sites by verifying whether suppliers of high-risk materials have established and implemented a quality management system.

a) For major materials such as ready-mixed concrete and precast concrete (PC) used in housing, building&housing, civil project, we conduct quality surveillance with the following objectives:

- Prevent quality issues in advance and promote the supply of high-quality ready-mixed concrete
- Identify potential issues through production process monitoring and drive quality improvement
- Secure timely delivery of materials with verified optimal quality for each project

b) For plant projects, we evaluate the quality of major equipment suppliers to assess and enhance their ability to supply materials that comply with project specifications.

Number of inspections

Ready-mixed concrete company	22	+	PC factory	7	→	Total	29
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Quality Patrol

The Quality Patrol is an internal inspection program designed to prevent quality-related penalties prior to inspections by external agencies such as the Ministry of Land, Infrastructure and Transport. It also serves as a proactive measure to drive quality improvements across projects. Inspections are conducted based on internal criteria, focusing on critical work types and projects with a history of repeated quality issues. In 2024, Daewoo E&C expanded the scope of inspections to include work types with a high incidence of penalties. As a result, a total of 77 sites were inspected. The program played a significant role in preventing penalties by identifying non-conformities by work category, establishing improvement measures, and ensuring their implementation.

On-site Quality Patrol

(Unit : points, cases)

Classification	Number of sites	Average score	Issues	Number of measures	Measurement rate
Building & Housing	44	95.9	147	147	100 %
Civil	32	94.8	146	146	100 %
Plant	1	96.5	5	5	100 %

External Agency Inspection Information System

Daewoo E&C operates an internally developed “External Agency Inspection Information System” to centrally manage the results of quality management system assessments conducted by external agencies such as the Ministry of Land, Infrastructure and Transport and project owners, and to systematically respond to potential post-assessment risks. The system compiles data on site-specific inspection history, findings, and corrective actions by site. It enables the company to proactively prevent repeated nonconformities, identify risks of legal violations at an early stage, and establish a structured response to regulatory violations. Serving as a digital foundation for enterprise-wide quality management, the system reinforces a feedback loop based on on-site quality data and enhances the company's capacity to move beyond reactive risk management toward preventive quality risk control.

Project Defect Risk Diagnostic Activities

Non-destructive test for steel bar

In response to recent quality issues and accidents such as underground parking structure collapses, Daewoo E&C conducts regular non-destructive steel bar testing to prevent construction defects and ensure structural reliability. In housing and building projects, particularly for key structural methods such as flat slab construction, at least three inspections are conducted annually during major construction phases. Tests are conducted on major structural components, selected based on site-specific structural risks and characteristics. Starting in 2024, Daewoo E&C refined inspection criteria and intensified the scope and precision of testing for high-risk processes to minimize the likelihood of quality issues and incidents.

Mock up destructive test

To proactively detect potential defects before project completion and prevent future disputes, Daewoo E&C conducts mock up destructive test at major sites. This inspection targets types of work prone to defects such as waterproofing and tiling by assessing hidden risk factors in advance. The process involves partially removing installed finishes and collecting samples to evaluate the quality of materials such as waterproofing membranes and tile adhesion strength. In 2024, mock up destructive test was conducted at over 50 project sites nationwide. Based on the inspection results, components that did not meet standards were reworked, and partner companies received additional training to minimize post-completion defects.

Non-destructive test for steel bar under slab



1. Rooftop drop panel lower root (X-direction) 2. Rooftop drop panel lower root (Y-direction) 3. Roof floor lower root (Y-direction)



4. Floor upper root (X-direction) 5. Drop panel floor upper root (X-direction) 6. Drop panel floor upper root (Y-direction)

Mock up destructive test



Technical Safety

Daewoo E&C has unified the design, construction safety, and management systems currently in place for projects under the Business Division into a company-wide quality management framework. This has enabled us to establish uniform standards for each project regarding temporary plans, safety facilities, and material application methods, thereby ensuring technical safety.

- Standardization of technical safety processes (1 cycle schedule, 1 CIP case)
- Establishment of standards for temporary safety facilities (e.g., lifting pallets and five other items)

Quality Communication Culture

Operation of the Korean Construction Quality Council

As the leading organization of the Korean Construction Quality Council, which is composed of the top 10 construction companies, Daewoo E&C regularly conducts research on construction quality management systems, policy proposals, and discussions on construction regulations and laws. In 2024, the company promoted a culture of quality communication through initiatives such as 10 policy discussions with external institutions, 5 industry roundtable meetings, and the development of integrated quality training materials for construction workers as well as a materials quality management handbook.

Operation of site quality personnel meeting

Daewoo E&C operates the “site quality personnel meeting” platform to collect practical feedback from on-site quality personnel and to strengthen communication. This work serves as a communication channel focused on sharing quality-related information and resolving key quality issues such as defect prevention and process improvements. It allows quality managers to directly propose solutions to major quality concerns. In 2024, 106 out of 141 project sites participated in the program. Based on feedback from the site timely improvement tasks were identified and communicated across relevant departments at headquarters, reinforcing collaborative problem-solving.

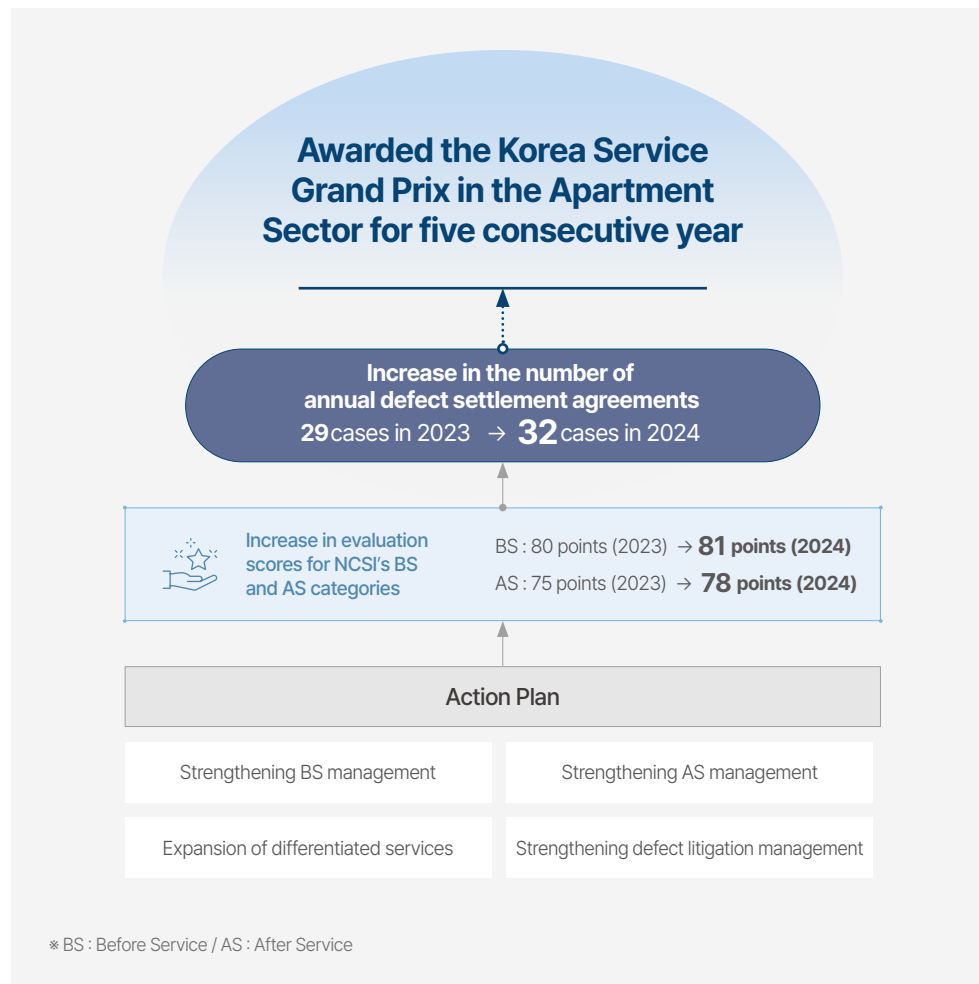
Quality Personnel Training

Daewoo E&C provides annual training for on-site quality managers to strengthen their professional capabilities. The training is tailored to the specific needs of housing & building, civil and plant, and focuses on practical quality issues and real-world improvement cases. The curriculum is designed to provide a quality training applicable to actual job tasks. In 2024, a total of nine training sessions were conducted, with participation from 239 employees. Moving forward, Daewoo E&C plans to expand its capability-building programs through function-specific customized training to enhance the effectiveness of quality management and foster a culture of voluntary quality ownership. Following the organizational restructuring in 2024, the responsibility for quality training was transferred to the Human Resource Development Team, enabling a more professional and systematic approach. As a result, the entire training process from planning and execution to post-training follow-up is now managed more efficiently, allowing for the strategic development of quality personnel.

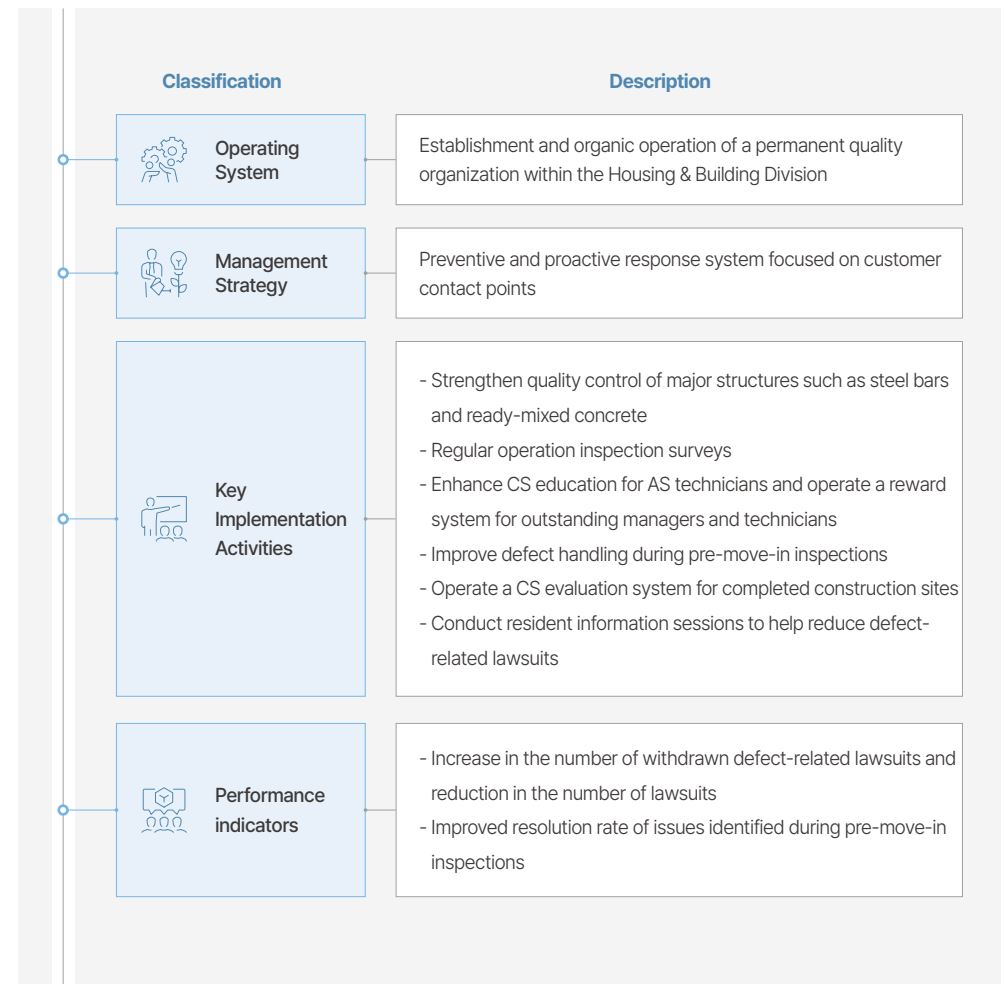
Quality Organization Operation of the Housing & Building Division

Daewoo E&C operates a permanent customer satisfaction management system within the Housing & Building Division, which has frequent customer contact and is important for improving customer satisfaction by proactively preventing quality issues and claims that may arise and responding quickly and systematically. Previously, a CS TFT identified a total of 23 improvement tasks and implemented Action Plans. However, starting in 2024, these functions will be performed by the quality organization within the Housing & Building Division (CM Team, CS Team, Technical Team, Regional Quality Team) to ensure more sustainable and consistent customer satisfaction activities. Going forward, we will strengthen customer touchpoints, enhance quality-centered customer satisfaction initiatives, and reinforce customer trust while pursuing service differentiation.

Housing & Building Division's Action Plan and Performance



Customer Satisfaction Management System



Strengthen Customer Contact Management System

Operation of Customer Communication Channels and Satisfaction Survey

Daewoo E&C operates various communication channels, including the Prugio mobile consultation app, online consultation via the company website customer service center phone support and chatbot, to improve customer satisfaction, prevent complaints, and respond quickly to customer feedback. In particular, we conduct customer satisfaction surveys after completing after-sales service through the mobile consultation app to monitor service quality improvements. Feedback on customer issues is managed to ensure resolution within an average of 10 days.

Pre-move-in and Post-move-in Quality Inspection Activities

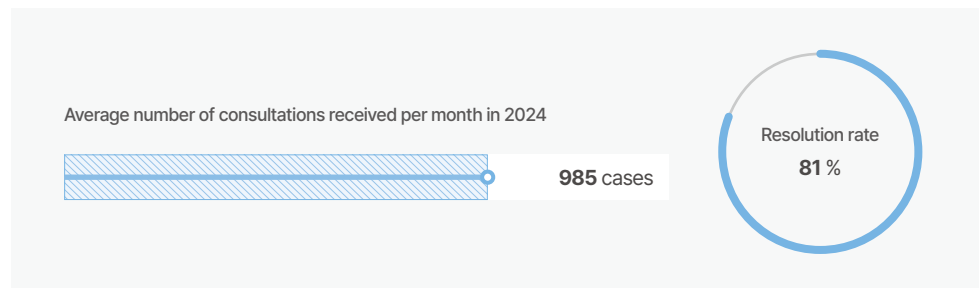
The company also conducts pre-move-in quality inspections to minimize defects and reflect customer feedback in advance. Starting 85 days before move-in, B/S inspections are carried out through a homemaker monitoring team, and starting 45 days before move-in, we carry out pre-move-in inspections to prevent claims. Additionally, targeting the top 10 construction categories where defects are concentrated, we provide intensive A/S for three months post-move-in through the 'MOT (Moment of Truth)' program led by specialized technicians.

A/S Quality Management Digital System Development

Daewoo E&C has developed an app exclusively for A/S personnel called 'Prugio Partners' for efficient A/S management, which will be completed in 2024 and applied to all apartment sites starting in 2025. When A/S work is completed, photos of the site are uploaded to the app, letting the general manager check and perform a final inspection of the defect quality. Customers can check pre-move-in defect resolution results directly through the photos, thereby increasing trust.

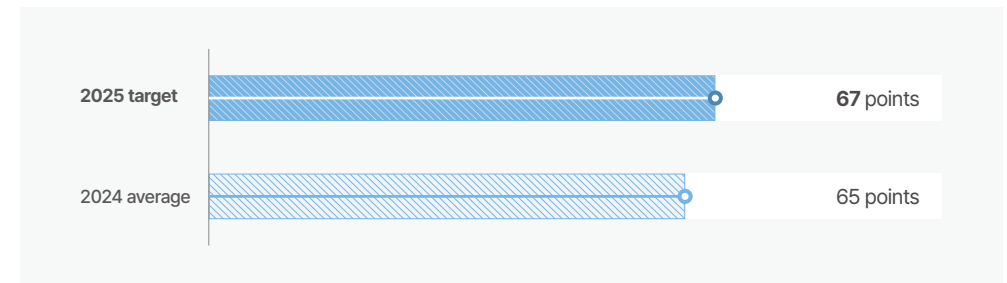
Customer Feedback (VOC)

To address various customer concerns, including complaints and after-sales service requests, we promptly collect and manage customer feedback through the Prugio homepage. As of 2024, the average number of consultations received per month is 985, with 81% resolved within the same month. Going forward, we plan to enhance the efficiency of the VOC handling process by improving resolution rates and reducing average processing times.



CS Evaluation and Risk Response System Enhancement

Daewoo E&C places the highest priority on customer satisfaction and operates its own CS evaluation system to objectively evaluate service quality from the customer's perspective. Through this system, we quantitatively measure not only customer service but also the effectiveness of defect response, and we actively utilize various evaluation teams, such as the B/S inspection by a homemaker monitoring team, and tenant evaluations, to ensure fairness and transparency in our evaluations. In particular, two rounds of evaluations were conducted in 2024, recording an average score of 65 points. Based on this, the target score for 2025 has been raised to 67 points, and we are strengthening quantitative standards to further improve service quality. Additionally, we have established a response system to manage potential defects that may arise after completion. For construction categories with a high frequency of defects, issues are identified in advance, and the number of unresolved cases per household is monitored regularly from D+1 month to D+3 months. This monitoring is linked with risk response criteria and training programs for on-site supervisors.



CS Training for Consultants

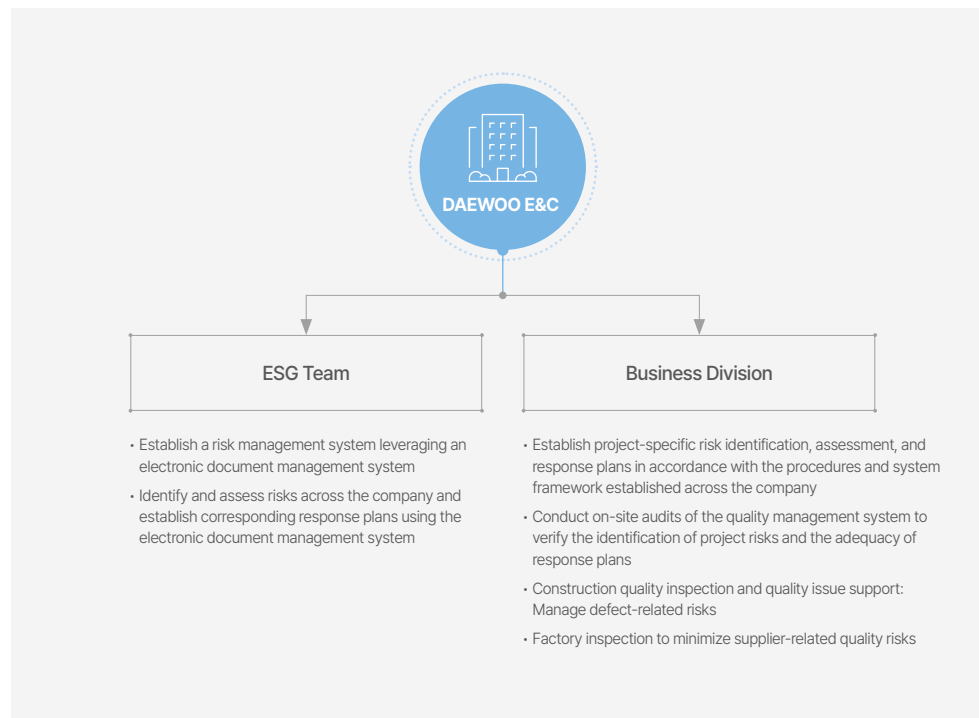
Daewoo E&C provides quarterly job training for consultants who interact with general customers. The training primarily covers specialized knowledge and essential CS skills that consultants must acquire to improve service quality, and training topics are regularly updated to reflect current trends. Additionally, regular site visits to completed construction sites provide counselors with opportunities to learn about basic aspects of the construction process. In 2024, all 45 consultants received job training, and moving forward, we plan to enhance the regular defect case-based training to further strengthen consultants' expertise in customer service.



Quality Management System

Enterprise Quality Risk Management System

Daewoo E&C operates a dual-level quality risk management system at the company and business division levels, clearly distinguishing the quality control roles to strategically manage quality risks in an integrated manner. At the corporate level, the company has established a framework for identifying, evaluating, and developing response plans for risks across the entire organization based on an electronic document management system. The business divisions, in turn, analyze risks at the project (PJ) level and establish practical and executable response measures. In particular, the business divisions have implemented a proactive, prevention-oriented quality management system for defect risks and supplier quality risks and are strengthening project-specific risk response capabilities through quality management system audits and inspections based on the company-wide system. Additionally, the company operates a three-stage quality support and inspection process categorized by project progress rate: initial stage (progress rate of 10% or less), execution stage (progress rate of 10~90%), and pre-completion stage (progress rate of 90% or more). At each stage, the company inspects the establishment and implementation of the quality management system and takes corrective actions on identified issues, thereby ensuring the validity and effectiveness of the quality management system.

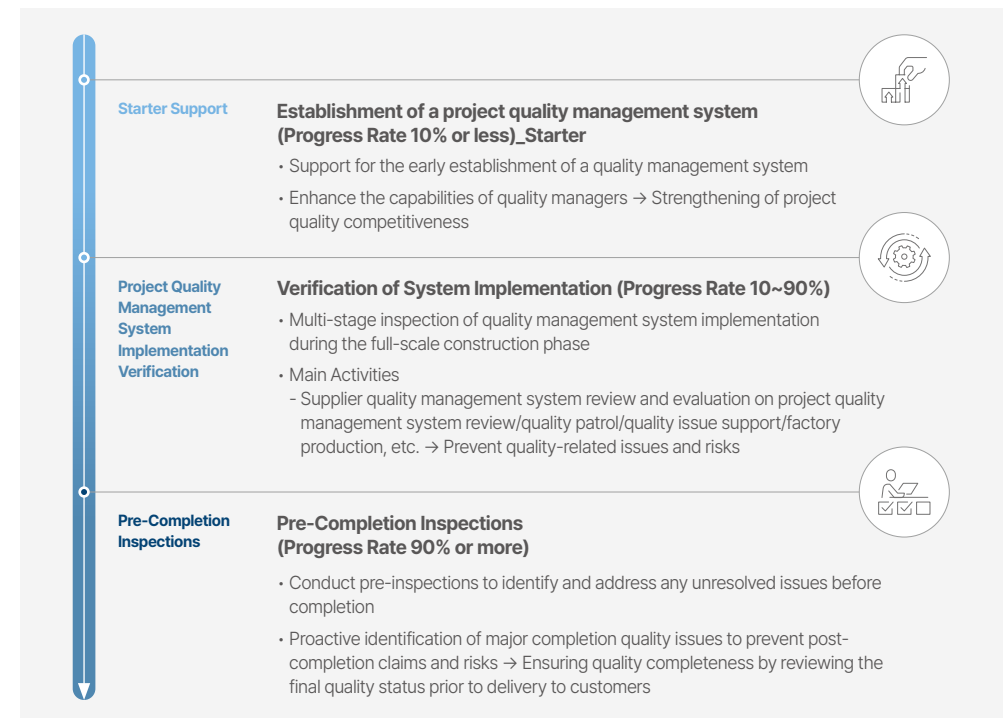


Establishment and Implementation of Project Quality Management System

Daewoo E&C has established a phase-specific quality support process aligned with each stage of the project lifecycle to ensure consistent and proactive quality management from start to completion. This includes: Starter support during the initial phase of a project to establish an appropriate quality management system; Inspections to verify the operation and effectiveness of the quality management system during project execution; and pre-completion inspections to prevent quality claims and reduce risks.

This process ensures that quality risks are identified and addressed early in the construction timeline, and that a consistent quality control system is applied throughout the entire project. The verification of the quality management system's establishment and implementation is conducted in three phases based on the project's progress rate. At each stage, the execution of the quality system is assessed and necessary corrective actions are implemented where needed.

Daewoo E&C Project Quality Support and Inspection Process



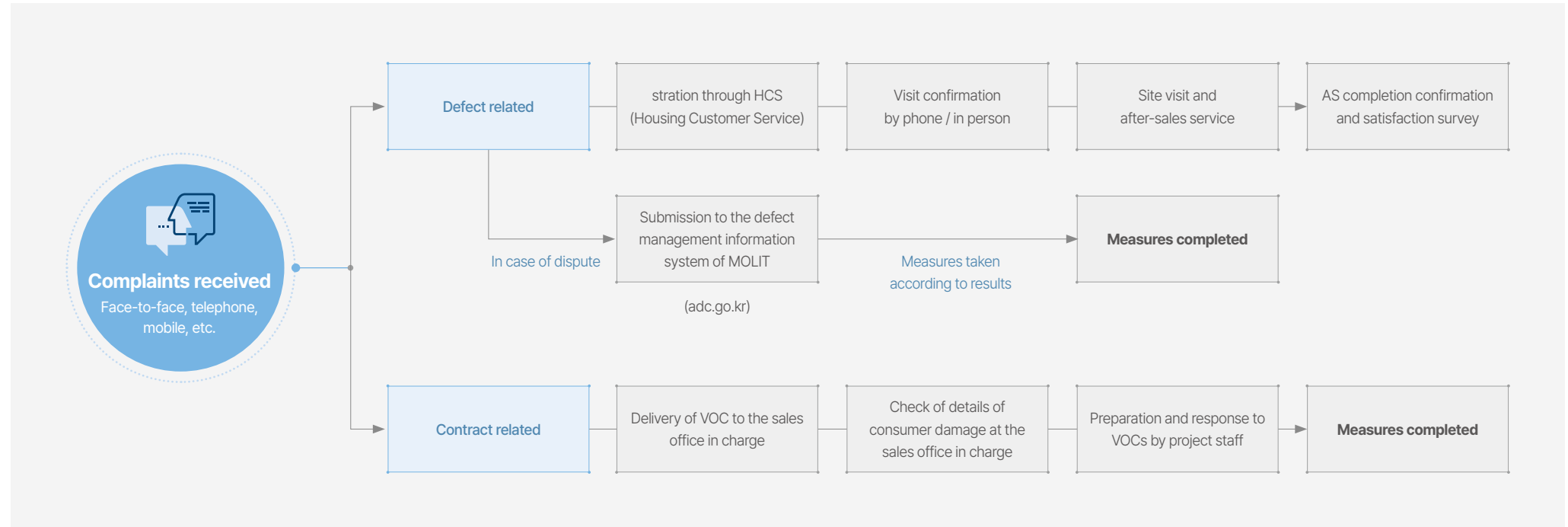
Consumer Damage Relief Procedure

Daewoo E&C complies with the Consumer Dispute Resolution Standards to protect consumer interests. The company strictly follows the warranty period for each defect as stipulated in the Enforcement Decree of the Multi-Family Housing Management Act. In accordance with the Act, the company has set the collateral liability period for defects in the main structural part of the building, the load-bearing structure, at 10 years. For defects in facility construction (such as cracks, detachment, and water leakage), the warranty period ranges from 2 to 5 years depending on the type. In addition, the company complies with the dispute settlement standards recommended by the Korea Consumer Agency to ensure prompt resolution in case of consumer complaints.

Dispute Type	Criteria for Resolution
1) Defects in construction and equipment of pre-sale housing	
- Within the defect liability period	• Free repair and maintenance
- After the defect liability period	• Paid repairs and maintenance
2) In case of delay in occupancy due to construction not being completed by the designated (planned) move-in date	• Liquidated damages payment or deduction of the relevant amount from the housing balance
3) When there is a difference between the supplied area (exclusive area + common area) in the contract and official area (building management ledger)	• Refund of the difference for insufficient area
4) Infringement of property rights due to the creation of a mortgage on a pre-sale house without the consent of the occupants	• Compensation for damages or cancellation of contract
5) If the actual materials and equipment used are different from those constructed in the model house in terms of quality, etc.	• Equipment replacement or refund of the difference in cost

Consumer Damage Relief Procedure

Defect Management Information System of MOLIT

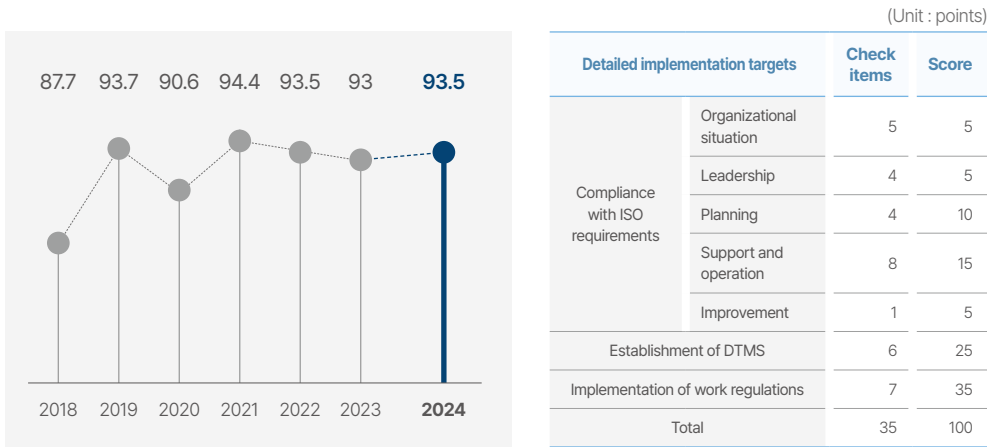


Quality Management Metrics and Targets Management

Quality Evaluation and Performance

Effectiveness Evaluation of HR's Quality Management System

Daewoo E&C conducts an evaluation of the effectiveness of its quality management system every year to objectively assess the overall quality level. This evaluation quantitatively assesses seven core areas including organizational culture, leadership, planning, execution, and improvement based on a detailed checklist aligned with ISO standards. In the 2024 evaluation, the company achieved an average score of 93.5 points, increasing 0.5 points higher than the previous year. The upward trend in scores over the past five years confirms the continuous improvement of the company's quality management capabilities.



Quality Management System Inspection Result (Organizations in the Headquarters)

Daewoo E&C operates an internal audit system under the supervision of its headquarters to resolve internal quality issues and prevent their recurrence. In 2024, quality management system audits were conducted on a total of 47 teams and departments. As a result, 65 issues were identified. Demonstrating our commitment to continuous improvement, we successfully implemented corrective actions for all identified issues, reinforcing the effectiveness of our quality management system.

No. of Organizations	Average Score	No. of Findings	No. of measures Processed	Processing Rate
47	93.5 points	65 cases	65 cases	100 %

Quality Management Certification

Proactive Acquisition and Maintenance of Certifications

Daewoo E&C strategically secures international certifications to enter new markets and meet global infrastructure project bidding requirements, and maintains its global-standard quality management system through continuous follow-up reviews. In 2025, we became the first domestic construction company to obtain ISO 19443 (Nuclear Quality Management System) certification.

Additionally, during the ISO 9001 post-audit, as a strategic response to securing renewable energy projects, the company designated the renewable energy business unit as the audit subject and expanded the scope of the certification accordingly. As a result, the company satisfied client bidding prerequisites for renewable energy projects through the quality management system certification and established a basis for continued participation in renewable energy project tenders by submitting the certification.



Setting Goals for Consumer Rights Protection

Consumer rights protection refers to a series of activities aimed at supporting and safeguarding consumers to ensure they receive fair rights and benefits. Daewoo E&C places the highest priority on customer satisfaction and recognizes that such satisfaction primarily stems from service quality. Accordingly, the company establishes quantitative targets for both B/S (before service) and A/S (after service) using the authoritative National Customer Satisfaction Index (NCSI), and continuously monitors the related performance.

NCSI Report

(Unit : points)

Classification	2024		2025 Target
	Target	Performance	
BS	81	81	81
AS	75	78	78

Customer Service Competitiveness Proven through KS-SQI

Daewoo E&C recorded a score of 83.4 in the apartment category of the 2024 Korean Standard-Services Quality Index (KS-SQI), achieving the No. 2 ranking in the nation for the fourth consecutive year. This result demonstrates the company's customer-focused management performance, as well as its ability to consistently deliver the highest level of service quality in the industry. Daewoo E&C will continue to build customer trust by providing unique residential value through quality-focused services.

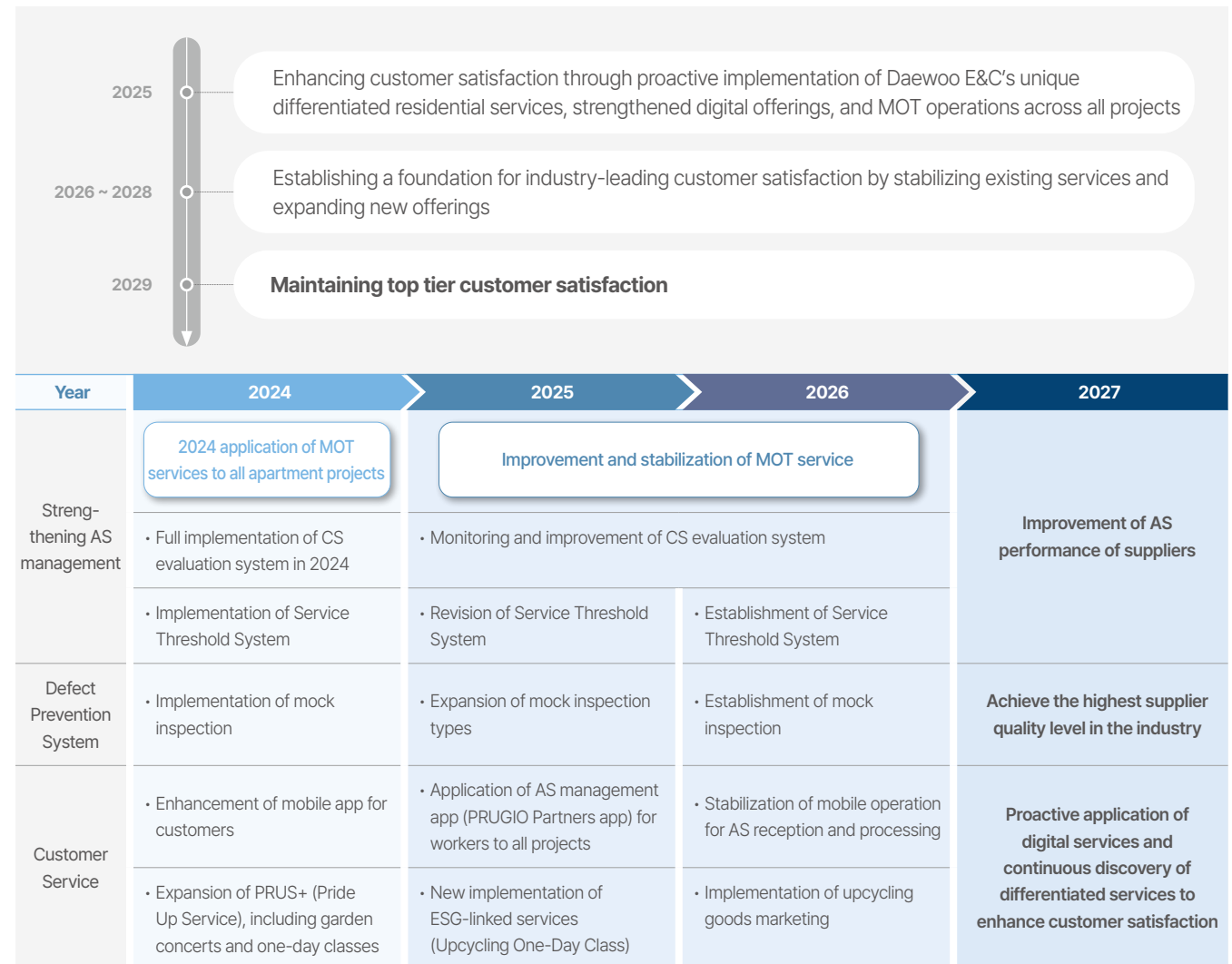
2024 KS-SQI Survey Results

(Unit : points)

Item	2017	2018	2019	2020
Korean Standard-Services Quality Index	77.5 (7 th)	79.1 (5 th)	81.1 (3 rd)	82.0 (3 rd)
	2021	2022	2023	2024
	82.7 (2 nd)	83.6 (2 nd)	83.5 (2 nd)	83.4 (2nd)

Mid-term to Long-term Roadmap for Improving Customer Satisfaction

In the first half of 2025, Daewoo E&C established a mid- to long-term roadmap through 2028 with the objective of enhancing customer satisfaction. The company is committed to maintaining industry-leading satisfaction levels by accomplishing detailed targets each year.



1) Originating from bullfighting—specifically the critical moment when the matador strikes the bull's vital point—this term refers to a decisive moment when everything is put to the test. At Daewoo E&C, MOT represents a unique after-sales service system designed to deliver the highest level of service and create lasting impressions during even the briefest moments of contact with PRUGIO customers.

PRUS+ (Pride Up Service)

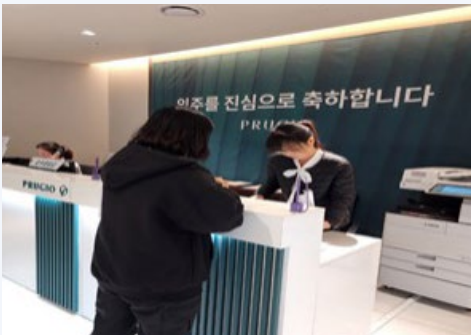
PRUS+ is a premium customized residential service brand operated by Daewoo E&C's Prugio to improve the quality of life and residential satisfaction of residents. Beyond simply providing living space, it provides differentiated services with various themes such as hospitality culture, communication, and eco-friendliness throughout the residential experience after move-in. In 2023, it provided services to 26 complexes nationwide, and in 2024, it was expanded to 31 complexes with 29,740 households. Daewoo E&C continues to expand its differentiated services in line with changing trends, resulting in high satisfaction and active participation from residents.

Initial Support for New Residents



Home Kit Rental

This service offers free rentals of essential items often needed during move-in but typically too costly to buy outright. Items such as folding tables, toolkits, vacuum cleaners, and ladders are available at the move-in support center, and residents can use them anytime as needed. This service aims to alleviate the inconveniences residents face during the initial settlement process, reduce unnecessary consumption, and provide a service that considers both practicality and environmental sustainability. As of 2024, approximately 30,000 households across 31 complexes have utilized this service.



Home Kit Rental



Welcome Meal Service

This service provides warm boxed meals free of charge to residents who are busy on the day of moving in and find it difficult to prepare meals. Tailored to the needs of each household, the Welcome Meal goes beyond mere convenience, serving as a warm message of welcome from Prugio to support residents as they begin their new lives. As of 2024, this service has been provided to approximately 19,781 households, contributing to a positive experience on the first day of move-in.



Welcome Meal Service

Cultural Events



PRUGIO Garden Concert

PRUGIO Garden Concert is a prestigious cultural performance program, held in beautifully landscaped areas such as the lawn plaza within residential complexes. The concert features an outdoor stage and is divided into two parts: the first part showcases lively traditional Korean music and performances by a traditional performing arts group, while the second part presents a collaboration between an orchestra, opera singers, and popular singers. Since its inception in 2022, the Garden Concert has been held at over 60 complexes and ranked first in the KS-SQI 'Differentiated Service' category in 2024.

PRUGIO Garden Concert



Operation of Various Event Booths

At the complex where the PURGIO Garden Concert is held, various event booths are open before the main performance, including caricature drawing, face painting, calligraphy, photo booths, tarot card readings, and stamp tours for residents of all ages. Starting in 2025, as part of its ESG initiative, the event will also introduce a new activity where participants can create keychains using upcycled materials, adding a more meaningful experience to the event.



PRUGIO Garden Concert

One-Day Class



Wine Class

This is a premium networking program centered on interaction and shared experiences among residents, covering everything from basic wine knowledge to tasting and aroma activities. The classes feature wines produced in a sustainable manner, offering an environmentally friendly consumption experience through wine. As of 2024, the program has been held 25 times across 20 residential complexes nationwide, and is expanding as a platform for communication to promote a sustainable residential culture.



Healing Tea Class

The Tea Class is a one-day program designed to help participants relax, awaken their senses, and discover their own preferences through tea. It introduces tea cultures from around the world and shares fascinating stories about tea, ensuring that even those new to tea can enjoy it at their own pace. Under the guidance of a professional tea sommelier, participants can experience the world of tea in a deeper and more enriching way.

As of 2024, the program has been held 11 times across 9 residential complexes, and this small-scale class has become a highly popular program with very high satisfaction and re-participation rates among participants.



Upcycling Class (ESG-linked program)

The PRUGIO Upcycling Class was organized in collaboration with Harang School, a partner specializing in environmental education, with the themes of 'resource recycling' and 'marine waste.' The program was operated as an experience-based program combining systematic theoretical education and practical kits.

In the "Resource Recycling" session, participants learned about the collection, sorting, and recycling of everyday waste. They also created smartphone grips using sea glass—glass fragments collected from the ocean. Through this activity, residents experienced the new value of waste materials and naturally internalized a circular mindset and commitment to environmental action.

The 'Marine Waste' class consists of theoretical education on the causes and severity of marine pollution, along with hands-on activities such as

creating dreamcatchers with a marine theme using waste materials. Residents were able to directly confront the reality of marine waste and its social and ecological impacts, thereby enhancing their environmental awareness and sense of community responsibility.

This program is closely aligned with ESG core values and the UN Sustainable Development Goals (SDGs), including Goal 12 (Sustainable Consumption and Production), Goal 4 (Quality Education), Goal 11 (Sustainable Cities), Goal 13 (Climate Action), and Goal 17 (Partnerships). It demonstrated high educational effectiveness and participant satisfaction.

This initiative plays a meaningful role in establishing Daewoo E&C as a community brand that goes beyond simply providing convenience to residents and contributes to improving their sustainable quality of life and spreading a culture of ESG engagement.

PRUGIO Healing Tea Class



Wine Class



Healing Tea Class



Upcycling Class



Supply Chain Management

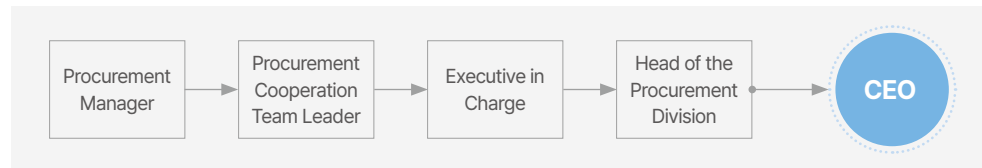
Governance

Supply Chain Management Implementation System

Daewoo E&C manages supplier-related supply chain risks through the “Supplier Disciplinary Committee” and “Supplier Monitoring Council” chaired by the head of the Procurement Division. As the organization responsible for overall supply chain risk management, the Procurement Division coordinates with specialized departments depending on the type of risk: safety, environmental, and quality incidents are monitored by the HSE-Q Division, while collusion and violations of ethical management are overseen by the Audit Group. By clearly defining the roles and responsibilities, Daewoo E&C operates a systematic and efficient supply chain risk management framework.

Supply Chain Management Organization

Daewoo E&C's Procurement Cooperation Team oversees key matters related to bidding, operational systems, purchasing, and disposal in accordance with the company's internal approval regulations. These matters are reported to the CEO through the Head of the Procurement Division.



Reporting Agenda to the BOD and Committees

Daewoo E&C's major supply chain management issues are reported to the ESG Committee and the Board of Directors. Important matters are reported to the Board of Directors after being approved by the Sustainable Management Committee, which consists of a majority of external experts (Independent directors) with legal expertise and experience.

Classification	Date	Agenda	Remarks
12 th Board of Directors Meeting in 2024	2024. 12. 12	Report on the management status of compliance with the Subcontract Act	Reported
Sustainability Management Committee	2024. 12. 02	Supply chain sustainability management policy	Reported

Strategy and Activity

Supply Chain Sustainability Management

Daewoo E&C has established a five-step strategy to ensure supply chain sustainability and operates related policies based on its commitment to fair trade. The company systematically manages its suppliers through discovery, registration, and due diligence processes, while also providing support in safety, health, quality, environment, and human rights. To strengthen suppliers' ESG performance capabilities, Daewoo E&C conducts regular ESG assessments. The evaluation results allow us to identify risks and implement improvement or mitigation measures to ensure compliance. Furthermore, the company analyzes the evaluation data to enhance overall supply chain processes of its supply chain, thereby reinforcing the foundation for shared growth.

Five-step strategy




Supply Chain Sustainability Management Policy

In 2024, Daewoo E&C enacted the “Supply Chain Sustainability Management Policy” and partially revised it in March 2025 by supplementing the risk management process. The company plans to continuously improve the policy to ensure sustainable supply chain operations and build trust based on fair trade practices. This policy applies to all suppliers that maintain contractual or transactional relationships with Daewoo E&C, as well as to stakeholders with significant direct or indirect business relations with the company over a certain period. It also applies to any parties that may influence or be influenced in the delivery of the company's services to end customers.

The policy stipulates due diligence procedures throughout the supply chain management process and aims to realize responsible supply chain operations through multi-faceted evaluation and risk response measures.

(Key Risk) Compliance with the Subcontracting Act

Daewoo E&C has identified violations of the Subcontracting Act as a key risk in supply chain management and has established a proactive response system. The company has developed response measures for the Act and incorporated the “Four Fair Trade Practices” established by the Fair Trade Commission into its internal fair trade guidelines and contract processes. In addition, Daewoo E&C promotes a culture of fair trade through regular training programs on compliance with the Subcontracting Act.

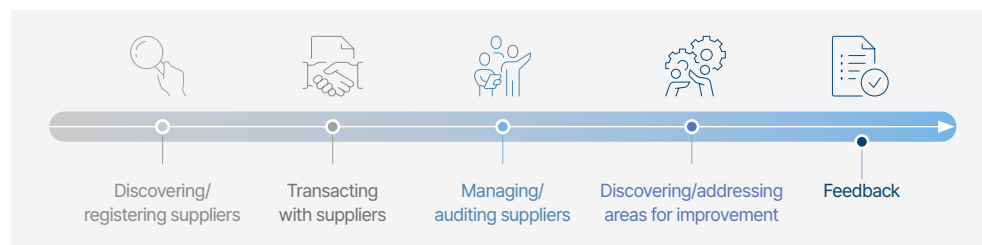
Classification	Factor	Period	Impact on Business and Value Chain	Financial Impact
 Key risks	Strengthened penalties for violations of the Subcontract Act	Short/ mid-term	Restrictions on business activities due to penalties imposed on the corporation or management	Increased costs for establishing a compliance system, etc.
	Decline in creditworthiness due to violations of the Subcontracting Act	Short/ mid-term	Restrictions on business activities due to disadvantages in bidding, contract awards, and business suspension	Decrease in revenue due to reduced competitiveness in contract awards and legal costs related to violations of the Subcontracting Act

Support for Suppliers' Technology Development and Technology Protection

Daewoo E&C supports its business partners in the development of technology. In particular, the company jointly applies for patents for technologies developed through joint research with them (five joint patents have been granted since 2021), and in this process, Daewoo E&C also support the patent registration costs of our suppliers. In addition, the company applies jointly developed technologies to construction sites to promote the technological capabilities of our business partners and help them secure new contracts.

Supporting Supply Chain Management and Sustainability

Daewoo E&C operates a systematic supply chain management process covering the entire process from discovering and registering suppliers to conducting due diligence, transactions, and post-transaction feedback. Through this process, the company secures a sustainable supply chain and support the growth of our suppliers



Supplier Code of Conduct / Certificate of Integrity

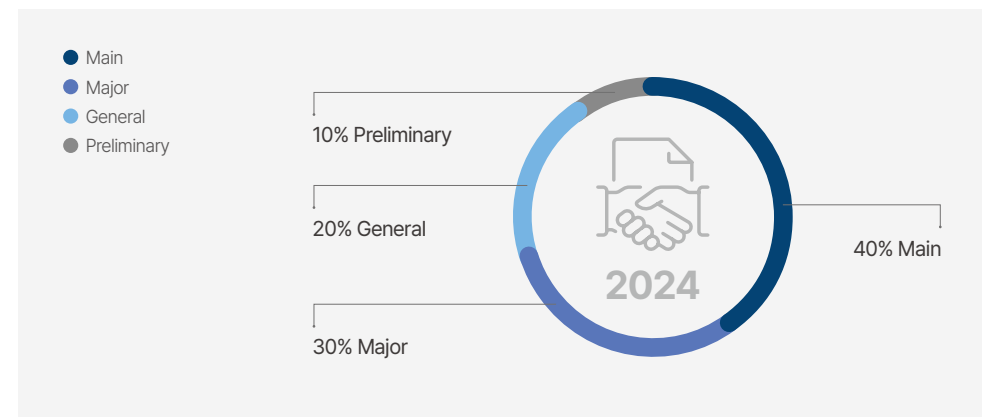
Daewoo E&C requires all suppliers to submit a 'Certificate of Integrity' once a year and to strictly comply with the company's 'Code of Conduct for Subcontractors.' The Code is composed of five key areas: safety and health, ethics, environment, labor and human rights, and management systems. To maintain sustainable business relationships and ensure legal and ethical transparency, compliance with the Code is mandatory for all suppliers. In particular, socially significant areas such as environmental protection and human rights are designated as mandatory management items. The full text of the Code of Conduct is available on E-COS.

[Go to Code of Conduct for Subcontractors](#)

Supplier Discovery and Registration

Daewoo E&C recruits new suppliers for outsourcing, materials, and services, twice a year (in the first and second half of the year). Recruited suppliers are evaluated on financial soundness, technical capabilities, and safety management. Those that meet the registration requirements are assigned a grade as a regular registered company and become eligible to bid. Bidding companies are selected through a combination of random and manual selection methods, and some excellent local suppliers are given priority selection to protect local suppliers. Daewoo E&C conducts a comprehensive evaluation of its suppliers every year in the second half of the year, and based on the evaluation results, suppliers are classified into four categories: core, major, general, and reserve, and are given different bidding opportunities according to their rating. Among them, core suppliers are considered Daewoo E&C's key partners and are provided with incentives to participate in shared growth programs.

Proportion of Selection of Participating Bidders



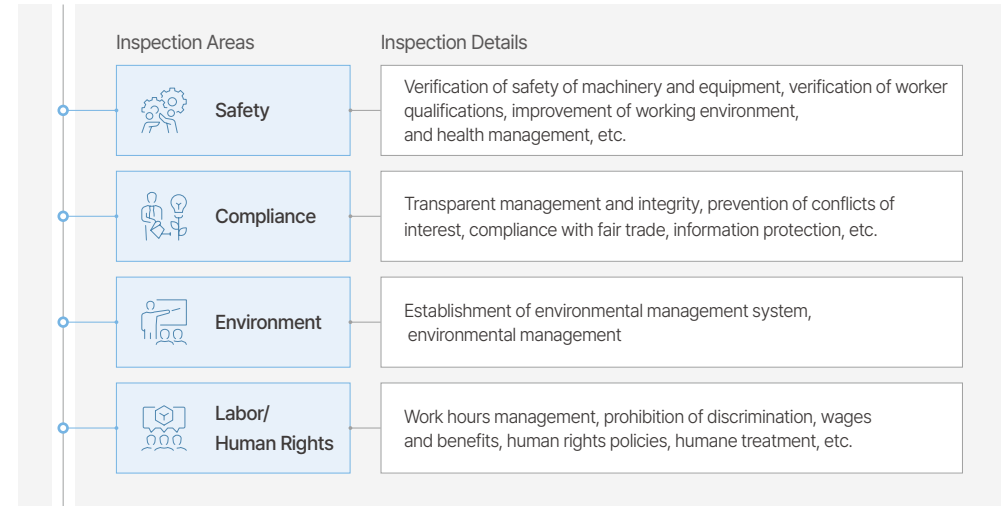
Risk Management

Supply Chain ESG Risk Management

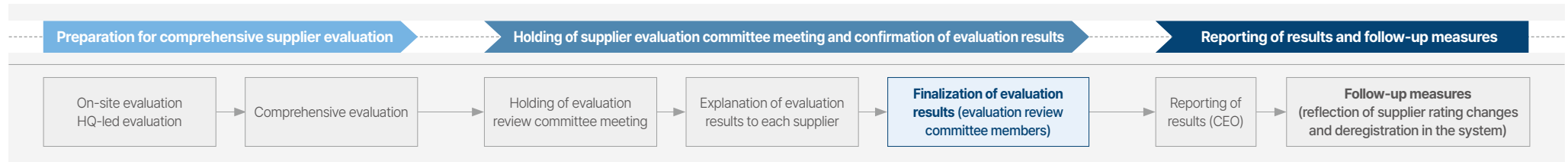
Daewoo E&C integrates ESG risk management across four key areas, including safety, compliance, environment, and labor/human rights, by establishing safety and construction evaluation systems, as well as codes of conduct and integrity agreements. In addition, the company has established detailed evaluation and disciplinary standards for each area and implement follow-up measures based on the results.

Supply Chain Evaluation

Daewoo E&C assigns new bid ratings for each type of work and item based on the results of comprehensive supplier evaluations conducted every year. The evaluation reflects on-site evaluations and head office evaluations at a ratio of 50:50. On-site evaluations are conducted twice a year (first half and second half) and are divided into safety evaluations and construction evaluations. HQ evaluations are conducted once a year (second half) and are divided into financial evaluations, order evaluations, and bid evaluations based on the financial status and transaction details (appropriateness of bid amounts and contract amounts, etc.). In addition, the company gives preferential treatment to suppliers with excellent ESG evaluation results or outstanding environmental management performance, such as ISO 14001 certification and awards for environmental contributions from public institutions. Based on the results of regular evaluations, we provide incentives such as contract performance deposit reductions, and implement separate management measures such as bidding restrictions to suppliers with poor evaluation results.

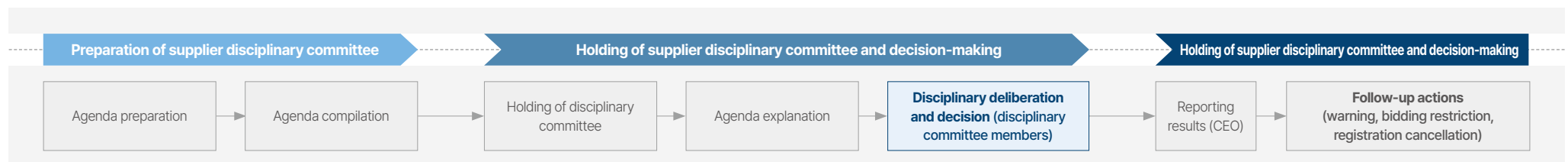


Supplier Evaluation Process



Operation of the Supplier Disciplinary Committee

In addition to comprehensive supplier evaluations, Daewoo E&C manages ESG-related risks by operating the 'Supplier Disciplinary Committee.' The evaluation covers all suppliers, including newly registered and existing ones. Based on the results of the evaluation, disciplinary measures are imposed, ranging from being placed on a watch list to bidding restrictions or cancellation of registration.



Metrics and Targets

Five Quantitative Indicators

Daewoo E&C monitors five quantitative metrics and manages targets to strengthen the capabilities of its supply chain (suppliers) in the value chain. In addition, the company operates programs for shared growth and manage the social value and data generated through these programs.

Metrics	2022	2023	2024	2025(target)
Percentage of new companies receiving ESG assessment (environment)	57.1%	40.2%	38.6%	40.0%
Percentage of new companies receiving ESG assessment (safety)	100%	100%	100%	100%
Number of suppliers supporting ESG management	20	20	20	24
Grievance handling rate of suppliers	100%	100%	100%	100%
Percentage of suppliers signing integrity agreements	100%	100%	100%	100%

Key Activities and Quantitative Data

Reinforcement of Win-win Cooperation with SMEs

Daewoo E&C contributes annually to the Korea Foundation for Cooperation of Large & Small Business, Rural Affairs (KOFCA) to promote shared growth with SMEs. In 2024, the company donated KRW 100 million to support this initiative. In addition, based on the 'Voluntary Agreement for Polarization Eradication' signed with the Korea Commission for Corporate Partnership in 2023, Daewoo E&C has been operating a KRW 21.4 billion win-win cooperation program over three years, including both financial and non-financial support. (Unit : KRW))

Classification	2023	2024	2025(plan)
Contribution to the Win-Win Cooperation Fund	100,000,000	100,000,000	212,000,000

Financial Support for Suppliers

Daewoo E&C provides financial support to suppliers facing financial difficulties through the Shared Growth Fund, which offers low-interest loans. In 2024, the fund was established with a total value of KRW 14 billion; KRW 8 billion from Daewoo E&C and KRW 6 billion from KDB (Korea Development Bank). Suppliers using the fund can receive a lower interest rate of 2.14%, helping to ease financial burdens and improve cash flow. (Unit : KRW))

Classification	Raised Amount	Loans	Loan period	Beneficiary companies	Interest reduction rate	Annual social value created (*)
Shared Growth Fund (2024)	14,000,000,000	13,873,000,000	1 year	6	2.14%	296,882,200

(*) Calculated by applying interest rate reduction benefits to loan performance.

Shared Growth Meeting with Excellent Suppliers

Since 2007, Daewoo E&C has been holding Shared Growth Meetings with excellent suppliers to strengthen communication and collaboration. During these meetings, the company introduces its systems and policies, and recognizes outstanding partners in key areas such as outsourcing, materials, safety, and customer satisfaction. Top-performing suppliers in each category are granted one-time contract priority and a reduction in the performance bond for the current year.

Reduction in the performance bond (2024)

(Unit : suppliers, KRW 100 million)

Classification	Beneficiary Companies	Guarantee Reduction Amount	Social Value Created (*)
Reduction in the performance bond	58	218.6	2.19

(*) The guarantee fee reduction effect was calculated based on the initial contract, guarantee period of two years, and an annual fee of 0.5%.

Supplier ESG Management Support

Since 2023, Daewoo E&C has been operating the ESG Management Support Program for its suppliers. In 2024, the company selected 20 suppliers and provided support for ESG training, issuance of evaluation reports, and consulting services. As a result, 7 of the participating suppliers successfully improved their final ESG ratings. In 2025, Daewoo E&C plans to expand the number of suppliers eligible for support and provide increased financial support to further enhance their ESG management capabilities. (Unit : suppliers, KRW)

Classification	2023		2024		2025(plan)	
	Number of suppliers	Amount of support	Number of suppliers	Amount of support	Number of suppliers	Amount of support
ESG management support	20	13,700,000	20	20,300,000	24	26,400,000
Scope of support	Training, issuance of evaluation reports		Training, issuance of evaluation reports, consulting		Training, issuance of evaluation reports, consulting	

Grievance Handling Process and Suppliers Suggestion Platform

Daewoo E&C operates a grievance process to maintain transparent and sustainable relationships with its suppliers, who can report any issues through a helpline. In addition, the "Suppliers Suggestion Corner" within the company's collaboration system (E-COS) provides suppliers' with opportunities to freely promote themselves, thereby strengthening mutual partnerships.

Suppliers' Grievances Handling Results

(Unit : cases)

Classification	2022		2023		2024	
	Received	Handled	Received	Handled	Received	Handled
Suppliers	10	10	10	10	7	7

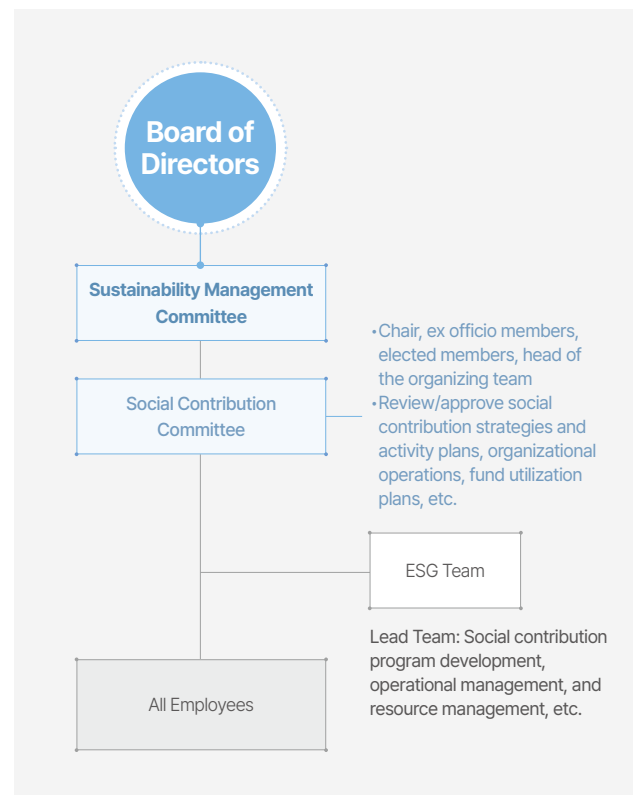
Contribution to Local Communities

Governance

The Daewoo E&C Social Contribution Committee receives reports on annual social contribution activities, plans, and evaluation results, and makes decisions on major issues. In addition, Daewoo E&C has established social contribution policies and implementation guidelines, and disclosed them to internal and external stakeholders to reinforce our commitment to consistent social contribution activities.

[Daewoo E&C social contribution web page](#)

Governance



The Social Contribution Committee is a subcommittee under the Sustainable Management Committee and serves as the company's decision-making body for social contribution. The committee consists of the chair, the heads of the company-wide ESG team and senior team leaders of the business divisions to ensure expertise and execution, the heads of the public relations team, and elected representatives of the labor union and employee labor-management council. It has established a two-way communication system between the company and its employees.

We identify social contribution activities as a core element of ESG management. Through the Social Contribution Committee, we approve social contribution strategies and activity plans, volunteer group operating rules and organizational operations, and coin collection and charity fund activities.

Daewoo E&C's donations are made with the approval of the representative director after undergoing the Social Contribution Committee's agenda approval and relevant department review procedures.

Social Contribution Committee Performance

Date	2024. 03		2025. 03		2025. 04
Agenda	<div><p>2023 Performance and 2024 Plan</p></div>	<div><p>2024 Performance and 2025 Plan</p></div>	<div><p>Proposal to Change the Representative Social Contribution Activity for 2025</p></div>	<div><p>Proposal to Launch the “Together for ESG” Donation Challenge</p></div>	<div><p>Evaluation Results of the Call for Proposals for Donation Recipients for the “Together for ESG” Donation Challenge</p></div>
Remarks	Report	Report	Resolution	Resolution	Resolution

Strategy and Activity

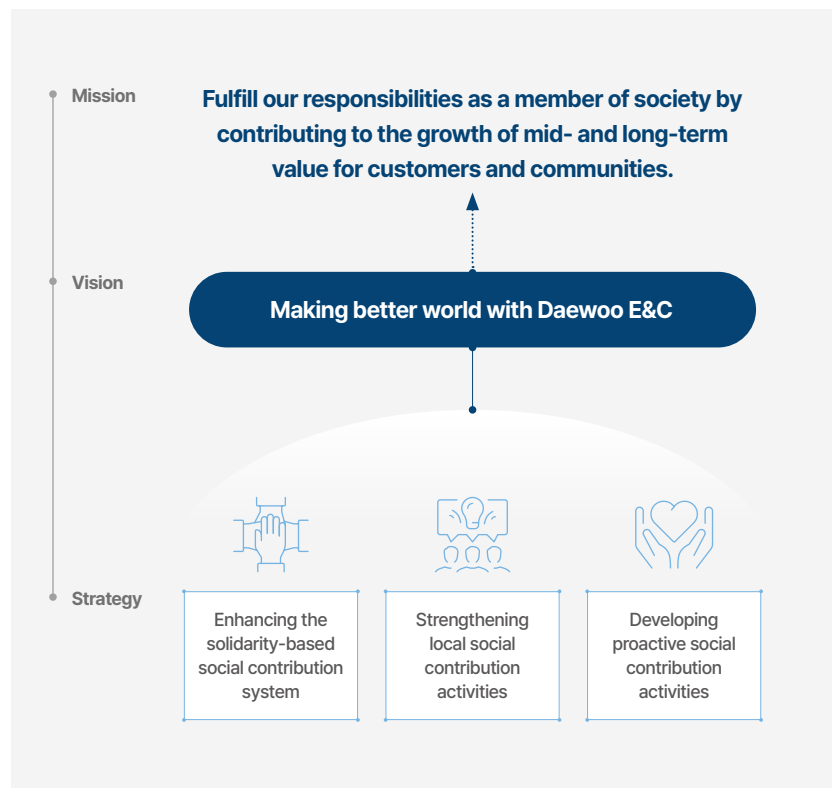
Daewoo E&C practices corporate social responsibility based on its strategic social contribution policy, "Greater love with greater sharing." This policy includes the purpose, direction, and implementation guidelines of social contribution activities, and is continuously reviewed and upgraded through a systemized approach aligned with sustainable management.

Social Contribution Strategy

To fulfill its mission of "Fulfilling our responsibilities as members of society by contributing to the mid- to long-term value increase of our customers and local communities," Daewoo E&C has established three strategic directions for social contribution activities: enhancing the efficiency and effectiveness of CSR initiatives, strengthening locally integrated community programs, and promoting proactive social contribution activities in connection with new growth businesses and newly entered countries. These strategies are reviewed and approved by the Social Contribution Committee and incorporated into the company's annual action plans.

In addition to our traditional focus on what we do well, we are now shifting our perspective toward what we must do more of as members of society. All employees are encouraged to actively participate in new social contribution initiatives to help build a better world.

Social Contribution Strategy System



Social Contribution Activity Strategy Implementation Plan

Strategy	Achievements (until 2024)	Short-term (2025)	Mid- to long-term plan (2026~)
Enhancement of the implementation system for solidarity-based social contribution activities	<ul style="list-style-type: none"> Promotion of social contribution activities linked to business <ul style="list-style-type: none"> Support for housing improvement projects (Habitat) Employee participation and lifestyle-oriented social contribution activities <ul style="list-style-type: none"> Blood donation, coin donation, etc. 	<ul style="list-style-type: none"> Strengthening of company-wide social contribution activities and establishment of a system for voluntary employee participation <ul style="list-style-type: none"> Free meal service at the Seoul Senior Welfare Center Expansion of regular volunteer activities Operation of an employee donation challenge and promotion of a culture of giving through the "Together for ESG" campaign Participant-centered activity satisfaction surveys and promotion of internal content sharing 	<ul style="list-style-type: none"> Establishment of a culture of employee participation and transformation of organizational culture through internalization of social contribution <ul style="list-style-type: none"> Enhancement of a regular participation system and volunteer activity infrastructure Establishment of a digital volunteer platform
Strengthening local community contribution activities	<ul style="list-style-type: none"> Support for domestic and international organizations, suppliers, and other social contribution activities <ul style="list-style-type: none"> Local community contribution activities by project and site 	<ul style="list-style-type: none"> Expanding the scope of support and partnerships with domestic and international organizations, suppliers, and other social contribution activities <ul style="list-style-type: none"> Enhancing the effectiveness of the construction industry's social contribution foundation operating fund and win-win cooperation fund and expanding the scope of support Expanding partnerships with local governments and welfare organizations Establishing a foundation for regional social contribution activities 	<ul style="list-style-type: none"> Establishment of an integrated system for regular regional contribution activities and flexible disaster response systems <ul style="list-style-type: none"> Ensuring immediate execution of donation/support activities in the event of a disaster and strengthening links with external partners Enhancement of cooperation projects with local welfare institutions and regularization of field-oriented activities
Proactive social contribution activities in new growth businesses/ new markets	<ul style="list-style-type: none"> Promotion of global social contribution activities linked to overseas projects <ul style="list-style-type: none"> Iraq, Vietnam, Nigeria, Ukraine, etc. 	<ul style="list-style-type: none"> Promotion of strategic social contribution activities centered on overseas priority projects <ul style="list-style-type: none"> Strengthening follow-up support for local communities in Nigeria, etc. Establishment of an early social contribution linkage process for new projects 	<ul style="list-style-type: none"> Internalization of global social contribution activities and establishment of partnership system <ul style="list-style-type: none"> Promoting cooperation programs with local NGOs and public institutions

Enhancement of the implementation system for solidarity-based social contribution activities

House-building Project for Descendants of Independence Patriots

In 2024, Daewoo E&C carried out sponsorship and volunteer activities for the “House-building Project for Descendants of Independence Patriots” to honor the sacrifices and dedication of national patriots and to support the improvement of housing conditions for their descendants.

Activities

Timeline			
<div> <div>March 1</div> <ul style="list-style-type: none"> Habitat for Humanity Korea 3.1 RUN Event Participation and sponsorship by 50 employees and their families </div>			
<div> <div>October 8</div> <ul style="list-style-type: none"> Building houses for descendants of Korean independence activists in commemoration of Liberation Day Participation of 30 employees in volunteer activities </div>			
<div> <div>November 14</div> <ul style="list-style-type: none"> Holding a dedication ceremony for the house-building project for descendants of independence activists </div>			
Result			
Total sponsorship amount (A)	KRW 200,000,000	Social value of volunteer activities (B) ^(*)	KRW 2,346,680
Time invested	238 hours	2024 result (A+B)	KRW 202,346,680

(*) The 2024 minimum hourly wage was applied for the conversion of social value.

Building Houses of Hope

Daewoo E&C organized a relay-style volunteer program called “Building Houses of Hope” to improve housing conditions for young people and support homeless families in becoming self-reliant.

Activities

Timeline			
<div> <div>September 3</div> <div>Plant Division : 32 persons</div> </div>			
<div> <div>September 10</div> <div>Civil Division : 36 persons</div> </div>			
<div> <div>October 8</div> <div>Support Division : 30 persons</div> </div>			
<div> <div>October 16</div> <div>Housing & Building Division : 37 persons</div> </div>			
Result			
Participation hours	244 hours	Social value of volunteer activities (B) ^(*)	KRW 2,405,840

(*) The 2024 minimum hourly wage was applied for the conversion of social value.

Coin Donation Fund Campaign

Daewoo E&C operates the “Coin Donation Fund” program to support neighbors in need and foster a culture of voluntary giving among employees. Under this program, amounts less than KRW 1,000 are automatically deducted from employees’ monthly salaries and pooled into a collective donation fund.

In 2024, a total of 1,246 employees participated, raising KRW 21,886,272. The use of the fund will be determined through a resolution by the Social Contribution Committee.

Company-wide Blood Donation Campaign

Daewoo E&C regularly conducts a company-wide blood donation campaign to promote the value of saving lives and contribute to the spread of blood donation culture.

The campaign includes on-site blood donation through a mobile blood donation bus in front of the headquarters, as well as a parallel campaign to collect blood donation certificates from employees. As of 2024, a total of 1,088 certificates have been collected.

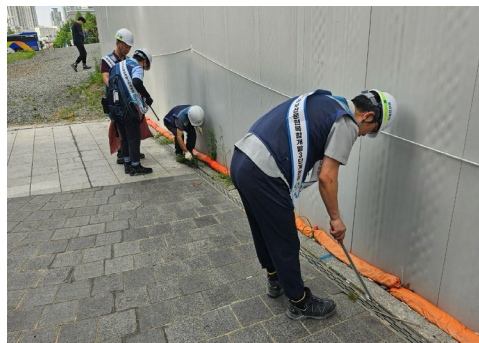
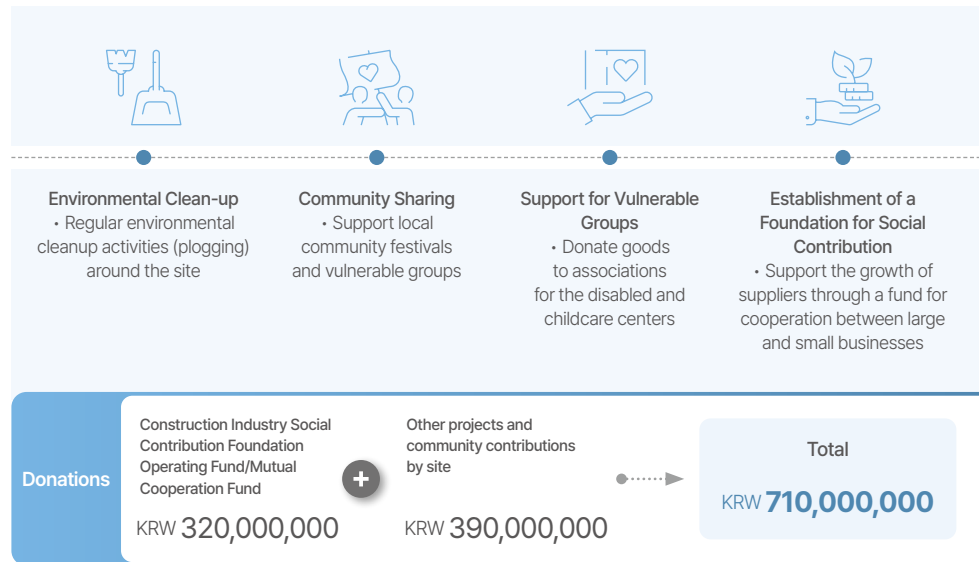


Company-wide Blood Donation Campaign in 2025

Strengthening local community contribution activities

In 2024, Daewoo E&C carried out various support activities that go beyond simple donations to contribute to win-win cooperation and community development through support for domestic and international organizations, suppliers and other social contribution activities.

Activities



Busan Munhyeon Complex Development Phase 3 Site



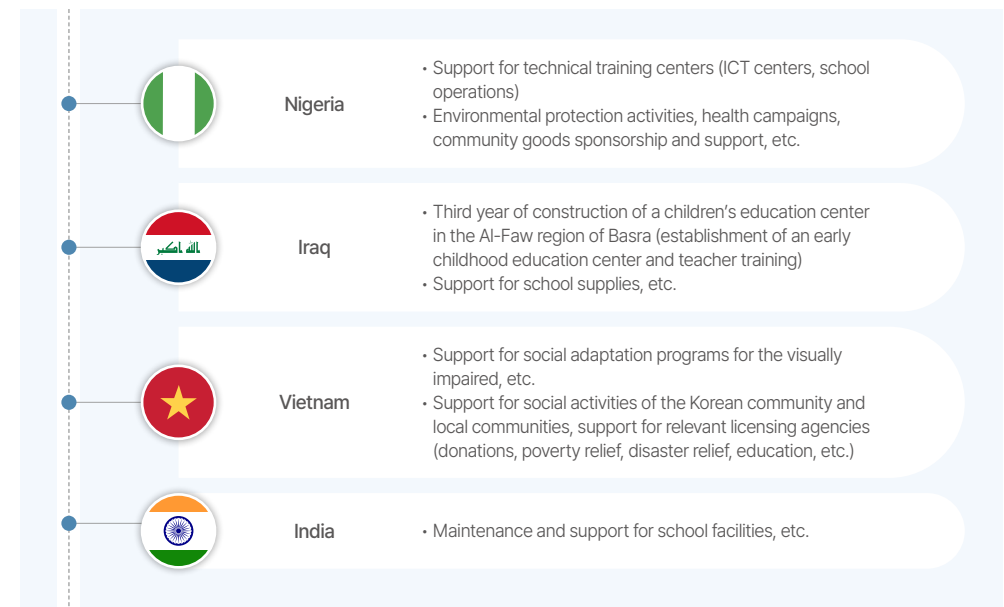
Uijeongbu PRUGIO Claciel Site

Proactive social contribution activities in new growth businesses/new markets

Strengthening global CSR in connection with overseas projects

Daewoo E&C is actively engaged in social contribution activities for local communities both in Korea and overseas. In 2024, we focused on tailored CSR activities linked to overseas projects, mainly in countries where we have major overseas projects, such as Iraq, Vietnam, Nigeria, and Ukraine.

Activities



Donations

Support for the establishment of an early childhood education center in Iraq	KRW 220,000,000
Donation of materials for making school desks in Iraq	KRW 60,000,000
Support for local organizations linked to new projects in Vietnam	KRW 400,000,000
Support for local communities in Nigeria	KRW 260,000,000
Donation for refugee relief in Ukraine	KRW 300,000,000

Total **KRW 1,240,000,000**

Metrics and Targets

Social Contribution Activity metrics and Targets

As of 2024, 1,353 Daewoo E&C employees participated in volunteer activities, recording a total of 3,876 hours. This corresponds to an average of 2.87 hours per person, reflecting a trend toward a 10% increase in participation and strengthening the foundation for voluntary participation. Based on this, we have established the following mid- to long-term targets.

Classification	Achievement	Goal		
	2024	2025	2026	2027
Number of participants (persons) ¹⁾	1,353	1,600	1,800	2,000
Total participation hours (hours)	3,876	4,800	5,760	6,800
Participation hours per person (hours)	2.87	3.00	3.20	3.40
Social contribution activity expenditure (KRW 100 million) ²⁾	21.6	25.7	27	30

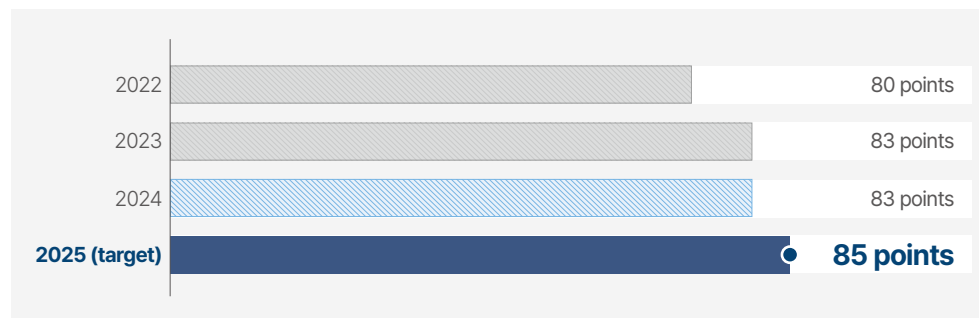
1) Participants in the coin donation fund are excluded.

2) Social contribution expenses: Donations (donation account + other accounts) + operating expenses

Daewoo E&C Social Contribution Performance Indicators

Daewoo E&C promotes social contribution activities in accordance with strategic plans and quantitatively measures the performance of each strategy using 15 evaluation items based on performance metrics developed in-house. We plan to further refine these metrics to use them as targets for future social activities.

Social Contribution Performance Measurement and Targets

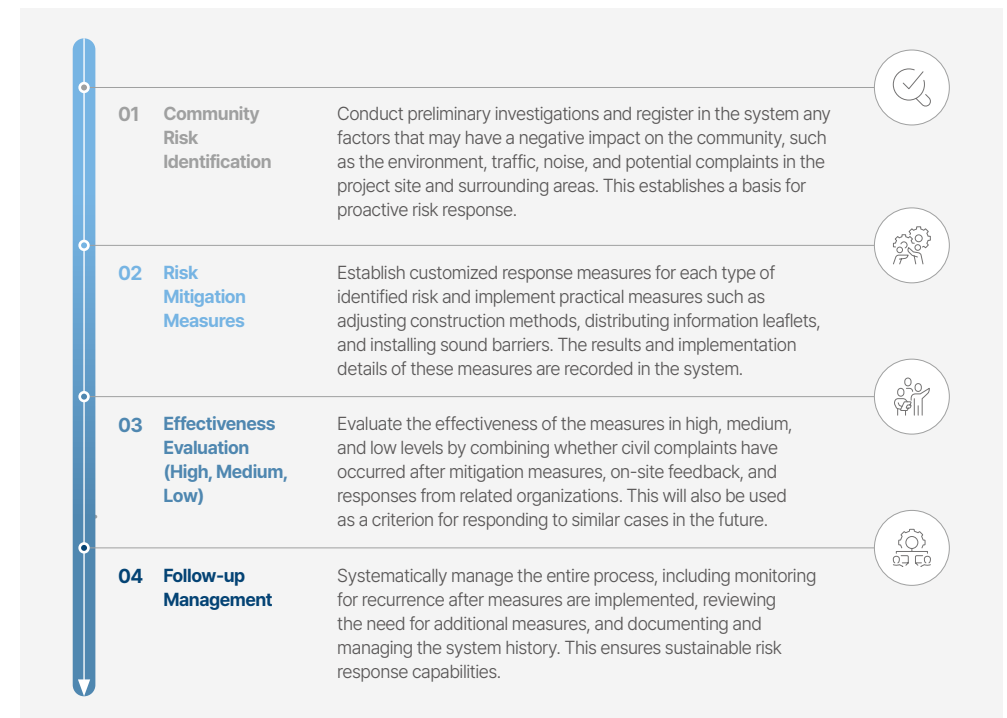


Local Community Risk Management

Identifying and Managing Negative Impacts on Local Communities

Daewoo E&C has been identifying negative impacts on local communities since the early stages of project implementation and establishing and implementing response measures. In particular, through the Local Community Risk Management System developed in-house in 2024, the company systematically manages the entire process from risk identification, mitigation measures, and effectiveness evaluation (high, medium, low) to follow-up measures. Items that require management are checked at all times. For example, at some sites, potential impacts on nearby residents and facilities were identified in advance, and specific measures such as deploying traffic control personnel and installing safety facilities (pedestrian safety pathways) were implemented to prevent damage. Going forward, the company aims to enhance the effectiveness of risk management by further developing the system and focusing on preventive measures, thereby minimizing conflicts with the local community and contributing to the enhancement of corporate trust and project stability.

Community Risk Management Process



Community Risk Management Activities

Daewoo E&C systematically identifies risks to local communities that may arise in the course of its operations and carries out preventive management activities based on their potential impact and likelihood. In particular, we define risk factors by focusing on elements closely related to residents' lives, such as traffic, falling objects, noise, and dust, and establish reduction measures and response systems for each type of risk to promote coexistence with local communities.

Results of Community Risk Identification and Assessment at Domestic Construction Sites*

High Medium Low

Indicator	Risk factor	Probability of occurrence (*1)	Impact level (*2)	Mitigation measures
Traffic Safety	Pedestrian traffic accidents caused by construction equipment entering the site Safety issues caused by road subsidence or damage			<ul style="list-style-type: none"> Deploy traffic controllers (safety assistants, etc.) to ensure pedestrian safety Provide safety training to equipment operators Repair and restore damaged roads
Falling Objects	Damage to vehicles, pedestrians, etc. caused by falling objects			<ul style="list-style-type: none"> Compensate for damage caused by falling objects (medical expenses, repair costs, etc.) Install nets to prevent falling objects
Dust	Dust spreading outside the site during strong winds Damage to roads and vehicles caused by muddy water on external roads			<ul style="list-style-type: none"> Strengthen dust suppression measures (installation of covers, watering measures, etc.) Deploy of water sprinklers or water trucks
Noise	Damage to the local community due to exceeding noise regulation standards			<ul style="list-style-type: none"> Noise measurement and recording of results (installation of real-time noise signs, etc.) Additional installation of noise suppression facilities (mobile sound barriers, etc.)
Water quality	Water pollution due to illegal discharge of sewage			<ul style="list-style-type: none"> Periodic cleaning of individual sewage treatment facilities and drainage equipment
Property rights infringement	Business interference due to construction site noise and dust Cracks, peeling, leaks, and damage to the appearance of adjacent facilities			<ul style="list-style-type: none"> Seek solutions through response and consultation when complaints arise Active communication with the local community (resident briefings, etc.) Conduct a preliminary survey (identify the status of adjacent facilities) before construction begins
Mental damage	Mental damage caused by construction site noise, vibration, and dust			<ul style="list-style-type: none"> Seek solutions through consultation and response to complaints Compensation for mental distress to the complainant
Waste	Environmental pollution caused by illegal dumping of waste			<ul style="list-style-type: none"> Separate storage of construction waste by type and confirmation of proper disposal Separate storage and disposal of household waste and recyclables

* A total of 932 risk factors were identified at 56 construction sites nationwide.

(*1) Probability assessment criteria

Classification	Details
	Occurs several times a year
	Occurs at least once within 12 months
	Occurs during the construction period (from commencement to completion)

(*2) Impact assessment criteria

Classification	Details
	<ul style="list-style-type: none"> Significant negative impact on company reputation Continuous media exposure of negative issues (3 or more times per day) Inspection by external agencies due to complaints (suspension of construction, fines, etc.) Legal action taken by the company (lawsuits, complaints, etc.)
	<ul style="list-style-type: none"> Media exposure of negative issues External agency inspections due to complaints (resulting in fines or administrative penalties) Ongoing collective complaints/protests near the site or at the headquarters
	<ul style="list-style-type: none"> Minor operational impact External agency inspections due to complaints Single-incident collective complaints/protests near the site

Effectiveness Evaluation of Local Community Risk Management Activities

Daewoo E&C conducted local community risk management activities at 56 construction sites nationwide, identifying a total of 932 risk factors. Of these, 127 cases for which mitigation measures had been completed underwent a detailed evaluation to verify the effectiveness of the measures.

(As of December 31, 2024) (Unit : Number of cases)

Classification	Effectiveness Evaluation	Details	Remarks
	86	Mitigation measures completed and risk factors completely eliminated	No additional follow-up measures required
	20	Mitigation measures completed, but similar risks may occur	Continuous management required
	21	Mitigation measures completed, but same risk factors may reoccur	Continuous management required

Governance

Board of Directors

BOD Management

Transparency in the BOD Operation

Daewoo E&C operates an independent and professional board of directors with 86% of its members being independent to ensure rational decision-making and a transparent and efficient governance structure. In 2020, Daewoo E&C established the “Corporate Governance Charter,” which outlines the principles and procedures of governance, and has been working to establish a sound governance system and achieve sustainable growth based on this charter.

[Daewoo E&C's governance structure website](#)

Functions and Roles of the Board of Directors

As the company's highest decision-making body, Daewoo E&C's Board of Directors resolves major matters related to business execution as stipulated by laws and the company's articles of incorporation and oversees the execution of duties by the management. Daewoo E&C places great importance on protecting shareholders' rights and balancing the interests of stakeholders. Based on this, the Board of Directors strives to build trust with stakeholders and create sustainable shareholder value to achieve the goal of corporate sustainable growth.

BOD Composition

Daewoo E&C's Board of Directors consists of one executive director and six independent directors, with the chairperson appointed by the BOD's resolution in accordance with the articles of incorporation and the Board of Directors regulations. To facilitate efficient communication, the CEO also serves as the chairperson of the BOD. In December 2024, Executive Director Kim Bo-hyun was appointed as the CEO through a resolution of the BOD and was elected as the BOD Chairman through a vote of the BOD in accordance with the Articles of Incorporation and Board of Directors regulations. This decision was made to promote organic communication and strategic synergy between the BOD and the management based on his high level of understanding of organizational operations and his abundant field experience. Directors serve a term of three years and can be reappointed through the shareholders' meeting upon the expiration of their term. The company is continuously strengthening the diversity and independence of the BOD composition, and securing transparency and fairness in major decision-making through checks and balances centered on independent directors. Based on this, the BOD is faithfully fulfilling its role as a key decision-making body for the company's sustainable growth and enhancement of management competitiveness.

BOD Composition

(As of December 31, 2024)

Director	Name	Gender	Position	Appointment	Expiration	Expertise	Career
Executive Director	Kim Bo-hyun	Male	Member of the Nominating Committee, Member of the Compensation Committee, CEO	2023.03.28	2026.03.28	Management	Former Air Force Brigadier General Current CEO of Daewoo E&C
	Youn Gwang-il ¹⁾	Male	Member of the Nominating Committee, Chairperson of the Audit Committee	2022.02.28	2025.03.26	Accounting, finance	Former Vice President of Shinhan Bank Former CEO of H Industrial Co., Ltd. Current Independent director of Daewoo E&C
Independent Director	Kim Jai-woung ¹⁾	Male	Chairperson of the Nominating Committee, Member of the Audit Committee	2022.02.28	2025.03.26	Tax, administration	Former Commissioner of Seoul Regional Tax Service Current Advisor of Gwangjang Law Firm
	Lee In-seok ²⁾	Male	Member of the Nominating Committee, Member of the Audit Committee	2022.02.28	2025.03.26	Law	Former Seoul High Court High Court Judge (Presiding Judge) Current Lawyer of Gwangjang Law Firm
	Kim Jae-joong ³⁾	Male	Member of the Nominating Committee, Chairperson of the Compensation Committee	2022.04.01	2025.04.01	Administration	Former Fair Trade Commission Seoul Office Manager Current Advisor of Kim & Chang, a law firm
	Lee Young-hee	Female	Member of the Nominating Committee, Member of the Compensation Committee	2022.12.23	2025.12.23	Law	Former Member of Korean Review Commission for Elevator Accidents Current Representative attorney of Bareun Law LLC
	Ahn Sung-hee	Male	Member of the Nominating Committee, Member of the Audit Committee	2023.03.28	2026.03.28	Accounting, finance	Former CPA Qualification Review Member of Financial Services Commission Current Head of Accounting Department of Catholic University of Korea

1) Retired due to expiration of term on March 26, 2025.

2) Reappointed on March 26, 2025, term expires on March 26, 2028.

3) Reappointed on April 1, 2025, term expires on April 1, 2028.

Independence, Expertise and Diversity of the BOD

Directors at Daewoo E&C are appointed by the shareholders' meeting. Director candidates are nominated by the BOD and Nominating Committee to ensure independence. To ensure the independence and objectivity of director candidates, we review in advance whether there are any significant conflicts of interest with the company prior to appointment and obtain written confirmation that there is no potential conflict of interest. Moreover, we strive to appoint independent directors with experience and expertise in various fields and maintain standards for appointing female directors to enhance gender diversity. Notably, independent directors with expertise in the field of ESG participate in the BOD to enhance the company's overall capabilities regarding ESG issues. The CEO serves as the member of the ESG Committee of the Korea Employers Federation and contributes to strengthening the ESG capabilities of the board of directors and the organization based on his deep understanding and insight into overall sustainability management.

Board Skill Matrix

Classification		Leadership	Industry	Finance/ Accounting	Financial Services	Law	M&A	Global Business	ESG	Committee Member*
Executive Director	Kim Bo-hyun	✓	✓				✓	✓	✓	A, C
	Youn Gwang-lim	✓		✓	✓		✓			A, B
Independent Director	Kim Jai-woung	✓		✓						A, B
	Lee In-seok	✓				✓	✓	✓	✓	A, B
	Kim Jae-joong	✓	✓		✓	✓	✓			A, C
	Lee Young-hee	✓				✓		✓	✓	A, C
	Ahn Sung-hee		✓	✓			✓		✓	A, B

* Nominating Committee: A, Audit Committee: B, Compensation Committee: C

Support for Independent Directors' Activities

Daewoo E&C supports the activities of independent directors in fulfilling their oversight and advisory roles from an objective and professional perspective. Sufficient information is provided in advance on major agenda items, and data related to BOD operations are shared in a timely manner to support effective decision-making. The company conducts seminars with external experts and customized internal training at least once a year to enhance the expertise and understanding of ESG for independent directors, and the company also provides liability insurance at the company's expense to protect independent directors against potential legal liabilities arising from their duties.

Training for Independent Directors

Date	Hosted by	Contents	Remarks
May 21, 2024	Samjong KPMG	Advanced Auditor Program (APP)	Independent director, Ahn Sung-hee
August 13, 2024	Samjong KPMG	KSSB Disclosure Standards and Implications for Domestic Companies	All independent directors

External Experts' Support for Independent Directors

Daewoo E&C has formalized in its board regulations that external experts may be consulted when necessary for the operation of the Board of Directors. The Audit Committee, a committee under the Board of Directors, receives advice from external experts to carry out its duties, and the Audit Committee's regulations specify the right to receive support from external experts at the company's expense if necessary.

Committees within the Board of Directors

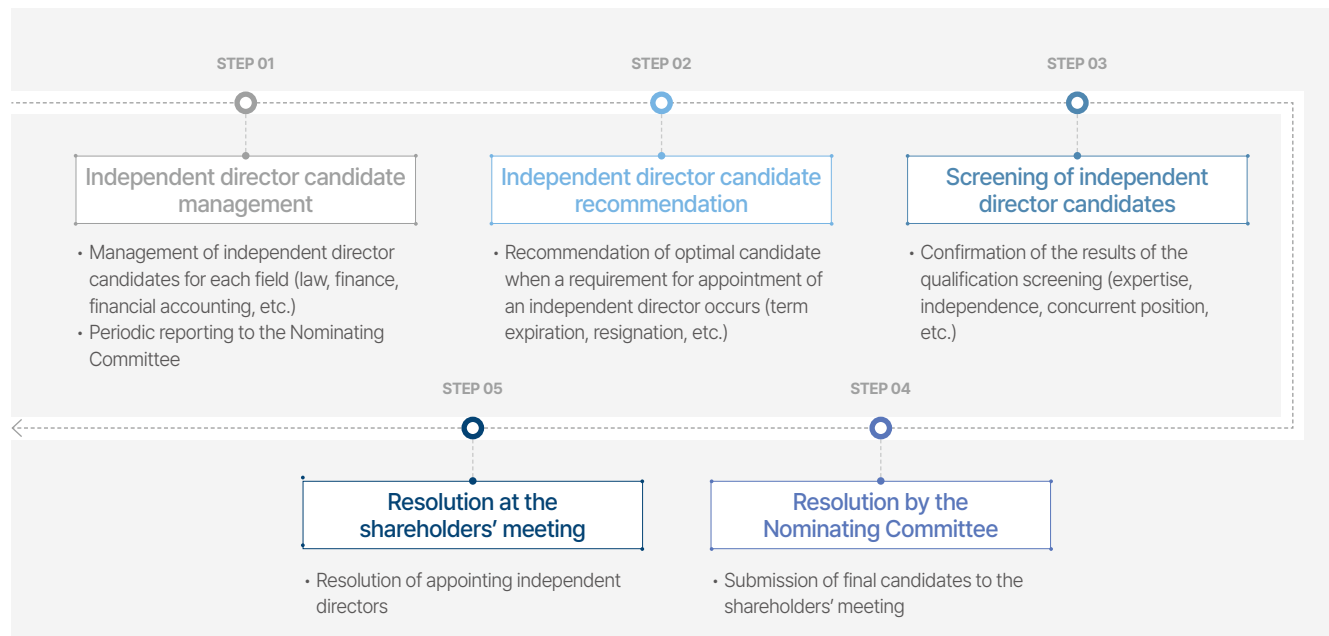
To enhance the expertise and efficiency of the Board of Directors' decision-making, Daewoo E&C operates the Nominating Committee, Audit Committee, and Compensation Committee. All committees within the BOD are chaired by independent directors to enhance the independence and effectiveness of committee activities. Particularly, the Nominating Committee regularly manages a pool of independent director candidates, identifies and evaluates individuals with the necessary expertise for the role, and recommends independent director candidates to the shareholders' meeting.

Committees within the BOD

(As of December 31, 2024)

Committee	Composition	Chairperson (Position)	Major Roles
Nominating Committee	6 independent directors and 1 executive director	Jai-woung Kim (independent director)	Recommend independent director candidates to the shareholders' meeting
Audit Committee	4 independent directors	Gwang-lim Youn (independent director)	Audit of company accounting and operations
Compensation Committee	2 independent directors and 1 executive director	Jae-joong Kim (independent director)	Determination of compensation and payment method for the management

Independent Director Appointment Process



Principles for Selecting Independent Director Candidates

Independent directors are recommended by the Independent Director Recommendation Committee, which identifies individuals with expertise and extensive experience from various fields, and they are appointed at the general shareholders' meeting. Independent directors participate independently in important corporate management policy decisions and can oversee and support the management as Board members. When appointing independent directors, the company requires candidates to have no conflicts of interest, and the Independent Director Recommendation Committee verifies candidates' backgrounds to confirm their independence.

Operation of the Nominating Committee in 2024

Session	Attendance / Member	Agenda		Remark
		Classification	Details	
1st	7/7	Report	Report on independent director candidates	-

Operation of the Compensation Committee

The Compensation Committee is composed of two independent directors and one executive director to ensure the objectivity and transparency of directors' compensation. The committee decides on individual director compensation based on the total amount approved by the shareholders' meeting, enhancing the accountability and transparency of the BOD.

Operation of the Compensation Committee in 2024

Session	Attendance / Member	Agenda		Remark
		Classification	Details	
1st	3/3	Resolution	Approval of individual director compensation for fiscal year 2024	Approved
2nd	12/12	Resolution	Approval of changes in individual director compensation for fiscal year 2024	Approved

Operation of the Audit Committee

In 2024, the Audit Committee held eight meetings, discussing a total of 22 agenda items. The committee operates on the principle that each meeting is attended by at least the required quorum of Audit Committee members. Except for one out of eight meetings held in 2024, 100% of the audit committee members were present. The Audit Committee members meet all requirements for appointment under the Commercial Act and actively perform auditing functions related to the company's accounting and operations. Daewoo E&C has designated the Audit Office to support the activities and training of Audit Committee members. According to the company's Audit Committee regulations, the appointment and dismissal of the head of the internal audit department are determined through consultation between the Audit Committee and the CEO.

Operation of the Audit Committee in 2024

Session	Attendance / Member	Agenda	Remark
1 st	4/4	Prior approval of non-audit services by external auditors in 2024	Resolution
		Report on the 2023 end-of-term audit progress plan and report on progress of discussion of key audit items and audit of internal accounting management system	Report
2 nd	4/4	Approval of revision of internal accounting management regulations	Resolution
		Report on the internal accounting management system operation plan in 2024	Report
		Report on financial statements for the 24th period (2023 fiscal year)	Report
		Report on business report for the 24th period (2023 fiscal year)	Report
3 rd	4/4	Approval of the audit plan for 2024	Resolution
		Report on the progress of the end-of-term audit for the 24th period (2023 fiscal year)	Report
		Report on the operation status of the internal accounting management system	Report
		Report on convening the 24th (2023 fiscal year) general shareholders' meeting and purpose of the meeting	Report
		Report on the evaluation of the internal accounting management system	Report
4 th	4/4	Report on 1Q 2024 financial statement review progress	Report
		Report on 1Q 2024 financial statement	Report
		Report on the audit plan for 2024 (2nd)	Report
5 th	4/4	Report on major audit results	Report
6 th	3/4	Report on 1H 2024 financial statement review progress	Report
		Report on 1H 2024 financial statement	Report
		Report on the operation status of the internal accounting management system in 2Q 2024	Report
		Report on review results of internal accounting management system operation status	Report
7 th	4/4	Report on 3Q 2024 financial statement review progress	Report
		Report on 3Q 2024 financial statement	Report
8 th	4/4	Report on major audit results	Report

BOD Activities and Performances

Number of the BOD Meetings Held

The Board of Directors holds regular meetings once a month and convenes extraordinary meetings when necessary. The BOD operates based on the articles of incorporation and Board regulations, with each director being notified of the meeting date seven days in advance. Resolutions on agenda items are passed with a majority of the directors in attendance and a majority vote of those present. In 2024, the BOD held 12 meetings, resolving 37 agenda items, with an attendance rate of 97.1%. Major resolutions at the BOD meeting are disclosed in the business report.

BOD Operation Status

Classification	Unit	2022	2023	2024 ^(*)
Number of the BOD meetings held	Times	15	12	12
Number of agendas resolved	Cases	58	43	37
Attendance rate	%	96.4	100	97.1

(*) Executive Director Baek Jeong-wan was unable to attend the 9th (regular) board meeting held on September 12, 2024 due to an overseas business trip. (1 absence)

Review of ESG Materiality by the BOD

Daewoo E&C's ESG material issues are finalized through resolutions of the Board of Directors (BOD). In addition, the board selects separate materiality issues decided by the board among the selected materiality issues. In 2024, the BOD has chosen three materiality issues for deliberation: customer satisfaction and quality improvement, enhancement of occupational safety and health management system, and integrated risk management. These issues will be reported to the Board within the year and systematically managed under its oversight. The Sustainability Management Committee regularly reports major matters to the BOD in accordance with regulations, and in particular, reports on five major items (ESG evaluation results and improvement plans, safety and health plans, compliance operation performance, selection of ESG materiality issues, and risk management) at least once a year.

Deliberation of ESG Issues by the BOD

Date	Agenda	Remark
Jan. 11, 2024	ESG evaluation results and improvement plan in 2023	Resolution
	Introduction of an in-house registered executive evaluation system	Report
Mar. 04, 2024	Approval of safety and health plans in 2024	Resolution
	Report on compliance operation performance in 2023	Report
Apr. 11, 2024	Approval of ESG materiality issue selection (draft) in 2024	Resolution
May. 09, 2024	Report on risk management in 2024 ¹⁾	Report
Jun. 04, 2024	Report on the results of the first Compensation Committee in 2024	Report
Sep. 12, 2024	Payment of capital contribution due to capital increase of Ansan Green Energy Co., Ltd.	Resolution
Oct. 10, 2024	Report on CS improvement status in 2024 ¹⁾	Report
	Report on the results of the anti-corruption management (ISO 37001) certification audit	Report
Dec. 12, 2024	Setting an internal carbon price	Resolution
	Report on the company's ESG implementation status and ESG evaluation results in 2024	Report
	Report on major safety and health achievements and improvement directions in 2024 ^{1)(*)}	Report
	Report on the status of management related to collusion in public bidding ^(*)	Report
	Report on management status for compliance with subcontracting law ^(*)	Report
	Report on BOD evaluation survey in 2024 and BOD evaluation results in 2023	Report

(*) Presentation of Opinions by Independent Directors

At Daewoo E&C, independent directors actively participate and provide opinions to invigorate the BOD operations. Directors Lee In-seok, Lee Young-hee, and Ahn Sung-hee requested a report on the management status of compliance with the occupational safety and health, public bidding, and Subcontracting Act at the 9th regular board meeting held on September 12, 2024, and the relevant departments reported on the matter at the 12th regular board meeting held on December 12, 2024. Daewoo E&C will continue to actively reflect the dissenting or revised opinions of independent directors to carry out board decisions related to management and ESG in a more transparent and responsible manner.

1) Report on material issues selected by the Board of Directors in 2024

BOD Evaluation

Daewoo E&C conducts an annual evaluation of the BOD to strengthen the independence and responsible management of the BOD, and the results are used as indicators for improving operations and management. The evaluation is conducted through a self-assessment survey, and the main evaluation areas include the BOD's roles and responsibilities, composition, operational efficiency, committee activities, and the contributions of individual directors. The 2024 evaluation was conducted in December and focused on reflecting feedback on the previous evaluation results and identifying actionable improvement areas. The results are reported to the BOD and used as essential reference for planning future operations.

BOD and Committee Evaluation Results in 2024

Date		Details	Target
Dec. 12, 2024		BOD evaluation in 2024	7/7

Classification		Evaluation Indicators (items)	Evaluation Score (out of 5 points)
BOD	Roles and responsibilities of the BOD	7	4.90
	Composition and independence of the BOD	6	4.90
	Operation of the BOD	10	4.91
Committee	Audit Committee	4	5.00
	Nominating Committee	4	4.93
	Compensation Committee	4	5.00
Individual Director	Activities of individual director	6	5.00

Improvements from the BOD Evaluation Results

The improvements to the role and overall operation of the BOD derived from the 2023 evaluation were reflected in the 2024 BOD operation. In terms of the role and responsibility of the BOD, major risk-related agenda items such as compliance with public bidding and subcontracting laws, safety and information security management, etc. were presented through regular BOD meetings, thereby strengthening the BOD's oversight and responsibility for company-wide risk management. In terms of operation, the effectiveness of BOD's judgment and discussion has been improved by dividing the agenda description into resolutions and delegated matters, and by clearly distinguishing resolution and reporting items according to the nature of the agenda. These improvements contribute to increasing the practical effectiveness of the BOD evaluation and enhancing the operation of the BOD.

Compensation for the BOD

The compensation for directors is determined based on evaluations of the company's economic, social, and environmental management performance as well as the annual operations and activities of each committee. The compensation calculation criteria and overall compensation status are transparently disclosed through the business report and the company website. The compensation of registered executives is calculated according to an integrated performance evaluation system that reflects financial performance such as profitability, growth, and stability, as well as non-financial performance such as ESG ratings, safety disaster target achievement rate, compliance performance rate, and technology development.

Method of Calculating Director's Compensation

Classification		Item	Details
Executive Director	Salary	Base salary	Payment is made within the limits set by the general shareholders' meeting and subject to approval by the BOD.
	Bonus	Evaluation pay	Payment is made within the limits set by the general shareholders' meeting and subject to approval by the BOD.
		Management performance pay	Based on the performance of quantitative/non-quantitative indicators set by the company's management performance evaluation and the payment rate based on net income for the period, payment is made within 0~27% of the base salary.
		Other earned income	Summer vacation pay, guaranteed insurance
Independent Director and Audit Committee Member	Fixed salary	-	Payment is made within the limits set by the general shareholders' meeting and subject to approval by the BOD.

Executive Director Evaluation System



Director Compensation^(*)

(Unit: KRW in millions)

Classification	No. of Directors	Total Compensation	Compensation per Capita
Executive Director	2	1,162	581
Independent Director (excluding Audit Committee Member)	2	120	60
Audit Committee Member	4	252	63
Total	8	1,534	192

^(*) Daewoo E&C disclosed the average remuneration of executives through its business report and based on the relevant data

Managing Transactions between Affiliates: Internal Transaction Committee

Daewoo E&C conducts internal transaction review procedures for transactions with subsidiaries and affiliates of the Jungheung Group and other related parties through the Internal Transaction Committee. In 2024, the Internal Transaction Committee was held twice, and four resolution agenda items and one report agenda item were processed.

Subject to Internal Transaction Examination

Classification	Details
Large-scale internal transactions	- Transactions subject to disclosure are considered to be subject to mandatory preliminary deliberation and agenda listing
Other transactions	- The Transaction Management Team submits relevant materials to the Deliberation Management Team. - After preliminary review by the Deliberation Management Team, the Deliberation Committee is convened, and the agenda is presented.

Internal Transaction Deliberation Process



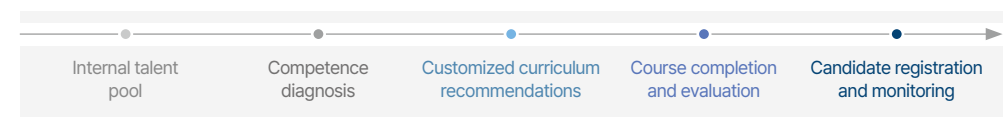
Management of CEO Candidates

Daewoo E&C has established the “CEO Succession Regulations” to manage the succession procedures and candidate pool for top management. The CEO candidates are selected based on a comprehensive consideration of their expertise, leadership, and other factors, and the results are reported to the Board of Directors once a year. The company regularly reviews the performance and capabilities of CEO candidates according to its own evaluation process, taking into account the tenure of the executives. Additionally, executive leadership programs are operated to foster capable candidates from the early stages of their careers.

Operation of Top-level Executive Courses in 2024

Operated by	Training Course	Target (persons)
Korea Management Association	CEO Breakfast Meeting	2
Korea Herald, Herald Economy Global Business Forum Secretariat	Global Business Opportunities and Trends in an Era of Hyper-Uncertainty	2
Sogang University	Graduate School of Economics Global EnH Top Course	1
Korea University	Labor Graduate School's Labor-Management-Government Top Leaders Course	1

CEO Cultivation Process



Shareholder-friendly Management

Shareholder Policy

Protection of Shareholder Rights

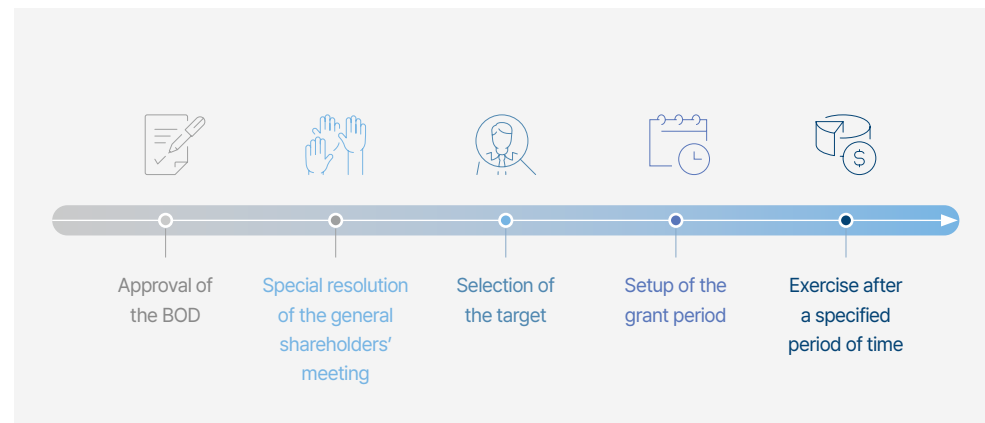
Daewoo E&C stipulates shareholder rights in its Corporate Governance Charter and strives to protect them. The company actively supports shareholders in exercising their rights, including participation in the voluntary compliance program for decentralized shareholders' meetings and the use of electronic voting.

[Matters concerning shareholder rights](#)

Stock Option

Daewoo E&C grants stock options to executive directors by resolution of the BOD and special resolution of the general shareholders' meeting in accordance with Article 12 of the Commercial Act and the Articles of Incorporation. In principle, stock options can be exercised only by employees who have worked for more than two years, and exercise may be restricted in certain cases, such as involuntary retirement. Through this, Daewoo E&C encourages responsible management and strengthens long-term enhancement of corporate value and performance-based compensation system.

Procedure for Granting Stock Options



Shareholder Information

Shareholders

The table below sets forth our major shareholders as of December 31, 2024. The largest shareholder is Jungheung Engineering & Construction Co., Ltd., an affiliate of the Jungheung Group, which holds 40.60% of the total issued shares. Jungheung Construction Co., Ltd. also holds a 10.15% stake. Together, these holdings enable Jungheung Group to maintain stable management control of the company. In addition, major domestic institutional investors such as the National Pension Service (5.64%) are included as major shareholders, and the employee stock ownership association also has a 0.18% stake, securing internal stability based on employee participation. Daewoo E&C regularly discloses its status to enhance transparency in shareholder composition and shareholder rights protection and strives to enhance corporate value through continuous communication with shareholders.

Shareholder Composition

(As of December 31, 2024)

Number of shares owned (Unit: shares)

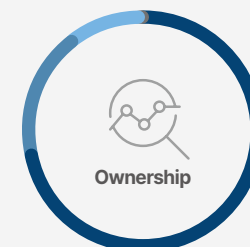


Largest shareholder

	Jungheung Engineering & Construction Co., Ltd.	168,744,967	40.60 %
	Jungheung Construction Co., Ltd.	42,186,242	10.15 %
	National Pension Service	23,427,304	5.64 %

Other shareholders

	Employee stock ownership association	738,482	0.18 %
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Ethical Management and Compliance

Ethical Management

Ethical Management System

Ethics and Compliance System

To realize its corporate vision and establish a fair and transparent corporate culture, Daewoo E&C operates a Code of Ethics to provide standards for proper conduct and ethical judgment for employees and stakeholders. The Code of Ethics consists of the Ethics Charter, which outlines the principles of proper behavior and ethical judgment that employees must follow; the Code of Conduct, which stipulates specific ethical standards toward stakeholders; and the Behavior Guidelines, which provide detailed provisions and standards necessary to implement the Code of Ethics. Information related to Daewoo E&C's ethical management is disclosed on its official website.

Employee Charter of Ethics

Charter of Ethics for Daewoo E&C Employees

[Ethical management website](#)

- ① We develop an ethical corporate culture, through fair and transparent business conduct.
- ② We respect customers and put priority on customer satisfaction in management activities.
- ③ We respect individuals' dignity and take the initiative in protecting the rights and interests of the disadvantaged and promoting their equality.
- ④ We comply with all international agreements and laws regarding human rights, environment, culture and economy.
- ⑤ We do not abuse a dominant or privileged position to carry out misconduct against related personnels.
- ⑥ We, as a member of the society, fulfill our social responsibility and contribute to the development of community.
- ⑦ We become talented people who continue to practice the core values of the company.

Operation Of Disciplinary System for Ethical Violations

Daewoo E&C is taking disciplinary action against employees who violate the ethics policy, based on the severity of the violation in accordance with the company's employment regulations. In addition, a disciplinary system for ethical violations is stipulated in various internal policies and guidelines—such as the compliance guidelines for each stakeholder, the fair trade compliance manual, and the compliance guide—which are designed to prevent corruption throughout the business process, including bidding activities.

Violations Subject to Disciplinary Action

Violations Subject to Disciplinary Action

- ① In case of violation of company ethics regulations
- ② In case of asking others to violate the company's ethics policy
- ③ In case of not immediately reporting any known or suspected violations of the company's ethics policy
- ④ In case of not cooperating with the company's actions regarding issues that may violate policies
- ⑤ In case of retaliating or searching operation against employees who reported ethical management issues
- ⑥ In case of not showing leadership or being faithful in complying with company ethics policies and laws

Summary of Ethical Management Practice System

	Contents	Purpose or Effect
STEP 01	Establishment of code of ethics	Presentation of basic values and principles that employees must adhere to
STEP 02	Operation of code of conduct	Presentation of specific judgment criteria for each practical situation (e.g. prohibition of accepting bribes, etc.)
STEP 03	Ethics education and integrity pledge	Education for all employees and encouragement of will to practice
STEP 04	Activities and campaigns	Dissemination of awareness and encouragement of autonomous practice
STEP 05	Inspection and action in case of violation	Linking disciplinary and corrective actions to prevent violations and recurrence

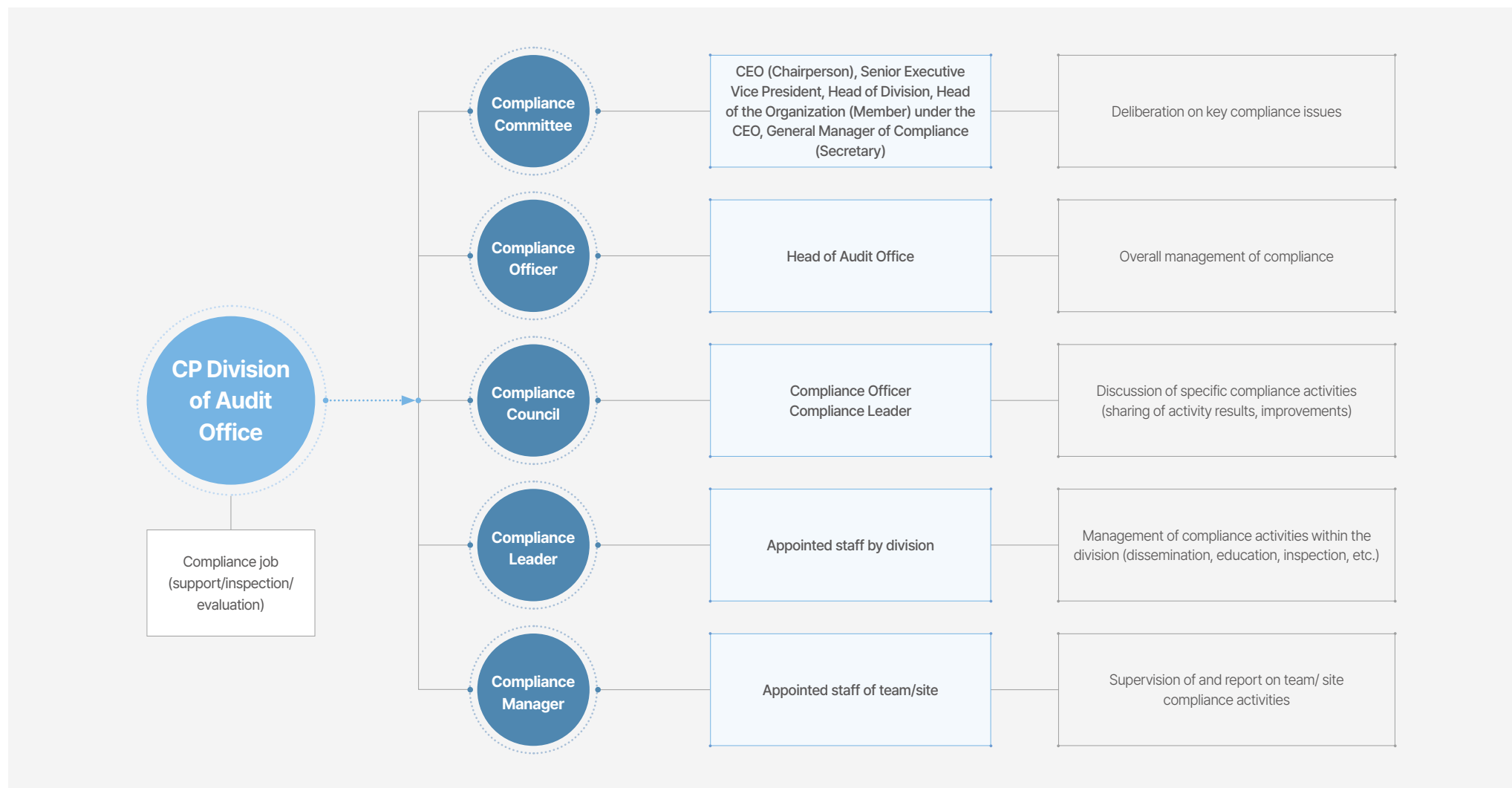
Major Ethical Management Activities

Activity	Operation (as of 2024)
Ethics education	Mandatory online training for all employees at least once a year
Integrity pledge system	Submission of a pledge of integrity from new employees and suppliers
Ethics campaign	Awareness raising activities such as Ethics Day, Integrity Quiz, and in-house poster contest
Practice inspection activities	Ethics awareness survey hosted by the Audit Office and monitoring of compliance with code of conduct

Ethical Management Organization

Daewoo E&C has been operating the ethical management system since 2015 to establish and maintain an autonomous ethics and compliance management system. Roles and activities are defined from top management to individual departments to ensure effective operation of the compliance system. The compliance organization is entrusted with practical tasks such as compliance-related support, inspection, and evaluation. Daewoo E&C strengthens the expertise and capabilities of its compliance organization to actively practice and embed ethics and compliance management.

Organization for Compliance Management

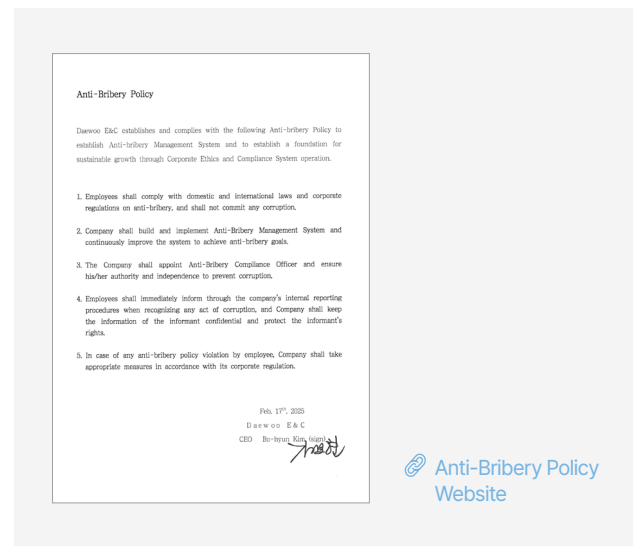


Compliance

Compliance Management System

Anti-Bribery Policy

Daewoo E&C has been operating an anti-corruption management policy to spread an ethics and compliance culture based on an anti-corruption management system. Major policies for legal compliance and preventing bribery and corruption are specifically reflected in the employee code of conduct, and these policies aim to eliminate corrupt practices and foster a culture of integrity, thereby enhancing public trust.



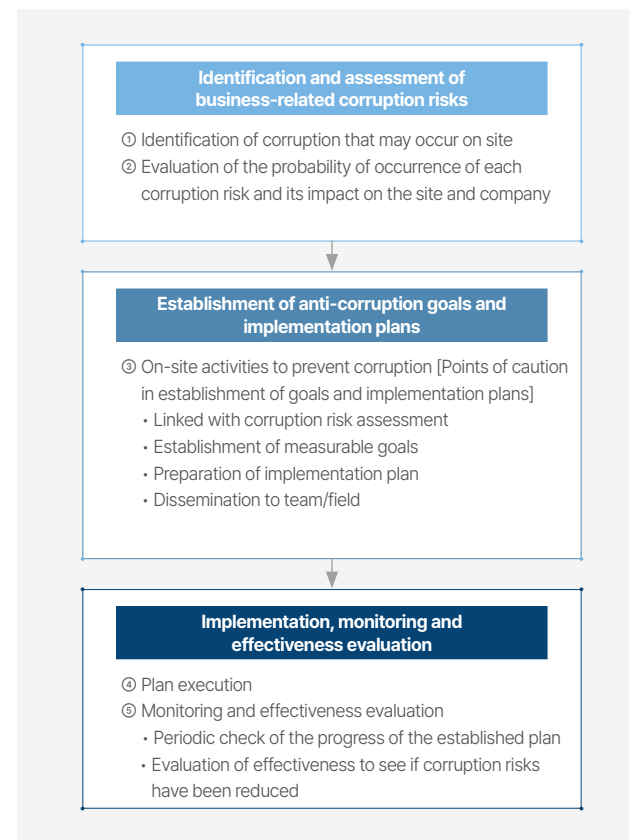
Operating Compliance System

Daewoo E&C operates an integrated compliance management system for all employees and regularly inspects it. The operating performance is reported to the Board of Directors through the Audit Office. Moreover, through regular ethics education and compliance awareness-raising activities, the company strengthens employees' awareness of compliance and their ability to act on it.

Corruption Risk Control

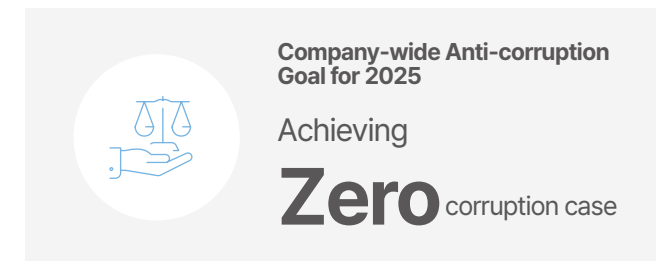
Daewoo E&C conducts annual risk assessments and monitoring to proactively identify and systematically manage major corruption risks. In 2025, the management system was further strengthened by adding risk intelligence items to the evaluation system. Risks identified through annual evaluations are addressed through internal control system enhancements and improvement measures, and the effectiveness of these measures is also regularly evaluated.

Corruption Risk Management Process



Company-wide Anti-corruption Goal for 2025

All employees of Daewoo E&C can access policies, including specific objectives and up-to-date regulations, at any time through the compliance system. The compliance performance and anti-corruption plan, including the anti-corruption management system, are submitted to the Compliance Committee as agenda items for deliberation in accordance with the "Compliance System Operation Regulations." The Director of Audit Office, who is in charge of compliance, reports the relevant issues directly to the Board of Directors.



※ Corruption criteria according to the definition of the anti-corruption management system (all three conditions below are met)

Corruption Criteria	
Applicable persons (for results of the action)	Violations of the law (including company regulations)
Did (the person him/herself or the other party)	Induce the counterpart to perform actions related to the job performance of a particular person?
	Provide rewards to the counterpart to perform actions related to the job performance of a particular person?
Did (the person him/herself or the other party)	Propose an unfair advantage in relation to a particular value?
	Promise an unfair advantage in relation to a particular value?
	Provide an unfair advantage in relation to a particular value?
	Accept an unfair advantage in relation to a particular value?
	Request an unfair advantage in relation to a particular value?

Anti-Corruption Management System (ISO 37001)

Daewoo E&C has systematically developed its ethical management and compliance system based on the Anti-Corruption Management System (ISO 37001). Since becoming the first domestic construction company to obtain ISO 37001 certification in 2018, the scope of certification has expanded company-wide and internal audits and regular reviews have been implemented. In August 2024, the company successfully renewed its certification through preparations that faithfully reflected the actual operating status as part of the ISO 37001 three-year re-certification cycle. The company will continue to further enhance the anti-corruption system through continuous improvement of actual operating performance and management level.

Certification and Operation Status

Classification	Details
Obtaining initial certification	The first domestic construction company to obtain ISO 37001 certification in 2018
Establishing a foundation for ethical management	Establishing an ethical management and compliance system with certification
Expanding the scope of certification	Expanded the scope of certification company-wide in 2019
Operating method	Continuing systematic operation through the enhancement and maintenance of certification
Recertification status	Completed recertification through reevaluation conducted every three years in August 2024
Future plans	Continuing improvement of practical implementation capacity and management level

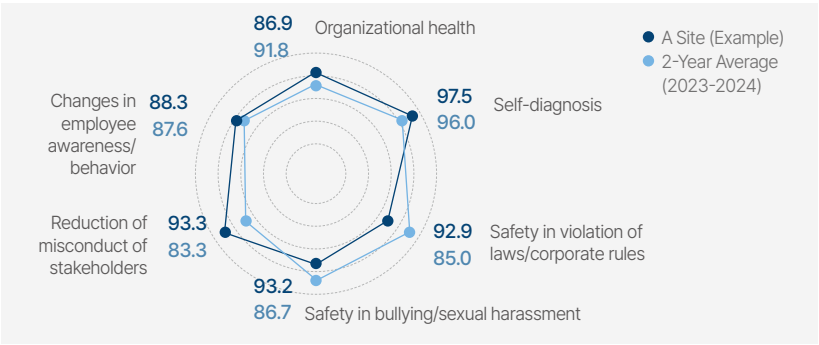
Anti-Corruption Management System Certification



Compliance Activities and Performance

Internal Audit and Evaluation

Regular on-site audits for compliance are conducted by the Compliance Part within the Audit Office. In 2024, 38 sites were audited through integrated compliance inspections and internal audits of the anti-corruption management system, and 8 non-conformities and 104 items requiring correction were found. Major areas for improvement included inadequate documentation of corruption reports, insufficient review of response plans, and insufficient follow-up on execution results. We plan to enhance the effectiveness of the system operation by improving the training system and strengthening internal reporting system. Daewoo E&C is spreading a culture of compliance by assessing the organization's compliance health through employee surveys and interviews. For disciplinary and litigation cases, we are working to prevent recurrence through training and monitoring violations. In addition, compliance performance is reflected in management performance evaluation and executive personnel evaluation, and CEO commendations are given to outstanding executives and organizations to increase motivation for action. In the future, we plan to focus on preventing violations by conducting compliance activities in connection with the anti-corruption management system.



Compliance survey Result



Award for Outstanding Employee in Compliance Activities

Compliance System Operation Result in 2024

Classification		Plan	Result	Details
Practice pledge		1	1	• Employee practice pledge and monitoring of annual pledge rate
Compliance Committee/Council/Workshop		3	3	• Compliance Committee, Compliance Council, Compliance Officer Workshop • Report on the status and improvement of the compliance system to the BOD
Training	Online training	2	2	• Online training (1H & 2H) (Korean/English)(100% completion rate)
	Visiting training	41	41	• On-site compliance training • Compliance inspection and visiting training for subsidiaries that introduced compliance system
Promotion	Monthly compliance training material	12	12	• Publication of monthly compliance training materials (Jan.-Dec.) • Distribution of compliance violation cases (3Q and 4Q) • Distribution of compliance-related leaflets
	Campaign	2	2	• Clean holidays campaign (Lunar, Chuseok)
ISO 37001 (anticorruption management))	Internal audit	38	38	• ISO 37001 internal audit (conducted 38 times)
	Certification audit (BSI)	2	2	• Company-wide ISO 37001 certification post-audit (August, BSI) • Support for ISO 37001 certification post-inspection at worksites in Singapore

Anti-corruption Activities for Suppliers

Daewoo E&C's anti-corruption system applies not only to the company but also to its stakeholders, including suppliers. For example, in-depth interviews are conducted with suppliers during regular internal audits. Through this, we review the corruption/fraud risks associated with stakeholders and evaluate anti-corruption policies in response. It's anti-corruption policy is shared and internal reporting channels are promoted during the interview process. New suppliers doing business with Daewoo E&C are required to submit a pledge of integrity. Failure to do so limits bidding eligibility. The pledge must be renewed at the beginning of each year and is treated as a mandatory requirement for participation in bidding.



Prohibited acts among the compliance items for the practice of integrity by suppliers

- Conclusion of a contract that violates anti-bribery regulations or an act of acquiring or donating property or property benefits through an unfair request from the owner, contractor, subcontractor, or interested party in relation to construction work.
- Violation of the terms of contract or reduction of quality, such as poor construction, use or delivery of defective materials, etc.
- Unfair acts that unduly hinder fair competition in bidding by colluding to maintain the bidding price or win the bid for a specific person, or by making agreements, resolutions, or agreements with other companies.
- Providing money or valuables beyond the level of customary souvenirs*
- Providing or entertaining entertainment such as meals, entertainment, etc. that exceeds the customary level*
- Providing convenience such as transportation, accommodation, tourism, event support, etc. that exceeds the customary level*
- Financial or real estate transactions that interfere with fair business performance, such as money lending, loan guarantee, real estate sale or lease, etc.
- Illegal acts that cause damage to Daewoo E&C's tangible and intangible assets and acts that force or encourage Daewoo E&C employees to commit illegal acts.
- Other behaviors that interfere with the fair performance of Daewoo E&C employees

(*) The normal level refers to a universally acceptable level that can be tolerated when judged by the sound common sense of the general society and refers to the degree to which the beneficiary can handle the work fairly without being burdened.

Employee Training on Fair Trade/Fair Competition

Daewoo E&C conducts various training sessions for its employees to practice fair trade and fair competition every year. Furthermore various compliance newsletters, including weekly and daily trends, are distributed to all executives and employees, and additional training on understanding the Subcontracting Act is provided to public affairs managers in each business division.

Classification	Training Details	Subject
Bid rigging	Definition of bid rigging, types of violations of the law and level of sanctions in case of violation, etc.	All employees
Anti-Solicitation and Graft Act	Education on the definition of the Anti-Solicitation and Graft Act, the scope of money and valuables,	All employees
Providing and accepting money, valuables and entertainment	Cases of providing and receiving money, valuables and entertainment, preventive measures, and guidance on internal and external regulations	All employees
Subcontracting Act	Definition of the Subcontracting Act, major violations of the Construction Subcontracting Act and violation-related risks, etc.	All employees and those in charge of subcontract-related tasks

The company conducts fair trade training for compliance managers of business teams in the Business Division to continuously increase awareness of compliance-based business practices. The Autonomous Compliance Manual and Compliance Guide are registered in the compliance system and are used as materials for on-site and team self-inspection of illegal activities during daily work. During Compliance Talk sessions, fair trade-related topics are covered to support self-compliance activities. This process helps preemptively identify potential violations and facilitates internal reporting. The compliance department regularly monitors the entire group, including subsidiaries, and also conducts compliance inspections through on-site visits. The inspection results and activity status are regularly reported to the Head of the Audit Office, who is responsible for compliance.

[Compliance Guide \(Overseas\)](#)

[Compliance Guide \(Domestic\)](#)

[Compliance Guide \(Win-win Cooperation\)](#)

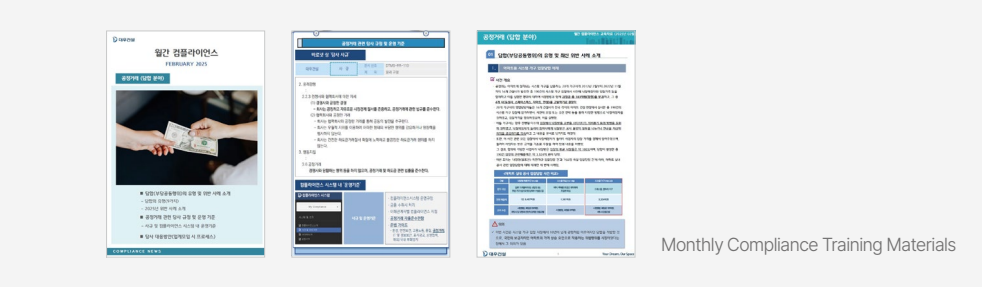


Fair trade training for site employees



Compliance Training and Advertisement

Daewoo E&C conducted a total of two company-wide online training sessions for all employees in the first half of 2024, and offline on-site training for a total of 607 employees, including compliance education targets at domestic and overseas sites and subsidiaries. Furthermore, a workshop was held to strengthen the roles and capabilities of compliance managers. In addition, we are distributing a compliance newsletter and conducting various campaigns to raise employees' awareness of compliance and also encourage interest and participation in compliance management from executives and employees by sharing cases of internal and external violations.



Reporting Channel for Violations of the Law

Cyber Audit Office/Ethics Help Line

Daewoo E&C operates the Cyber Audit Office and Ethics Help Line to spread an ethical corporate culture and block internal and external irregularities in advance. The system is designed to be easily accessible via the company website by employees as well as external stakeholders such as customers and suppliers. Both anonymous and real-name reporting are supported. All reports are processed on a one-to-one basis through a dedicated system that blocks external access. In the case of real-name reports, the results are individually notified to the reporter, helping realize trust-based ethical management. We also operate a reward system for meaningful reports, encouraging voluntary reporting and enhancing transparency.



K-Whistle (External Anonymous Reporting System)

Daewoo E&C operates an anonymous reporting channel (K-Whistle Helpline Anonymous Reporting Center) in conjunction with an external independent organization in addition to the Cyber Audit Office to block misconduct by employees in advance and to strengthen transparency and accountability within the organization. Information about the reporter—such as IP addresses—is not stored and cannot be technically traced, ensuring complete anonymity. This channel increases accessibility to employee corruption reports and contributes to spreading an anti-corruption culture.

Cyber Audit Office, Ethics Help Line, K-Whistle (External Anonymous Reporting System)

Classification	Cyber Audit Office / Ethics Help Line	K-Whistle (External Anonymous Reporting System)
Operator	Daewoo E&C	External independent agency
Anonymity	Anonymity based on internal system	Complete anonymity guaranteed (e.g. IP not stored)
Access method	Company website or internal portal	External K-Whistle link
Reporting target	General ethics violations, complaints, etc.	Sensitive matters, corruption, serious violations
Protection level	Protection based on internal regulations	Protection based on technical and institutional systems
Processing procedure	Direct handling by the internal audit office	Internal linkage measures after external reception

Whistleblower Anti-Retaliation Policy

Daewoo E&C has internal regulations that specify whistleblower protection measures. The principles of confidentiality and protection against retaliation are strictly applied, and disciplinary actions and sanctions are imposed in case of violation. These principles and processes have been strengthened annually. In 2024, the company emphasized its commitment to protecting the rights of whistleblowers by specifically presenting the whistleblower protection policy and guarantee items in a separate section on the company website.

Report Reception and Processing Status (including Suppliers)

(Unit: cases)

Classification	2022		2023		2024	
	Received	Handled	Received	Handled	Received	Handled
Cyber Audit Office / Ethics Help Line	50	50	59	59	35	35
K-Whistle (External Anonymous Reporting System)	19	19	21	21	14	14
Mail, etc.	11	11	13	13	8	8
Total	80	80	93	93	57	57

Operation of Supplier Grievance Channel

(Unit: cases)

Classification	2022		2023		2024	
	Received	Handled	Received	Handled	Received	Handled
Suppliers	10	10	10	10	7	7

Integrated Risk Management

Integrated Risk Management Governance

Integrated Risk Management Framework

Daewoo E&C strengthens sustainable management through a company-wide integrated risk management system. We identify financial and non-financial risks that may arise across our business in advance and respond systematically through a risk management process based on the 3rd Line of Defense.

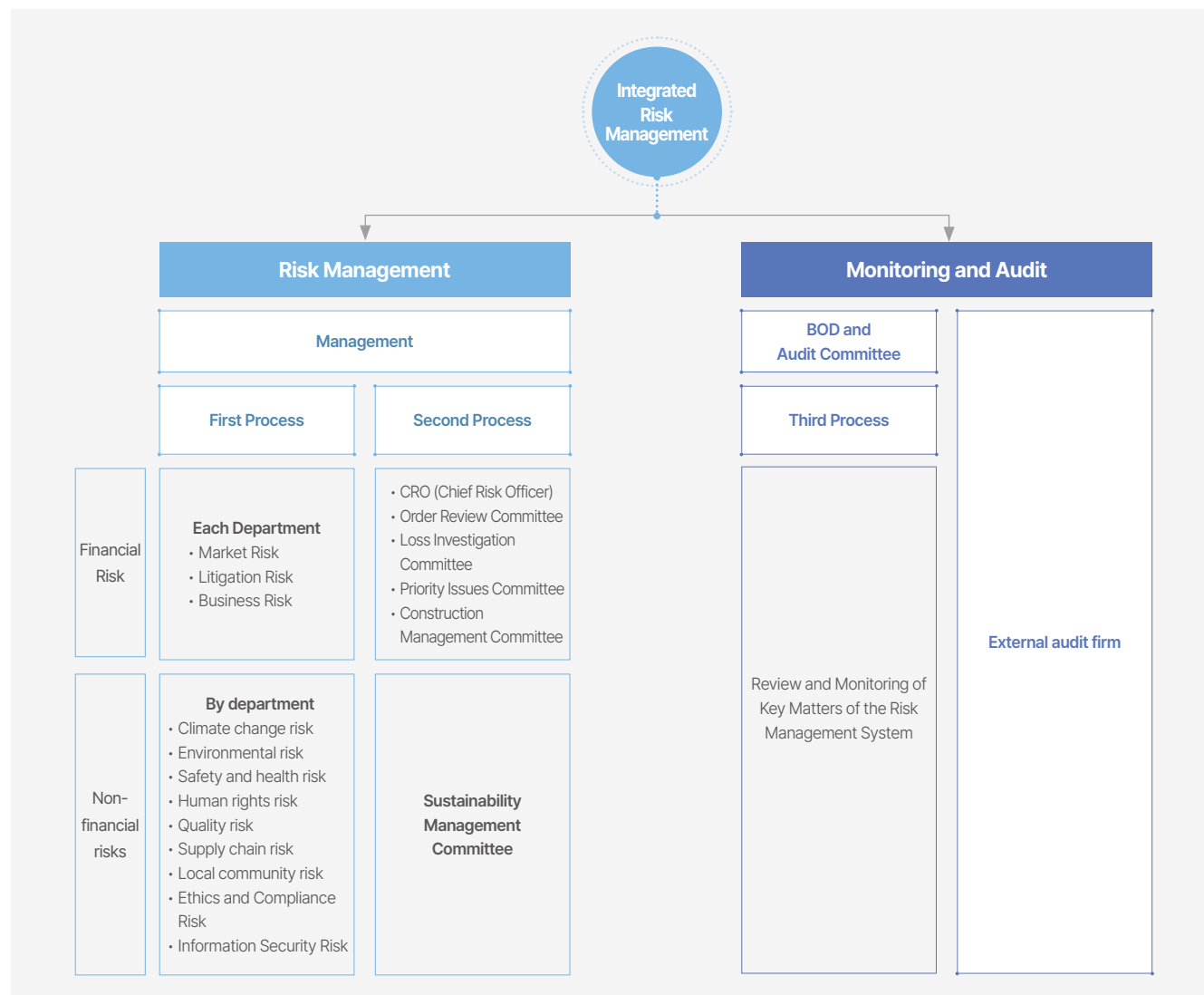
The 3rd Line of Defense system at Daewoo E&C consists of management and each department (1st line), a dedicated risk management organization (2nd line), and the internal audit function and Audit Committee (3rd line).

In the 1st line, each department directly manages key risks including business operations, environmental issues, safety, quality, and information security. Urgent matters are reported immediately to management to ensure prompt action.

In the 2nd line, financial risks are reviewed and approved by the Chief Risk Officer (CRO) and issue-specific committees, while non-financial risks are managed by the Sustainable Management Committee according to each sustainability-related issue.

In the 3rd line, the Audit Committee and external audit institutions independently assess and monitor the implementation of the risk management system.

Through this integrated risk management system, Daewoo E&C strengthens its management stability and transparency and continues to advance its foundation for sustainable corporate operations.



Integrated Risk Management Strategy

Daewoo E&C systematically identifies various risks inherent in its overall business operations. Risks are prioritized and responded based on their potential occurrence and impact on the business. The classification system below is part of our integrated risk management strategy, which encompasses both financial and non-financial factors. We define specific risks based on their characteristics and management needs and establish appropriate response measures to ensure management stability and sustainable growth.

Financial Risk

Risk Classification and System

We manage financial risks by assessing how financial factors such as exchange rates, interest rates, and financing affect management stability and profitability. This integrated risk management framework defines specific risks based on their likelihood and impact, and serves as the basis for establishing and implementing preventive analysis and response strategies.

● High
 ● Medium
 ● Low

Risk Type	Detailed Risk	Impact on Business	Probability	Impact Level	Key Management Measures
Market Risk	<ul style="list-style-type: none"> • Increase in financial expenses due to fluctuations in interest rates and exchange rates • Lack of liquidity 	<ul style="list-style-type: none"> • Decline in profitability and widened volatility in profit and loss volatility due to increased financial expenses • Delays in fair value measurement and challenges in securing project financing for new businesses 	●	●	<ul style="list-style-type: none"> • Establish hedging strategies using derivative products such as forward exchange contracts and interest rate swaps, and conduct borrowing condition analysis to minimize interest expenses • Weekly liquidity monitoring, collaboration with financial institutions to maintain credit ratings and establishing contingency funding plans
Litigation Risk	<ul style="list-style-type: none"> • Decline in profitability in the event of a lawsuit loss • Increase in litigation costs due to a higher number of lawsuits 	<ul style="list-style-type: none"> • Financial losses such as litigation costs, damages, and fines • Increased difficulty in conducting business due to disputes • Possibility of difficulties in securing similar types of projects • Damage to corporate image 	●	●	<ul style="list-style-type: none"> • Strict compliance with business-related regulations and laws • Preemptive management and prevention of litigation and dispute triggers among stakeholders • Development of strategies and response measures to secure victory in individual legal cases
Business Risks	<ul style="list-style-type: none"> • Decline in profitability due to insufficient business feasibility studies • Delayed collection and worsened cash flow deterioration due to process delays 	<ul style="list-style-type: none"> • Losses and decline in profitability due to inadequately reviewed business feasibility studies • Delayed collection and liquidity burdens due to process delays • Causing delays in production and increased cost risks 	●	●	<ul style="list-style-type: none"> • Monitoring fluctuations in cost factors, strengthening profitability scenario simulations, and enhancing the risk assessment system for the feasibility review stage (risk sensing, verification of contract clauses, etc.) • Establishing a funding plan in response to production delays, preemptively addressing licensing and regulatory risks, and managing business risks through regular inspections

Risk Management by Type

Financial risks are managed based on the impact of financial factors such as exchange rates, interest rates, and financing on management stability and profitability. This integrated risk management system classifies specific risks based on their likelihood of occurrence and impact level, and serves as the basis for establishing and operating proactive analysis and response strategies.

1. Market Risk

Foreign Exchange Risk

With the expansion of its overseas projects, Daewoo E&C recognizes exchange rate fluctuations as a major risk to its financial performance and financing, and manages this risk systematically. We regularly analyze the scale of foreign exchange exposure for foreign currency assets, liabilities, and expected cash flows, and operate a foreign exchange hedging strategy using derivative instruments such as forward contracts. In addition, we design contracts that reflect the structure of foreign currency inflows and outflows from the order-taking stage. The Finance Department monitors exchange rate trends in real time to respond to sudden changes. This enables the company to effectively secure the profitability and financial stability of its overseas operations.

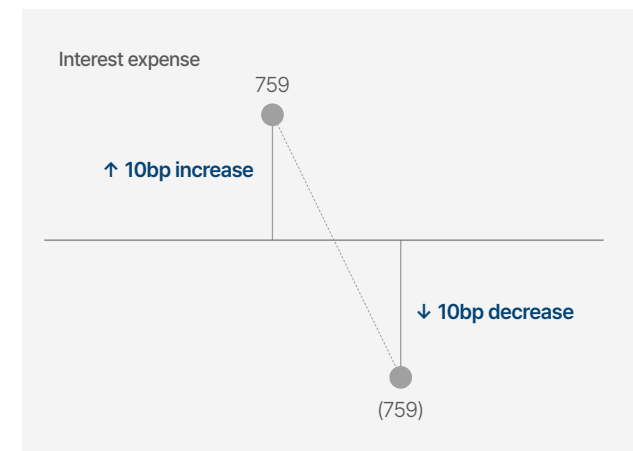
Interest Rate Risk

Daewoo E&C responds to increases in interest expenses and volatility in profits and losses due to interest rate fluctuations, reflecting its structural characteristics of a high proportion of variable-rate borrowings. We regularly analyze the impact of changes in major base interest rates (KORIBOR, SOFR, etc.) on our financial performance and disclose the results of our interest rate sensitivity analysis in accordance with K-IFRS No. 112. Additionally, the company employs hedging strategies using derivatives such as interest rate swaps and appropriately adjusts the portfolio between fixed-rate and variable-rate loans to effectively manage interest rate risk. When establishing funding plans, we utilize financial models that incorporate interest rate outlooks to respond to the changing global financial environment.

Foreign Exchange Risk (As of December 31, 2024) (Unit: KRW in millions)

Currency	10% increase	10% decrease
USD	52,444	(52,444)
EUR	(84)	84
JPY	530	(530)
OMR	597	(597)
ETB	113	(113)
DZD	(113)	113

Interest Rate Risk (As of December 31, 2024) (Unit: KRW in millions)



2. Litigation Risk

Daewoo E&C may be involved in legal disputes arising from construction, contracts, defect repair, and safety accidents. This may result in financial losses, including damages and fines, damage to the company's image, loss of trust, and the possibility of similar incidents recurring. If large-scale lawsuits become prolonged or occur repeatedly, this can also lead to the loss of additional business opportunities and disruptions in securing new orders. To address this, the company manages litigation risks by including dispute prevention clauses in contracts, conducting prior legal risk reviews for each project, operating an external legal advisory system, and establishing financial reserves through the accrual of contingent liabilities.

Status of Litigation and Arbitration Cases

(As of December 31, 2024) (Unit: KRW in millions)

Classification	Number	Litigation Amount at the End of 2024	Litigation Amount at the End of 2023
Plaintiff (Daewoo E&C)	51 cases	54,919	34,156
Defendant (Daewoo E&C)	267 cases	67,242	84,743
Arbitration Cases (Claimant)	5 cases	41,665	33,232
Arbitration Cases (Respondent)	3 cases	15,659	13,533

Litigation Amount: The amount claimed or demanded by the parties in each litigation or arbitration case. May differ from actual losses.

Arbitration Cases (Claimant/Respondent): Cases where disputes are resolved through arbitration institutions instead of courts. Generally used for contractual disputes between companies.

3. Business Risks

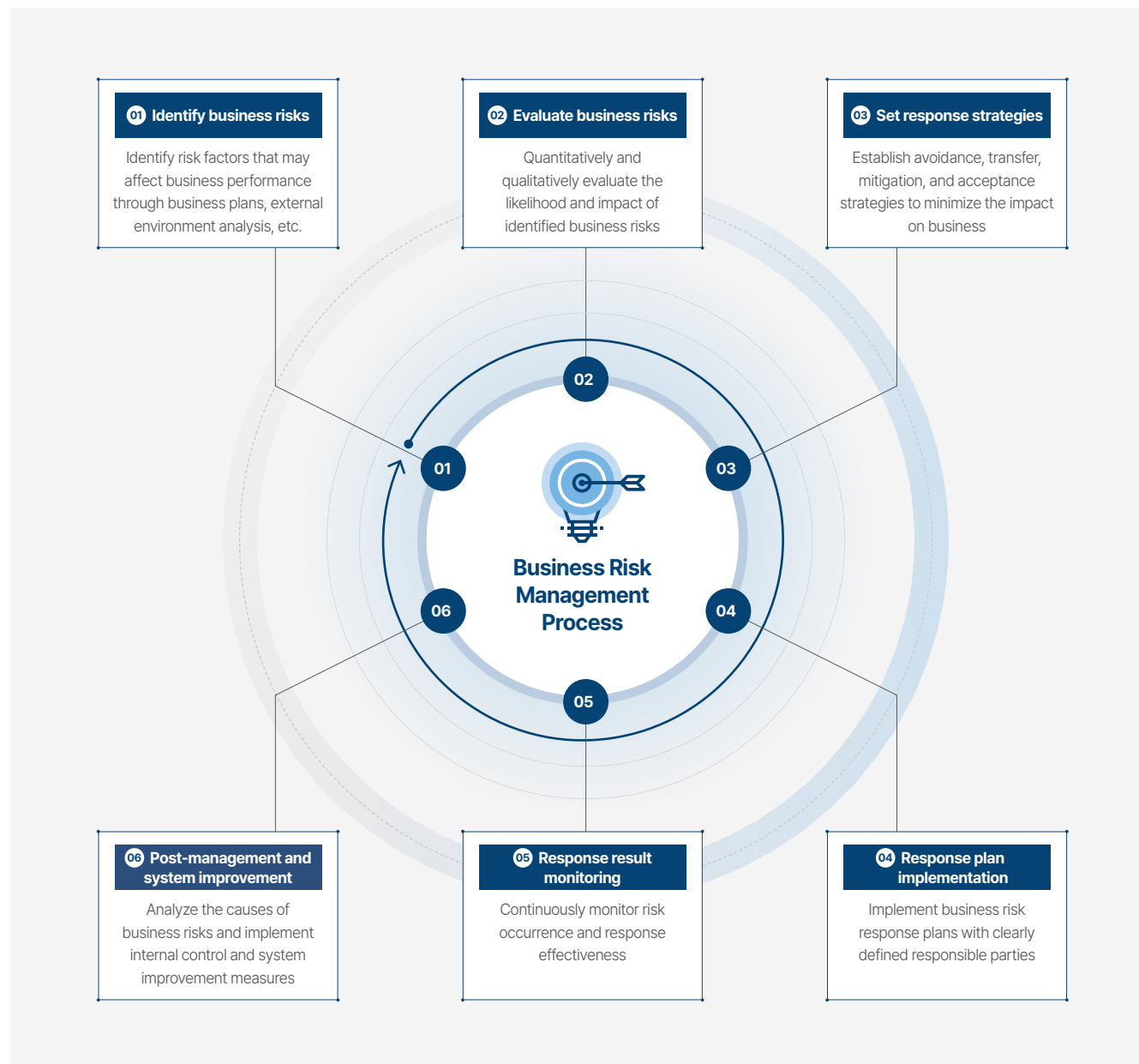
Daewoo E&C has enhanced its risk management capabilities by proactively identifying key risk factors early in the project lifecycle. We respond effectively to complex risks in the construction industry by leveraging AI-driven AI solutions such as the Baro-Dap system for project risk management and DAIA (Daewoo A.I Documents Analysis Program), an ontology-based bid document risk analysis system. Additionally, Daewoo E&C strengthens its risk sensing capabilities and closely manages contract clauses that may pose potential disadvantages to the company.

Enhanced Risk Sensing Capabilities

Daewoo E&C's risk sensing capabilities allow us to detect key risk factors early and take proactive actions to mitigate them. These capabilities also incorporate lessons learned from past projects and provide feedback on risks identified during the bidding stage, thereby reducing overall project risk.

Management of Toxic Clauses in Contracts

Daewoo E&C has compiled examples of toxic contract clauses and corresponding response guidelines within its integrated project management system. This enables the company to prevent risks associated with construction contracts and share mitigation strategies across the organization. Toxic clauses are categorized by country, project type, and client and are referenced in future overseas projects. In response to global market expansion, we have established a country-specific information management system that enables multi-dimensional analysis of financial, tax, political, and cultural factors. This database is shared across the organization to support efficient identification and response to country-specific risks.



Non-financial risks

Risk classification and system

Non-financial risks are factors closely related to corporate sustainability, such as climate, environment, safety, human rights, and ethics, and can pose significant reputational and legal risks to the organization. Daewoo E&C systematically classifies these non-financial risks by type, identifies and manages them in advance, and establishes and operates specific response strategies accordingly.

● High ● Medium ● Low

Risk Type	Detailed Risk	Impact on Business	Probability	Impact Level	Key Response Measures
Climate Change Risks	<ul style="list-style-type: none"> Increased costs due to stricter emissions trading regulations Construction delays and liquidated damages due to extreme weather 	<ul style="list-style-type: none"> Increased costs for emissions quota purchases, overall rising expenses, and reduced profitability Project delays and liquidated damages due to extreme weather 	●	●	<ul style="list-style-type: none"> Emissions monitoring, reduction plan development, and trading strategy development Establish climate response schedules, revise contract terms, and incorporate preventive design measures
Environmental Risks	<ul style="list-style-type: none"> Administrative penalties and loss of trust due to legal violations (fines, penalties, suspension of construction, negative media coverage, decline in external credibility, etc.) Increased costs due to environmental regulations (purchase of emission credits, rising energy costs, etc.) 	<ul style="list-style-type: none"> Weakened competitiveness in securing orders due to construction delays and loss of external trust Profitability deterioration and increased financial burden due to rising costs 	●	●	<ul style="list-style-type: none"> Improve environmental management systems and strengthen on-site environmental management (training and inspection of environmental managers, improvement of demolition procedures, and raising awareness of legal compliance among suppliers) Enhance strategic emission rights and greenhouse gas management (led by the Climate Change Response Committee, designation of data specialists, system enhancement, and implementation of a carbon neutral roadmap)
Safety and Health Risks	<ul style="list-style-type: none"> Stricter penalties for violations of safety and health regulations Decline in credibility due to industrial accidents Deterioration of working environment due to climate change 	<ul style="list-style-type: none"> Risk of business disruption due to fines and restrictions on bidding in case of legal violations Damage to corporate image and weakening of competitiveness in securing orders in case of serious accidents Work delays and increased safety accidents due to extreme weather conditions such as heatwaves and heavy rains 	●	●	<ul style="list-style-type: none"> Enhance regular safety training and internal inspections, and promptly respond to regulatory changes Focus on high-risk work processes, conduct pre-risk assessments, and operate a major accident prevention process Establish work plans based on weather data, prepare response manuals and protective equipment for heatwaves and heavy rains
Human Rights Risks	<ul style="list-style-type: none"> Discrimination in employment and lack of diversity Possibility of forced labor and human rights violations by suppliers 	<ul style="list-style-type: none"> Legal sanctions, lower ESG ratings, internal conflicts, and increased employee turnover Transfer of risk to suppliers, damage to brand image, and violations of ethical/human rights regulations 	●	●	<ul style="list-style-type: none"> Human rights impact assessments and surveys, employment programs for people with disabilities, internal human rights training, and fair performance evaluation systems Preventive measures such as human rights inspections of suppliers, ethical management agreements, subcontracting guidelines, and a refresh leave program
Quality Risks	<ul style="list-style-type: none"> Poor construction of major structural finishes Inadequate subcontracting work quality 	<ul style="list-style-type: none"> Loss of customer trust, increased construction costs Weakened competitiveness in securing orders and damage to brand image due to poor construction quality 	●	●	<ul style="list-style-type: none"> Operate a quality control system focused on on-site quality inspections and strengthening the capabilities of suppliers Enhance quality competitiveness through non-destructive testing, quality data analysis, and digital transformation
Supply Chain Risk	<ul style="list-style-type: none"> Stricter sanctions for violations of the Subcontract Act Loss of trust and restrictions on orders due to violations of the Subcontract Act 	<ul style="list-style-type: none"> Possibility of supply chain disruption and revenue decline due to restrictions on bidding and contract awards and suspension of business Legal penalties on corporations or executives causing business restrictions and supply chain instability 	●	●	<ul style="list-style-type: none"> Restrictions on business activities and supply chain instability due to sanctions imposed on corporations or executives Securing ethical compliance pledges, strengthening contract reviews, managing trust with suppliers, and strengthening legal risk prevention activities
Local Community Risks	<ul style="list-style-type: none"> Traffic congestion, noise, falling objects, and other factors causing inconvenience to residents Possibility of construction delays due to complaints and conflicts 	<ul style="list-style-type: none"> Delays in permits and ESG ratings due to conflicts with local governments and residents Legal liability and damage to corporate image in the event of an accident 	●	●	<ul style="list-style-type: none"> Operate a step-by-step system of "risk identification → mitigation measures → effectiveness evaluation" Minimize conflicts through advance communication with residents and operation of grievance channels
Ethics and Compliance Risk	<ul style="list-style-type: none"> Legal sanctions and loss of trust due to corruption, unfair trade practices, etc. Failure to report or act on internal reports, resulting in unethical behavior 	<ul style="list-style-type: none"> Restrictions on bidding, restrictions on public projects, loss of trust from customers and stakeholders, and weakened competitiveness in winning contracts Occurrence and spread of misconduct, collapse of trust within the organization, and damage to social reputation 	●	●	<ul style="list-style-type: none"> Operation of ISO 37001, integrity pledge, code of conduct, preliminary assessment of corruption risks, and strengthening of compliance training and inspection activities Operation of a cyber audit group and external anonymous reporting channel, whistleblower protection system and reward system, and implementation of a reporting monitoring system
Information Security Risks	<ul style="list-style-type: none"> Security incidents caused by internal information leakage, system intrusion, etc. Misuse of personal information and inadequate access control 	<ul style="list-style-type: none"> Leakage of confidential information, business interruption, loss of customer trust, and possible legal liability Personal information leakage may lead to complaints, fines, damage to brand trust, and other ESG and legal risks 	●	●	<ul style="list-style-type: none"> Strengthening DLP (Data Loss Prevention) and DRM (Document Rights Management) policies, restructuring SSL VPN systems, establishing security incident response processes, and operating a CERT (Computer Emergency Response Team) organization Enhancing personal information protection education, system access control, personal information protection inspections, and operating a legal compliance management system

Risk Management by Type

1. Climate Change Risk

Increasingly strict carbon neutral policies and more frequent extreme weather events have led to an increase in the cost of purchasing emission credits and the heightened risk of construction delays. This results in higher costs and lower profitability, posing a strategic risk that threatens the stability of our business in the mid- to long term. Daewoo E&C manages this risk through systematic response strategies, including strengthening emissions monitoring, establishing long-term reduction plans, and improving contract terms.

[See page 33 of the Sustainability Report.](#)

2. Environmental Risks

Violations of environmental laws and regulations and inadequate management of waste and pollutants can cause delays in construction permits, local community opposition, and lower ESG ratings. Therefore, continuous improvement of the management system and field-oriented legal compliance activities are required. Daewoo E&C operates an environmental management system and ensures on-site implementation through regular inspections and training.

[See page 52 of the Sustainability Report.](#)

3. Safety and Health Risks

Industrial accidents and safety incidents can result in not only personal injury but also construction delays, legal penalties, and damage to the company's image. In particular, a prevention-oriented system is essential to comply with stricter regulations such as the Act on Punishment of Serious Industrial Accidents. Daewoo E&C thoroughly controls risks through an integrated management system that includes regular safety training, risk assessment, and on-site monitoring.

[See page 70 of the Sustainability Report.](#)

4. Human Rights Risks

Employment discrimination, forced labor, and human rights violations by suppliers can lead to lower ESG ratings, contract restrictions, and damage to the company's social reputation. Recently, these issues have been included in the evaluation criteria used by domestic and international clients, highlighting their importance. Daewoo E&C manages risks by establishing a human rights management system that includes internal human rights protection training, human rights impact assessments, and supplier inspections.

[See page 87 of the Sustainability Report.](#)

5. Quality Risk

Poor construction quality and defects can result in customer complaints, damage to brand value, increased rework costs, and weakened competitiveness in winning orders. Daewoo E&C implements a prevention-oriented quality control system that includes establishing quality standards, conducting process-specific inspections, and managing defects.

[See page 94 of the Sustainability Report.](#)

6. Supply Chain Risk

Delayed deliveries, legal violations, and ESG non-compliance by suppliers are significant risks that can affect the company's business schedule and negatively impact its corporate image. Daewoo E&C prevents the transfer of external risks and ensures the stability and reliability of its supply chain through preliminary screening of suppliers, ESG inspections, contract process management, and a supply chain monitoring system.

[See page 105 of the Sustainability Report.](#)

7. Local Community Risk

Noise, dust, traffic congestion, and other issues arising during construction can affect the lives of local residents, leading to complaints and damage to the company's image. Daewoo E&C prevents conflicts with local communities by taking measures such as advance briefings for residents, a complaint response system, and noise-reduction equipment installation. We also build trust by conducting preliminary assessments of harmful facilities and operating communication channels.

[See page 112 of the Sustainability Report.](#)

8. Ethics and Compliance Risks

Corruption, bribery, and unfair trade practices pose serious risks, such as restrictions on orders, legal penalties, and damage to the company's social reputation, which can undermine the foundation of sustainable management. Daewoo E&C operates an ethical management system based on ISO 37001 certification and practices prevention-oriented compliance management through integrity pledges and compliance training for all employees, as well as preliminary corruption risk assessments and inspection of corruption risks.

[Refer to page 123 of the Sustainability Report.](#)

9. Information Security Risk

Security incidents such as hacking, internal data leaks and system breaches are security threats that can lead to financial damage, loss of customer trust, and legal penalties. Daewoo E&C is strengthening information security by introducing technical control measures such as DRM (Document Rights Management) and DLP (Data Loss Prevention), establishing company-wide security policies, building incident response systems, and raising internal awareness.

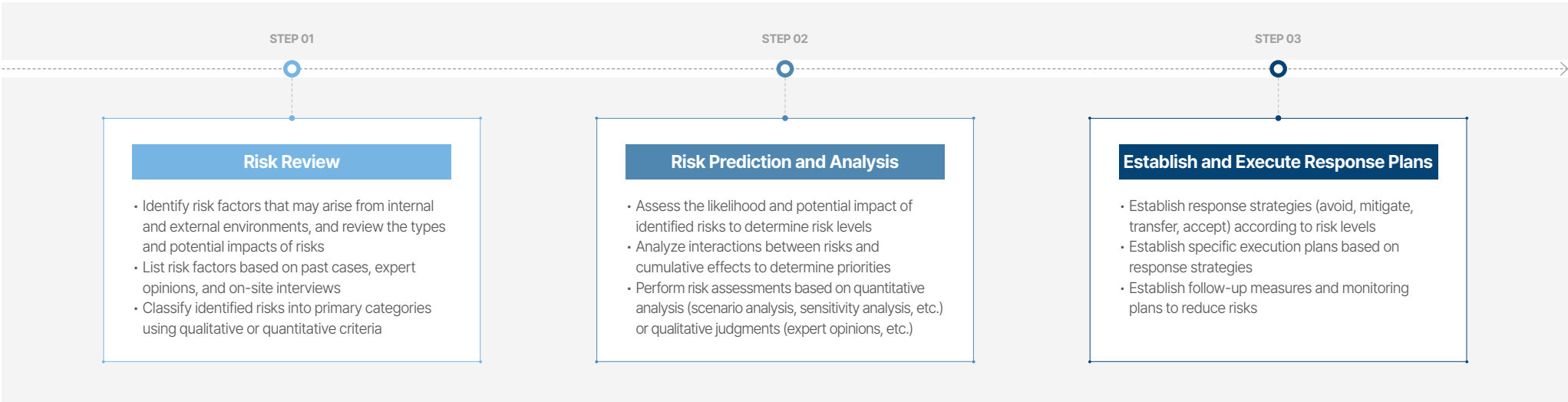
[Refer to page 136 of the Sustainability Report.](#)

Potential Risks

Risk Type	Risk Details	Impact on Business	Key Management Measures
Deepening aging of the population and aversion to construction work among young people	As the population continues to age and younger generations increasingly avoid construction work, securing skilled labor is becoming ever more challenging. In particular, the heavy reliance on older workers is contributing to a higher risk of industrial accidents, placing greater pressure on safety management at construction sites. These shifts in workforce demographics pose a serious threat to the long-term sustainability of the construction industry.	A shortage of skilled workers can result in construction delays, reduced quality, and overall lower productivity, leading to both direct and indirect business risks such as project delays, increased costs, and lower profitability. There is also concern about increased social costs due to legal liabilities and damage to corporate image in the event of industrial accidents.	We are enhancing vocational training programs for young people and building a stable talent pipeline by operating shared training infrastructure in collaboration with our suppliers. We have implemented a dedicated safety management system for older workers, and in the medium to long term, we aim to gradually reduce our reliance on manual labor through smart construction technologies, automation, and mechanization.
Increased geopolitical risk due to expansion of overseas markets	As we expand our global operations, various geopolitical risks—such as political instability, armed conflicts, and economic sanctions in overseas markets—are having a direct impact on our business. In particular, in some high-risk countries, we are required to operate in highly unpredictable environments due to factors such as delays in contract execution, difficulties in repatriating foreign currency, and uncertainty in licensing procedures. As a result, a high level of risk management is essential.	Geopolitical factors can give rise to various issues, including permit delays, construction suspensions, contract terminations, and restrictions on foreign currency repatriation. These issues can directly result in reduced project profitability and financial losses. In particular, in regions with high political instability, emergency situations such as sudden policy changes or government asset seizures may occur, raising concerns about structurally elevated risks across overseas operations.	Before entering overseas markets, we conduct systematic analyses of regional political and economic risks, include risk-sharing clauses in project contracts, and require geopolitical risk insurance coverage. In high-risk countries, we diversify our overseas branch portfolio to mitigate business concentration and are developing a scenario-based response system that accounts for project suspension or early withdrawal in the event of a risk.

Integrated Risk Management Process

Step-by-step procedure for integrated risk management

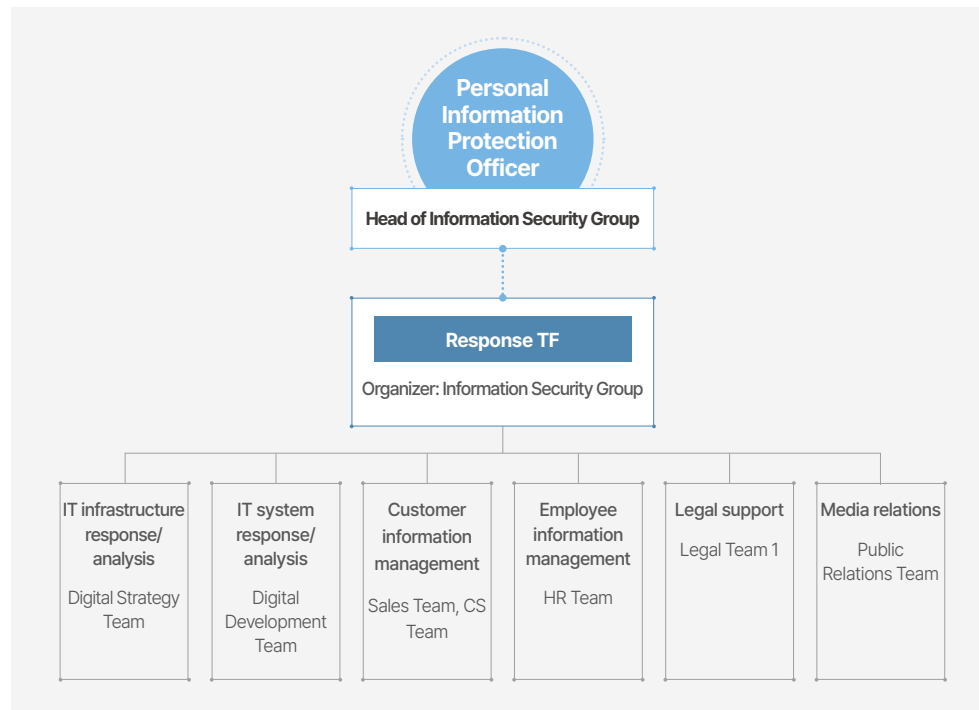


Information Security and Personal Information Protection

Information Security Governance

Information Security Policy and Organization

Daewoo E&C operates an independent Information Security Organization directly under the CEO. The Chief Information Security Officer (CISO) concurrently serves as the Privacy Officer, allowing the organization to carry out personal information protection duties independently from management. This structure strengthens both consistency and accountability by clarifying responsibility and ensuring the independence of protection activities. Major security issues are deliberated and decided by the Information Protection Committee under the ESG Committee. Furthermore, the previous policy-oriented framework was reorganized into a “Response Task Force (TF)” to enhance practical implementation. Under the leadership of the Head of the Information Security Group, this task force works closely with departments such as IT, customer information, HR, and legal to carry out tangible information protection activities.



Information Security Activities and Achievements

Strengthening Information Security Response

Daewoo E&C has been strengthening its technical and managerial capabilities by revising key information security policies and responding to rapid changes in the information security environment and external threats. The main response activities, which will be rolled out progressively starting in 2024, aim to enhance the effectiveness of the company-wide information security system and lay the foundation for a cloud-based future work environment.

Key Implementation Completed as of 2024

Strengthening DRM policies and enhancing document security

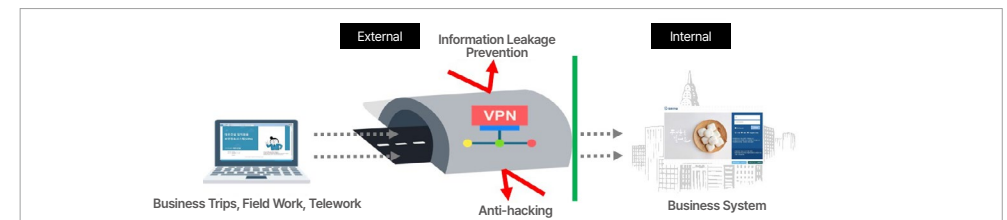
In 2024, Daewoo E&C upgraded our document DRM (Document Rights Management) policies to require approval procedures and justification entries for document unlocking. As a result, the number of DRM unlock requests dropped from approximately 330,000 to 80,000, a reduction of about 76%. This has enabled the company to establish an environment that effectively suppresses the risk of external leakage of critical information such as design drawings, technical documents, and trade secrets.

Strengthening Personal Information Protection Response System

To enhance our response to personal information leaks, we have established a collaborative system centered on a company-wide task force led by the Information Security Office. We are continuously strengthening preventive management framework through simulated breach drills based on three scenarios (hacking, human error, and intentional acts), inspections of contractors, and education on personal information access rights.

SSL VPN Replacement and Two-Factor Authentication System

In response to security vulnerabilities and the decommissioning of the existing SSL VPN system, we implemented a new system and introduced a two-factor authentication method leveraging one-time passwords (OTP) sent via SMS. This ensures enhanced user authentication and a stable information security framework, particularly in external access scenarios such as remote work or business travel.



VPN replacement and a two-factor authentication system

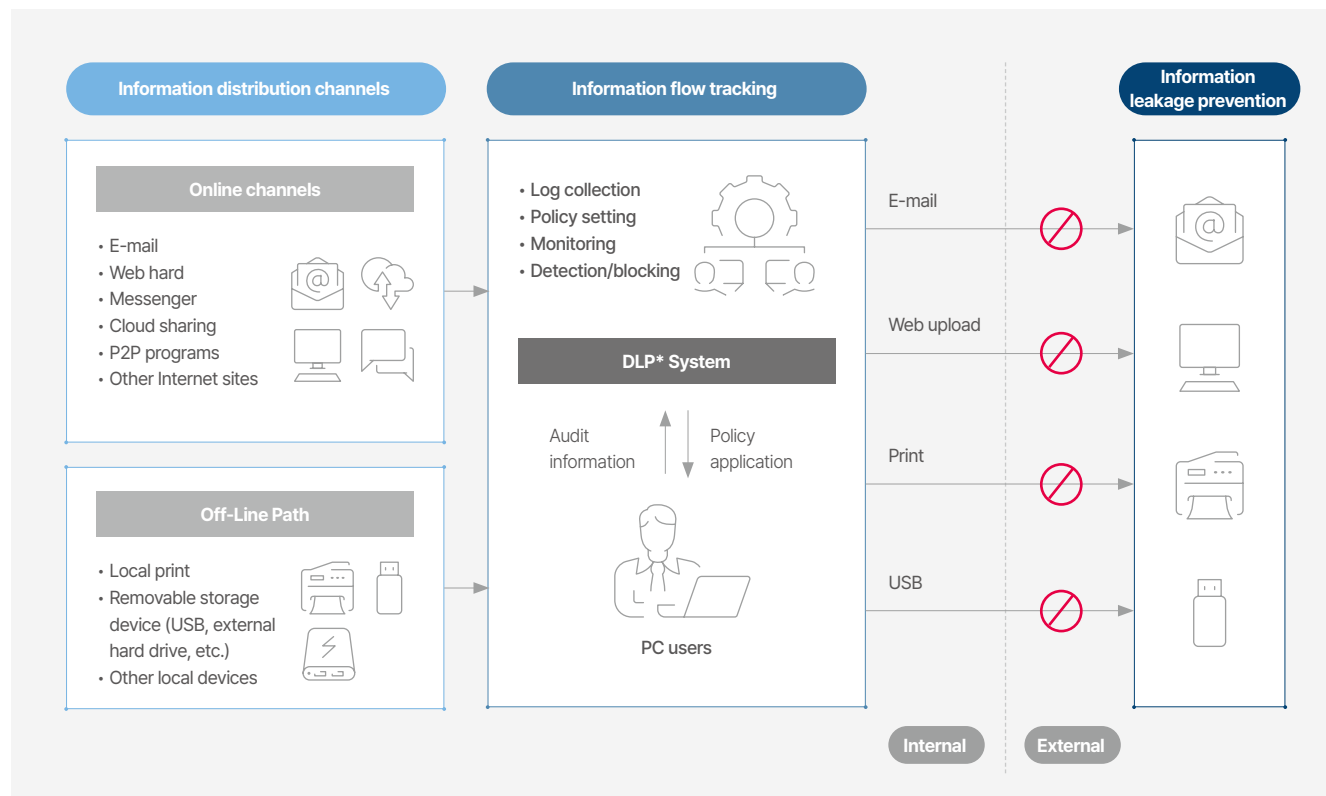
Future Introduction Plans

Data Loss Prevention (DLP) Solution

Daewoo E&C plans to introduce a DLP solution in 2025 that can detect and block online and offline information leaks via portable storage devices (USB, external hard drives, etc.), email, and instant messaging in real time. By the second quarter of 2024, the company had completed a proof of concept(PoC) to validate potential vendors, and finalized supplier selection in December 2024. The system is scheduled to be implemented sequentially between January and June 2025. This solution provides a foundation for proactively preventing internal information leakage incidents by monitoring and controlling the unauthorized transfer of sensitive information and personal data in real time.

Transition to M365 AIP (Azure Information Protection) based Document Security System

Existing DRM solutions have low compatibility with cloud-based M365 environments. Therefore, Daewoo E&C is transitioning to a security system based on AIP, focused on document classification and labeling. the company is designing AIP policies optimized for the M365 user environment and establishing document security policies that automatically classify and apply security levels and access permissions based on the sensitivity of documents. In 2025, we plan to implement these changes in phases, concurrently with a comprehensive overhaul of the organization's document security policies and associated user training.



* Introduction and application of DLP (Data Loss Prevention) solutions

Investment in Information Protection

In 2024, Daewoo E&C allocated a total of KRW 1,839,593,000 to reinforce information protection, representing a year-on-year increase. The company implemented various initiatives, including strengthening document security policies (such as introducing a DRM approval system), operating a personal information protection response task force, replacing SSL VPN solutions, and establishing a two-factor authentication system. These measures were designed to prevent document leakage, protect personal information, and enhance external access security.

(Unit : KRW in thousands)

Item	Investment in technology (A)	Investment in information technology (B)	B/A
Current status of investment in information security in 2024	23,357,792	1,839,593	7.9%

Information Security Certification

Since first obtaining ISO/IEC 27001 (Information Security Management System) certification, the international standard for information security, in 2013, Daewoo E&C has consistently maintained the certification, reinforcing the stability and reliability of its information security framework. Improvement areas identified during operations are addressed promptly. In preparation for the expiration of the 2013 certification in late 2025, the company is pursuing recertification based on the 2022 revised standards and is aligning its internal management framework to meet enhanced requirements, including risk assessments and threat-based control measures.



ISO 27001 Certificate

Information Security Training

To enhance employees' awareness of information security, Daewoo E&C operates a multi-tiered training and engagement program. Company-wide training on information protection is conducted twice a year for all employees, covering fundamental security guidelines and the latest security issues.

Additionally, a security newsletter titled "Information Protection Plus" was published three times in 2024, providing practical content relevant to employees' day-to-day tasks. Daewoo E&C also requires employees to submit information protection pledges and has introduced an Information Protection Point System to encourage voluntary participation. Employees who engage in security-related activities receive incentives based on their accumulated points. These initiatives aim to internalize security awareness in day-to-day operations and lay the foundation for building a robust company-wide security culture.

Major Examples of Ethical Management Activities

Classification	Details
Request for Information Protection Pledge	Guidance on the Information Protection Pledge and consent for the provision of personal information Notice on security rules prohibiting the leakage of important information Notification of items and purposes of personal information collection from employees Commemoration of Information Protection Day (July)
Establishment of Information Security Point System	Encourage compliance with security regulations and policies, and promote participation Utilize education, spam email reporting, PC security evaluations, etc. Display of individual point inquiry screen
Raise awareness	Announcement on security incident prevention methods (3 times)

Information Security Activities in 2024

Classification	Key Activities	Frequency
Training	Company-wide online training	Once
	Training for personal information managers	Twice
Awareness	Phishing email simulation exercises	Twice
Security Checks	Information security status inspections	45 times
	IT project security assessments	16 times

Information Security Management Process

Response to Security Breaches

Daewoo E&C's Computer Emergency Response Team (CERT) ensures a swift and structured response to information security incidents. Given the nature of information security incidents, which require a quick response, the company has established an emergency contact system involving system operators and relevant subcontractors. This enables a coordinated response through a structured framework. Additionally, depending on the nature of the incident, we collaborate with external security experts to minimize damage to internal and external stakeholders. We have established internal guidelines to prepare for incidents such as personal information leaks and information system breaches, enabling effective and timely responses when incidents occur.

Personal Information Protection

Daewoo E&C complies with the Personal Information Protection Act and other relevant laws and regulations by establishing and strengthening its personal information protection management system. In 2023, the company centralized the responsibilities under a single Chief Privacy Officer (CPO), further refined our personal information processing policy, and significantly reinforced inspections of personal information protection practices at major sales offices and branches. To ensure transparency, Daewoo E&C publicly discloses on its website the purposes of collecting personal information, the types of information collected, and the protective measures in place.

[Daewoo E&C Privacy Policy](#)

Personal Information Leak Response Process



Protection Indicators and Targets



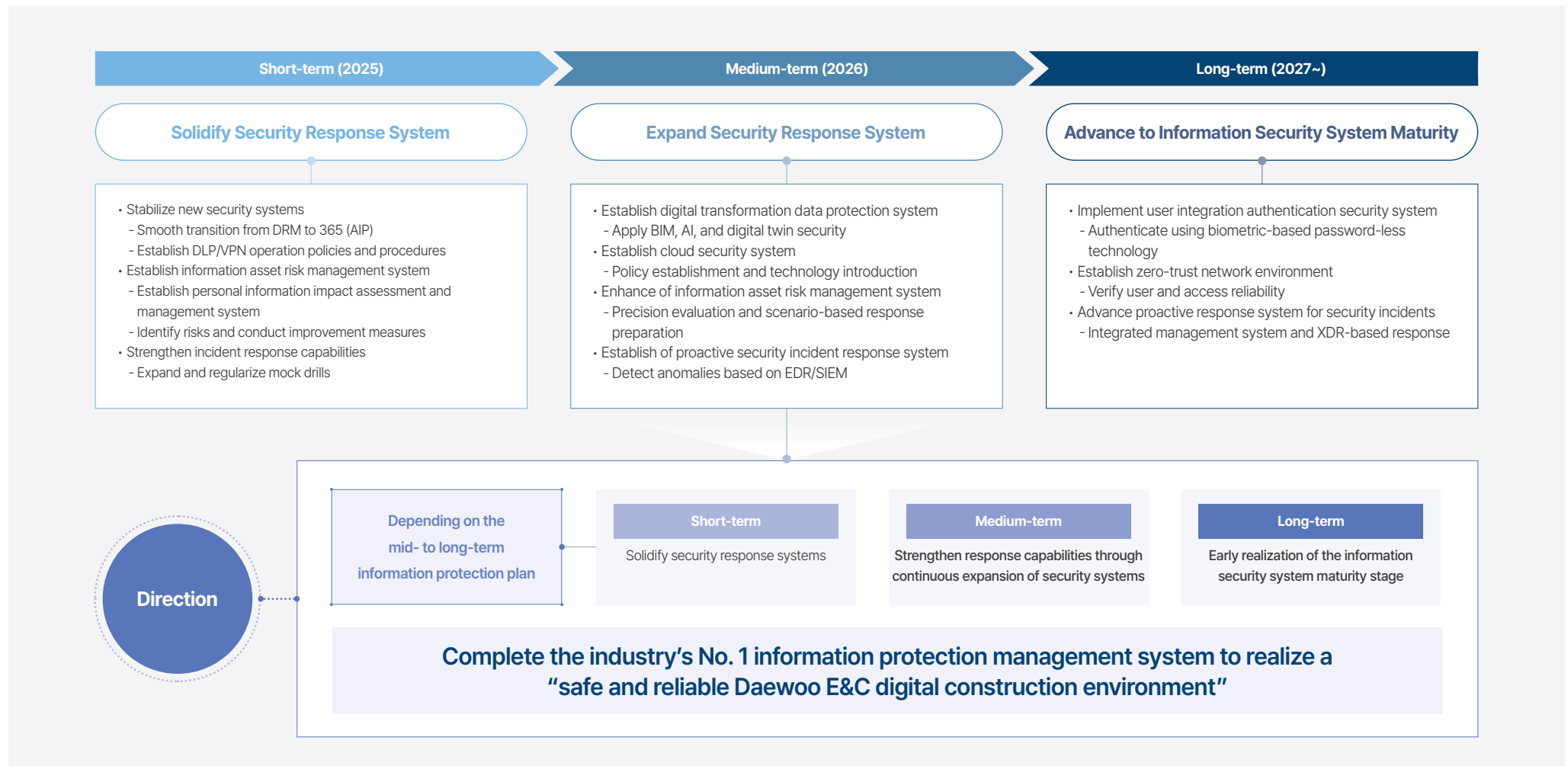
Daewoo E&C Privacy Policy

- Purpose of Personal Data Processing
- Items of Personal Data Processed
- Method of Collecting Personal Data
- Personal Data of Children Under 14
- Period of Retention and Use of Personal Data
- Personal Data Disposal Procedures and Methods
- Entrustment of Personal Data Processing
- Measures to Ensure the Security of Personal Data
- Rights and Obligations of Data Subjects and Legal Guardians
- Personal Information Protection Officer and Contact Information
- Remedies for Infringement of Rights
- Changes to the Privacy Policy

Information Security Management Roadmap

Daewoo E&C has developed a phased mid- to long-term roadmap for information security to proactively address cyber threats stemming from digital transformation and to enhance the protection of information assets. As part of its ESG management efforts, the roadmap serves as a strategic initiative to strengthen security risk management and ensure the reliability of information for both employees and stakeholders. The roadmap consists of three stages: consolidation (short-term), expansion (medium-term), and advancement (long-term). Through this roadmap, Daewoo E&C aims to establish an industry-leading information security system, while fostering a sustainable digital construction environment and embedding sustainable management practices into its operations.

Information Security Roadmap



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APPENDIX

Separate Performance

Economic Performance

Economic Value Creation (consolidated basis)

Economic performance data has been rounded off to the first decimal place.

Consolidated Income Statement	Unit	2022	2023	2024
Revenue	KRW 100 million	104,192	116,478	105,036
Cost of sales		91,655	104,360	95,760
Gross profit		12,536	12,117	9,275
Selling and administrative expenses		4,936	5,492	5,244
Operating profit		7,600	6,625	4,031
Share of gain (loss) of associates		41	(85)	1
Other income		3,427	6,595	8,405
Other expenses		3,908	5,544	8,286
Financial income		778	1,364	1,035
Financial costs		804	1,504	1,601
Profit before income tax expense		7,134	7,449	3,584
Income tax expense		2,054	2,234	1,156
Profit for the year		5,080	5,214	2,428

Consolidated Financial Position	Unit	2022	2023	2024
Current assets	KRW 100 million	80,281	80,210	95,887
Non-current assets		31,121	32,220	30,697
Total assets		111,403	112,431	126,584
Current liabilities		54,062	50,334	45,439
Non-current liabilities		20,095	21,477	37,803
Total liabilities		74,157	71,812	83,243
Share capital		20,781	20,781	20,781
Capital surplus		5,495	5,495	5,621
Other components of equity		(992)	(991)	(991)
Accumulated other comprehensive loss		(3,078)	(4,456)	(4,330)
Retained earnings		14,938	19,630	21,830
Non-controlling interests		101	160	429
Total equity		37,246	40,619	43,340

Environmental Performance

- The disclosure scope of Environmental Performance of Daewoo E&C covers all domestic workplaces, including headquarters, Institute of Construction Technology and construction sites (204 locations), asset management teams (7 other business and sales offices, including central, Yeongnam, and Midwest branches), and housing culture center.
- For any specific reporting ranges and boundaries that require attention, the company clearly indicates the details in separate notes for the reference of stakeholders.

Climate Change

Climate Change				Unit	2022	2023	2024		
							Domestic	Overseas ¹⁾	Total
Climate Change	Climate change indicators and target management - GHG emissions	Scope 1 & 2 emissions ¹	Greenhouse gas emission target (internal)	tCO ₂ eq	76,244	68,246	63,978	-	63,978
			Direct GHG emissions (Scope 1)	tCO ₂ eq	6,266	3,928	3,780	101,549	105,329
			Indirect GHG emissions (Scope 2)	tCO ₂ eq	52,968	54,151	57,287	2,123	59,410
			Total GHG emissions (Scope 1 + Scope 2)	tCO ₂ eq	59,231	58,077	61,064	103,672	164,736
			Intensity emissions ²⁾	tCO ₂ eq/ KRW 100 million	0.80	0.68	0.77	6.91	1.75
			Performance compared to GHG emissions targets	%	77.7	85.1	95.4	-	-
		Scope 3 emissions ¹⁾	Total	tCO ₂ eq	4,503,832	4,677,033	4,085,791	1,421,215	5,507,006
			Category 1 (Purchased Goods and Services)	tCO ₂ eq	1,588,274	1,732,759	1,210,320	1,417,962	2,628,282
			Category 3 (Fuel- and Energy-Related Activities)	tCO ₂ eq	3,185	187	8,730	2,183	10,913
			Category 4 (Upstream Transportation and Distribution)	tCO ₂ eq	30,313	31,730	98,636	-	98,636
			Category 5 (Waste Generated in Operation)	tCO ₂ eq	10,074	17,220	16,273	1,068	17,341
			Category 6 (Business travel)	tCO ₂ eq	306	661	655	2	657
			Category 7 (Employee commuting)	tCO ₂ eq	15	16	7,108	0	7,108
			Category 11 (Use of sold products)	tCO ₂ eq	2,808,838	2,830,442	2,670,215	-	2,670,215
			Category 12 (End-of-Life Treatment of Sold Products)	tCO ₂ eq	62,827	64,018	72,854	-	72,854

1) Greenhouse gas Scope 1, 2 emissions from overseas business sites are collected starting from 2024, so there is no data for 2022 and 2023. Greenhouse gas Scope 3 emissions data from overseas business sites have not been verified by a third party.

2) Intensity emissions were calculated based on the domestic revenue of Daewoo E&C, a separate corporation.

Climate Change				Unit	2022	2023	2024
Energy consumption	Total energy consumption	Energy consumption goal (internal)		TJ	1,520	1,361	1,276
		Total		TJ	1,210	1,200	1,259
				TOE	28,894	28,656	30,071
		Energy intensity (Energy use per unit of revenue)		TJ/KRW 100 million	0.016	0.014	0.016
	Direct energy consumption (Scope 1)	Total		TJ	106	63	60
		Energy intensity (Energy use per unit of revenue) ¹⁾		TJ/KRW 100 million	0.0014	0.0007	0.0008
		By type	Gasoline	TJ	7.2	7.9	10.1
			Diesel	TJ	29.6	29.2	27.2
			LPG for vehicles	TJ	0.0	0.0	0.3
			City Gas (LNG)	TJ	58.2	24.3	20.5
			LPG (Propane and Butane)	TJ	1.0	1.1	0.6
			Kerosene	TJ	10.2	0.7	1.6
	Indirect energy consumption (Scope 2)	Total		TJ	1,105	1,138	1,202
		Energy intensity (Energy use per unit of revenue) ¹⁾		TJ/KRW 100 million	0.0148	0.0134	0.0152
		By type	Electricity	TJ	1,035.4	1,088.3	1,156.4
			Heat and steam	TJ	70.0	50.4	45.4
	Carbon intensity	Total energy		tCO ₂ eq/TJ	49.0	48.4	50.2
		Direct energy		tCO ₂ eq/TJ	58.9	62.3	63.0
		Indirect energy		tCO ₂ eq/TJ	47.9	47.6	47.7
	Use of renewable energy	Total renewable energy consumption		KWh	817,788	441,449	2,098,569
				TOE ²⁾	187.27	101.09	480.58
		Total power consumption		MWh	107,862.90	113,365.10	120,460.58
				TOE ²⁾	24,700.60	25,960.61	27,585.48
		Percentage of renewable energy use to total power consumption		%	0.76	0.39	1.75

1) Energy intensity was calculated based on the domestic revenue of Daewoo E&C, which operates as a separate legal entity.

2) The renewable energy consumption in 2022 and 2023 is based on the renewable energy generation of the headquarters building. In 2024, it includes renewable energy generation not only of the headquarters building but also of domestic and overseas business sites.

3) Calculated based on 1MWh = 0.229 TOE, 1KWh = 0.000229 TOE, and data for 2021 and 2022 have been recalculated.

Environmental Management

Environmental Management					Unit	2022	2023	2024
Environmental risk management	Violation of environmental laws ¹⁾	Total amount of fines			KRW	0	0	0
		Number of lawsuits filed			Cases	0	0	0
		Non-monetary sanctions			Cases	0	0	0
Environmental performance indicators and targets	Environmental investment and expense	Environmental investment ²⁾		Plan	KRW in millions	1,378	678	957
				Performance	KRW in millions	787	577	761
				Investment execution rate	%	57.1	85.1	80.0
		Environmental expense		Plan	KRW in millions	40,300	44,432	68,408
				Performance	KRW in millions	32,709	39,764	39,480
				Expense execution rate	%	81.2	89.5	58.0
Environmental activities and performances	Water resource	Water resource management	Water intake ²⁾	Total amount of water intake by water source	Mega Liters	1,018.42	1,529.34	1,281.80
				Surface water	Mega Liters	3.82	83.48	0
				Underground water	Mega Liters	1.15	36.72	15.49
				Sea water	Mega Liters	0	0	0
				Water intake supplied by a third party	Mega Liters	1,013.45	1,409.15	1,266.31
		Classification of total water intake		Fresh water ²⁾	Mega Liters	1,018.42	1,529.34	1,281.80
				Classification outside of fresh water	Mega Liters	0	0	0
				Water intake in the water stress area ³⁾	Mega Liters	4.41	172.45	298.98
		Water consumption ²⁾		Water Consumption	Ton	1,018,419	1,529,344	1,281,799
		Water discharge		Percentage of partners managing wastewater	%	100	100	100
	Air pollution	Air pollutant emission management and performance	Air pollutant emissions	NOx	kg	0	0	0
				SOx	kg	0	0	0
				VOC (volatile organic compounds)	kg	0	0	0
				HAP (hazardous air pollutants)	kg	0	0	0
				PM (particulate matter)	kg	0	0	0
				Other air pollutant	kg	0	0	0
	Ozone destroying substances	Ozone destroying substances	Ozone destroying substances management status	Ozone destroying substances production volume	tCFC-11eq	0	0	0
				Ozone destroying substances import volume	tCFC-11eq	0	0	0
				Ozone destroying substances export volume	tCFC-11eq	0	0	0
	Raw material and subsidiary material use ²⁾	Steel bar			Ton	275,244	315,840	256,728
		Ready-mixed concrete			m³	3,899,616	4,528,647	3,550,533
		Recycled aggregate (renewable raw material)			m³	25,931	3,256	2,575

1) This refers to cases where Daewoo E&C was prosecuted for violations of environmental laws and received a penalty of a fine or higher. Fines imposed on individual business sites are considered separate cases and are therefore not included.

2) The data calculation scope is based on Daewoo E&C's separate entity. 3) The data calculation scope is overseas business sites.

Environmental Management					Unit	2022	2023	2024
Environmental activities and performances	Waste	Waste management performance	Total wastes	Total	Ton	633,300	995,924	842,846
				Waste intensity ¹⁾ (compared to revenue)	Ton/KRW 100 million	8.50	11.73	10.67
				Recycled	Ton	633,139	995,306	841,358
				Incinerated	Ton	136	591	1,415
				Landfill	Ton	25	27	73
			Self-processing	Recycled	Ton	0	0	0
				Incinerated	Ton	0	0	0
				Landfill	Ton	0	0	0
			Consignment	Recycled	Ton	633,139	995,306	841,358
				Incinerated	Ton	136	591	1,415
				Landfill	Ton	25	27	73
		Construction waste		Recycled	Ton	628,505	991,216	831,326
				Incinerated	Ton	30	585	880
				Landfill	Ton	22	12	40
		Business waste	General wastes	Recycled	Ton	4,611	4,090	10,032
				Incinerated	Ton	0	7	535
				Landfill	Ton	2	15	0
			Designated (harmful) wastes	Recycled	Ton	23	0.1	0
				Incinerated	Ton	105	0	0
				Landfill	Ton	1	0	33

1) Waste intensity was calculated based on the domestic revenue of Daewoo E&C, which operates as a separate legal entity.

Biodiversity

Biodiversity			Unit	2022	2023	2024
Strategy	Biodiversity risk response and improvement activities	Number of bioprotective species in the area affected by the organization (based on IUCN Red List)	Species	3	3	2
		- Critically endangered species	Species	0	0	0
		- Endangered species	Species	0	0	0
		- Vulnerable species	Species	0	0	0
		- Near-threatened species	Species	1	2	1
		- Least-concern species	Species	2	1	1
		Number of bioprotective species in the area affected by the organization (based on domestic)	Species	19	18	8
		- Endangered Class I	Species	2	3	1
		- Endangered Class II	Species	10	8	4
		- Marine conservation organisms	Species	1	2	2
		- Natural monument	Species	5	5	1
		- Rare and Specialized plants	Species	1	0	0

Strengthening Eco-friendly Corporate Activities and Disclosure

Eco-friendly Corporate Activities and Enhanced Disclosure			Unit	2022	2023	2024
Eco-friendly disclosure ¹⁾	Eco-friendly revenue	Eco-friendly revenue	KRW in millions	1,045,603	1,028,442	1,303,743
		Percentage of eco-friendly revenue to total revenue ²⁾	%	11.2	9.8	13.9
	Eco-friendly purchase	Eco-friendly purchase ³⁾	KRW in millions	317,663	395,065	262,460
		Total purchase amount	KRW in millions	2,183,622	2,217,095	1,388,638
		Percentage ¹⁾ of eco-friendly purchase compared to total purchases	%	14.5	17.8	18.9
		Percentage of eco-friendly purchases compared to revenue ²⁾	%	3.4	3.8	2.8

1) The data calculation scope is based on Daewoo E&C's separate entity.

2) Calculations are based on the domestic revenue of Daewoo E&C, which operates as a separate legal entity.

3) Data for 2022 does not include purchases of low-carbon certified products.

Social Performance

- If data has not been calculated, the corresponding item is marked with “-”
- The scope of disclosure of Daewoo E&C’s social performance is domestic business sites.
- For any specific reporting ranges and boundaries that require attention, we clearly indicate the details in separate notes for the reference of stakeholders.

Occupational Safety and Health Management

Occupational Safety and Health Management		Unit	2022	2023	2024
Safety education ¹⁾	Safety and health education course	Courses	16	19	16
	Personnel who have completed Safety and Health Education	Persons	8,137	9,154	11,771
Safety checks, screening and support	Executive inspection (including CEO inspection) ²⁾	Cases	1,624	1,739	1,326
	Company-wide audit on on-site safety and health system (domestic)	Cases	119	113	108
	Company-wide audit on on-site safety and health system (overseas)	Cases	4	12	12
	Monitoring the safety and health system of the business division ²⁾	Times	9	-	6
	Monitoring the safety and health system of the support division ²⁾	Cases	-	2	3
	Regular inspection of on-site safety and health	Times	-	-	189
	Starter support for new sites	Times	-	74	53
	Type-specific helper support	Times	-	212	1,113
	Support by disaster prevention level	Times	-	523	386
	Inspection of the implementation of the safety and health management system by the management officer ³⁾	Cases	-	343	295
	Support for inspection of construction machinery	Cases	1,970	1,780	3,104
	Number of near misses found ⁴⁾	Cases	4,785	2,609	2,577
	Number of activations of the work suspension system ⁵⁾	Cases	3,146	2,122	130,993

1) It is data combined with Daewoo E&C’s separate and partner companies, and in the case of personnel, it was prepared by referring to the report data of the board of directors

2) Separate basis of Daewoo E&C

3) Consolidated basis of Daewoo E&C

4) Sum of domestic and overseas sites

5) Based on the number of registered cases of work stoppage using SMARTy’s. The number of times the work stoppage right was exercised increased due to the expansion of the scope of the work stoppage right in 2024.

Occupational Safety and Health Management			Unit	2022	2023	2024
Safety and health accidents (domestic)	Number of workers subject to the occupational safety and health management system ¹⁾		Persons	33,407	38,547	31,537
	Percentage of workers subject to the occupational safety and health management system		%	100	100	100
	Number of fatalities ⁷⁾		Persons	3	2	4.028
	Fatality rate per 10,000 Workers		‰	0.90	0.52	1.15(E)
	Occupational disease (employees)		Cases	0	0	0
	Occupational disease (suppliers)		Cases	45	56	87
	TRIR ²⁾		%	0.82	0.88	1.17
	Accident rate (employee)	Number of industrial accidents	Cases	0	1	0
		Number of industrial accident victims	Persons	0	1	0
		Industrial accident rate (converted accident rate) ³⁾	%	0	0.01	0
		Total Recordable Incident Rate (TRIR) ²⁾	%	0	0	0
	Accident rate (suppliers)	Number of industrial accidents	Cases	398	492	537
		Number of industrial accident victims	Persons	398	492	537
		Industrial accident rate (converted accident rate) ³⁾	%	0.80	1.22	0.96(E)
		Total Recordable Incident Rate (TRIR) ²⁾	%	0.82	0.88	1.17
Safety and health accidents (overseas) ⁴⁾	Number of workers subject to the occupational safety and health management system ¹⁾		Persons	15,053	18,739	20,383
	Percentage of workers subject to the occupational safety and health management system		%	100	100	100
	Number of fatalities		Persons	0	2	1
	Fatality rate per 10,000 Workers		‰	0	1.07	0.49(E)
	Accident rate (employee)	Number of industrial accidents	Cases	0	0	0
		Number of industrial accident victims	Persons	0	0	0
		Total Recordable Incident Rate (TRIR) ⁵⁾	%	0	0	0
	Accident rate (suppliers)	Number of industrial accidents	Cases	13	6	2
		Number of industrial accident victims	Persons	13	6	2
		Lost Time Injury Rate (LTIR) ⁶⁾	%	0.01	0.01	0.01(E)
		Total Recordable Incident Rate (TRIR) ⁵⁾	%	0.06	0.02	0.01(E)

1) Regular workers = (domestic revenue performance * 0.27) / (average wage of construction workers * 12). Information for 2022 and 2023 was re-described based on this standard.

2) TRIR = (Number of industrial accidents/Number of regular workers (monthly)*243 hours (monthly)*12 months)*200,000. Work on Saturdays was assumed to be paid.

3) The rate of accidents per 100 workers

4) Targeting overseas business sites

5) TRIR = Number of industrial accidents/Manhours*200,000, Number of industrial accidents = FAT+LWC+RWC+MTC

6) LTIR = Number of industrial accidents/Manhours*200,000, Number of industrial accidents = FAT+LWC

7) Results confirmed according to the standards and methods for calculating the industrial accident occurrence rate of construction companies in the Enforcement Regulations of the Industrial Safety and Health Act [Appendix 1]

Human Resources Management

Human Resources Management ¹⁾				Unit	2022	2023	2024
Composition of employees	Number of employees	Total		Persons	5,842	5,921	5,503
		Male		Persons	5,088	5,188	4,823
				%	87.09	87.62	87.64
		Female		Persons	754	733	680
					12.91	12.38	12.36
	By contract type	Executive	Male	Persons	96	94	84
			Female	Persons	1	0	0
		Employees without fixed term contracts ²⁾	Male	Persons	3,316	3,282	3,220
			Female	Persons	359	351	355
		Employees with fixed term contracts ³⁾	Male	Persons	1,676	1,812	1,519
			Female	Persons	394	382	325
		Number of workers who are not employees but are under the management of the organization ⁴⁾		Persons	16,094	19,247	16,949
	By age	Under 30		%	11.66	9.88	8.87
		Aged 30~50		%	64.64	63.22	63.86
		Over 50		%	23.71	26.9	27.28
	By position ⁵⁾	Executives (above the rank of Senior Vice President)	Male	Persons	96	94	84
			Female	Persons	1	0	0
		General manager	Male	Persons	870	933	949
			Female	Persons	17	18	18
		Deputy general manager	Male	Persons	834	888	906
			Female	Persons	37	48	50
		Manager	Male	Persons	974	887	786
			Female	Persons	83	80	97
		Assistant manager	Male	Persons	317	261	286
			Female	Persons	117	126	120
		Staff	Male	Persons	321	313	293
			Female	Persons	105	79	70

1) Separate basis of Daewoo E&C construction-related

2) Calculating the number of employees excluding executives.

3) Composed of construction engineer (41.8%), HSE (19.0%), quality (13.0%), site management (9.1%), project control management (5.3%), marketing (2.2%), design (2.2%), construction machinery management (2.1%), and other positions (5.3%)

4) Based on non-affiliated workers in the annual report.

5) Based on executives and full-time employees.

Human Resources Management ¹⁾			Unit	2022	2023	2024
New hires	Number of new hires ²⁾	Total	Persons	266	104	102
		Male	Persons	213	98	88
			%	80.08	94.23	86.27
		Female	Persons	53	6	14
			%	19.92	5.77	13.73
	Composition of new hires by age group	Under 30	Persons	175	64	86
		Aged 30~50	Persons	90	37	15
		Over 50	Persons	1	3	1
Turnover	Turnover of employees	Total	Persons	92	34	21
		Male	Persons	82	30	19
		Female	Persons	10	4	2
	Turnover rate	Voluntary turnover ³⁾	%	2.50	0.94	0.59
		Male	%	2.23	0.83	0.53
		Female	%	0.27	0.11	0.06
	Turnover of employees	Under 30	Persons	13	8	6
		Aged 30~50	Persons	78	25	14
		Over 50	Persons	1	1	1
	Turnover rate	Under 30	%	0.35	0.22	0.17
		Aged 30~50	%	2.12	0.69	0.39
		Over 50	%	0.03	0.03	0.03

1) Separate basis of Daewoo E&C 2) The number of new hires includes new employees, experienced workers, and status change. 3) The voluntary turnover rate is limited to the reason for retirement being "transfer" and does not include turnover due to retirement or dismissal.

Human Resources Management ¹⁾				Unit	2022	2023	2024
Talent cultivation (led by HR department)	Training	No. of participants ²⁾	Total	Persons	55,557	67,892	49,218
			Male	Persons	8,763	12,424	6,780
			Female	Persons	1,240	1,600	894
		Training hours ³⁾	Total training hours	Hours	212,496	252,948	310,250
			Training hours/person	Hours	37	43	56
			Male	Hours	115,498	98,899	98,352
			Female	Hours	19,458	12,728	12,332
		Training cost	Total training cost	KRW	2,539,048,631	3,013,598,779	2,637,980,798
			Training cost/person	KRW	437,089	508,745	475,398
	Human rights training	Completion of trainings on sexual harassment prevention and human rights	Total training hours	Hours	5,701	5,863	5,549
			Rate of completion	%	100	100	100
Performance assessment ³⁾ and compensation		Percentage of employees who received regular performance assessments (Female)		%	100	100	100
		Percentage of employees who received regular performance assessments (Male)		%	100	100	100
		Percentage of employees who received regular performance assessments (Associate)		%	100	100	100
		Percentage of employees who received regular performance assessments (Senior)		%	100	100	100
		Percentage of employees who received regular performance assessments (Manager)		%	100	100	100

1) Separate basis of Daewoo E&C

2) The total number of participants and total training hours include headquarters education and outside education in addition to training organized by the Human resource development team, but the classification of personnel and training hours by gender includes only training organized by the Human resource development team.

3) In the case of employee performance assessment, it is based on full-time employees.

Human Resources Management ¹⁾			Unit	2022	2023	2024
Parental leave	Status of maternity leave	Total	Persons	170	153	143
		Male	Persons	145	131	118
		Female	Persons	25	22	25
		Rate of reinstatement of maternity leave	%	99.41	98.69	96.5
	Employees subject to parental leave (a)		Persons	1,490	1,382	1,218
	Employees on parental leave (b)	Total	Persons	69	60	52
		Male	Persons	48	28	28
		Female	Persons	21	32	24
	Employees returned from parental leave (c)	Total	Persons	52	50	53
		Male	Persons	36	23	27
		Female	Persons	16	27	26
	Employees working 12 months after return from parental leave (d)	Total	Persons	49	45	48
		Male	Persons	35	22	24
		Female	Persons	14	23	24
	Percentage of return from parental leave (c/b)	Total	%	75.36	83.33	101.92
		Male	%	75.00	82.14	96.43
		Female	%	76.19	84.38	108.33
	Percentage of employees working 12 months after return from parental leave (d/b)	Total	%	71.01	75.00	92.31
		Male	%	72.92	78.57	85.71
		Female	%	66.67	71.88	100
Organizational culture	Labor union	Number of employees subject to registration	Persons	4,620	4,457	4,172
		Number of subscribers	Persons	2,658	2,999	3,047
		Subscription rate	%	58	67	73
		Percentage of collective agreement application	%	78.5	79.8	76.9
		Minimum period for notification of changes in management	Days	60	60	60
	Labor-management council	Number of council meetings	Times	4	4	4
		Number of agenda items	Cases	32	22	29

1) Separate basis of Daewoo E&C

Human Rights Management and Employee Diversity

Human Rights Management and Employee Diversity ¹⁾			Unit	2022	2023	2024
Gender diversity	Total number of female employees	Number of persons	Persons	754	733	680
		Ratio	%	12.91	12.38	12.36
	Female workforce by position	Female managers (above the rank of manager)	Number of persons	137	146	165
			Ratio	4.87	5.12	4.51
		Female executives	Number of persons	1	0	0
			Ratio	1.01	0	0
Minority group	Elderly people (over 55 years old)	Number of persons	Persons	576	748	750
	Foreigner	Number of persons	Persons	18	23	19
	Disabled person	Number of persons	Persons	50	69	92
	Person with at least a high school diploma	Number of persons	Persons	322	394	308
	Veteran of the country	Number of persons	Persons	45	46	40
Salary ²⁾	Total annual salary	Total	KRW in millions	548,081	598,740	592,236
		Male	KRW in millions	503,297	551,206	542,419
		Female	KRW in millions	44,784	47,534	49,817
	Average salary amount	Total	KRW in millions	94	100	101
		Male	KRW in millions	99	105	105
		Female	KRW in millions	59	63	71
	Median annual salary ⁵⁾⁶⁾	Total	KRW in millions	-	-	103
	Ratio of basic remuneration and compensation for women to men ³⁾		%	100	100	100
	Average remuneration for executive directors		KRW in millions	681	506	581
	Average remuneration increase ratio for executive directors		%	1.1	-25.7 ⁴⁾	14.82
	Average remuneration for employees		KRW in millions	94	100	101
	Average remuneration increase ratio for employees		%	11.9	6.4	1

1) Separate basis of Daewoo E&C

2) It is specified based on the published contents of the annual report related to the salary of executives and employees.

3) Wages are set based on position, regardless of workplace or gender, and there is no wage gap between men and women, except for differences based on job duties.

4) As new executive directors were appointed, the average compensation of executive directors in 2023 decreased.

5) It refers to the median total annual compensation for all employees excluding the highest paid.

6) The data has been included in the disclosure items since 2024.

Customer Satisfaction and Quality Management

Customer Satisfaction and Quality Management			Unit	2022	2023	2024
Company-wide quality monitoring	Defect prevention inspection	Quality issue support	Times	-	30	46
		Construction quality inspection	Times	46	55	47
	Penalty prevention	Quality patrol	Times	59	68	77
		Penalty occurrences	Cases	0	0	0
	Suppliers' quality management	Factory inspection of major materials	Times	27	23	29
Protection of customer personal information ²⁾	Number of reports received externally related to customer privacy violations		Cases	0	0	0
	Number of reports filed by regulators related to customer privacy violations		Cases	0	0	0
	Number of data leaks, thefts and losses		Cases	0	0	0
Consultation on customer complaints	Monthly average number of consultations at PRUGIO customer center		Cases	16,507	17,074	15,753
	Response rate at PRUGIO customer center		%	86	73	89
	Instant response rate at PRUGIO customer center		%	81	68	83
	Average number of consultations per month at PRUGIO customer center chat consultations ¹⁾		Cases	1,352	1,827	1,431
	Average number of VOC calls per month		Cases	506	865	985
	VOC processing rate		%	94	87	81
	Average date of processing the Happy Call ³⁾		Days	8	-	-
	Customer satisfaction (NCSI) survey results		Ranking	5	5	3

1) The assessment of equipment suppliers in 2024 was conducted only on new companies, so no re-evaluation was conducted.

2) Separate basis of Daewoo E&C

3) The Happy Call system was abolished in 2023, so there is no related data.

Social Contribution Activities and Contribution to Local Communities

Social Contribution			Unit	2022	2023	2024
Social contribution indicators	Number of participants per year ¹⁾		Persons	3,432	4,864	5,014
	Total amount of expenditure (A+B)		KRW in millions	1,644	2,471	2,205
	Operating expenses (A) ²⁾		KRW in millions	61	102	26
	Donations (culture and arts, etc.) (B) ³⁾		KRW in millions	1,583	2,369	2,179
	Average participation time per person ²⁾		Hours	5.90	3.68	2.87
Relay volunteer service activities ²⁾	Number of trials		Times	6	13	7
	Number of participants		Persons	486	310	215

1) It includes employees who participate in the "Practice Love by Collecting Coins" Campaign.

2) Separate basis of Daewoo E&C

3) Consolidated basis of Daewoo E&C

Supply Chain Management

Supply Chain Management ¹⁾				Unit	2022	2023	2024
Suppliers	Number of outsourcing and material-related suppliers ²⁾			Cases	1,817	1,904	1,809
	Total amount of outsourcing contract ³⁾			KRW 100 million	48,027	41,862	37,929
Major suppliers	Number of major suppliers ⁴⁾			Cases	127	136	124
	Total amount of outsourcing contracts with major suppliers			KRW 100 million	13,594	12,720	9,267
	Ratio of the total amount of contracts with major suppliers to the total amount of outsourced contracts			%	28	30	24
Outsourcing suppliers who conducted environmental and safety assessments	Number of new suppliers who have received environmental assessments			Cases	16	41	39
	Percentage of new suppliers who have received environmental assessments			%	57.1	40.2	38.6
	Number of new suppliers who have received safety assessments			Cases	28	102	101
	Percentage of new suppliers who have received safety assessments			%	100	100	100
Violation of fair trade	Number of violations			Cases	1 ⁵⁾	0	0
	Amount of a fine imposed			KRW in millions	0	0	0
Co-prosperity	Supplier communication channel	Number of complaints received from suppliers		Cases	10	10	7
		Number of complaints handled		Cases	10	10	7
		Ratio of complaints handled		%	100	100	100
Financial support to suppliers	Operational status of win-win growth fund	Amount of fund raised	Total	KRW 100 million	96	140	140
			Deposits (supported by Daewoo E&C)	KRW 100 million	80	80	80
			Support by financial institutions	KRW 100 million	16	60	60
		Amount executed (loans)		KRW 100 million	10	97	139

1) Separate basis of Daewoo E&C

2) Based on domestic companies at the end of each year

3) Outsourcing amount excluding purchase amount. The total purchase amount in 2024 was KRW 1388.6 billion.

4) Outsourcing suppliers who received a major rating in the comprehensive evaluation results for the current year

5) Sanctions listed in the business report (1 case of unfair subcontracting practices decided by the Fair Trade Commission in 2022)

Governance Performance

- Daewoo E&C's governance performance and disclosure scope are prepared based on the Business Report and Corporate Governance Report.
- For any specific reporting ranges and boundaries that require attention, we clearly note the details in separate footnotes for the reference of stakeholders.
- If data has not been calculated, the corresponding item is marked with “-”

Board of Directors

Board of Directors				Unit	2022	2023	2024
BOD composition and operation	Governance structure and committees	Board of Directors	Number of the BOD members	Persons	6	8	7
			Number of independent directors in the BOD	Persons	5	6	6
		BOD operation	Number of cases in which independent directors expressed objection or amendment	Cases	0	0	0
			Number of the BOD meetings	Times	15	12	12
			Number of agenda items deliberated	Cases	58	43	55
	Diversity in the BOD	Number of female directors in the BOD		Persons	1	2	2
		Number of male directors in the BOD		Persons	5	6	5
		Number of the BOD members by age (30~50)		Persons	0	1	1
		Number of the BOD members by age (over 50)		Persons	6	7	6
	Nominating Committee	Number of the Nominating Committee members		Persons	5	7	7
		Number of independent directors in the Nominating Committee		Persons	4	6	6
		Attendance rate of independent directors in the Nominating Committee		%	95.2	100	100
	Audit organization	Number of the Audit Committee members		Persons	3	4	4
		Number of independent directors in the Audit Committee		Persons	3	4	4
		Number of Audit Committee meetings		Times	6	8	8
		Attendance rate of independent directors in the Audit Committee		%	95	100	97
		Audit service expense paid to independent auditors		KRW in million	1,880	1,910	1,620
		Non-audit fees paid to external auditors		KRW in million	244	612	782
		Number of the Audit Committee members who meet the statutory accounting or financial expert requirements		Persons	1	2	2
	Number of meetings held	Audit Committee		Times	6	8	8
		Nominating Committee		Times	5	2	1
		Compensation Committee		Times	- ¹⁾	1	2

1) The Compensation Committee was established in 2023.

BOD Compensation

Board of Directors			Unit	2022	2023	2024
BOD compensation	Number of members	Registered director (excluding independent directors and Audit Committee members)	Persons	4	2	2
		Independent director (excluding Audit Committee members)	Persons	4	2	2
		Audit Committee members	Persons	6	4	2
	Total compensation	Registered director (excluding independent directors and Audit Committee members)	KRW in millions	2,044	1,011	1,162
		Independent director (excluding Audit Committee members)	KRW in millions	70	120	120
		Audit Committee members	KRW in millions	204	237	252
	Average compensation per person	Registered director (excluding independent directors and Audit Committee members)	KRW in millions	511	506	581
		Independent director (excluding Audit Committee members)	KRW in millions	18	60	60
		Audit Committee members	KRW in millions	34	59	63

Shareholder-friendly Management

Shareholder Rights			Unit	2022	2023	2024
General disclosure	Number of corporate briefing sessions		Times	197	160	121
Shareholder structure	JungHeung Engineering & Construction Co., Ltd.	Ratio	%	40.6	40.6	40.6
		Number of shares	Stock	168,744,967	168,744,967	168,744,967
	JungHeung Construction Co., Ltd.	Ratio	%	10.15	10.15	10.15
		Number of shares	Stock	42,186,242	42,186,242	42,186,242
	KDB Investment Co., Ltd.	Ratio	%	0.00	0.00	0.00
		Number of shares	Stock	0	0	0
	National Pension Service	Ratio	%	5.64	6.06	5.64
		Number of shares	Stock	23,421,563	25,168,272	23,427,304
	Employee stock ownership association	Ratio	%	0.21	0.20	0.18
		Number of shares	Stock	873,536	811,752	738,482
Credit rating	Korea Ratings	Ratio	%	43.40	42.99	43.43
		Number of shares	Stock	180,396,330	178,711,405	180,525,643
	NICE Investors Service	Commercial paper	Rating	A2	A2	A2
		Corporate bond	Rating	A	A	A

Ethics and Compliance

Anti-corruption and Integrity				Unit	2022	2023	2024
Ethical policy	Anti-corruption and bribery policy	Anti-corruption policy communication	Number of BOD members with shared anti-corruption policies	Persons	6	8	8
			Percentage of BOD members with shared anti-corruption policies	%	100	100	100
			Number of employees with shared anti-corruption policies	Persons	5,842	5,923	5,503
			Percentage of employees informed of anti-corruption policies	%	100	100	100
Ethical management operation system	Report channel operation		Number of reports received on the reporting channel	Cases	80	93	57
			Number of cases handled among reports received	Cases	80	93	57
			Percentage of cases handled among reports received	%	100	100	100
Establishment of an ethical culture	Anti-corruption (ethical management) training		Number of employees who received anti-corruption training	Persons	5,691	5,800	5,228
			Percentage of employees who received anti-corruption training	%	100	100	100
	Compliance training (online)		Completion rate of offline compliance training	%	100	100	100
	Compliance training (offline) ¹⁾		Number of trainees	Persons	484	482	607
	Voluntary compliance activities		Talk (once a month)	%	100	100	100
			Message (once a quarter)	%	100	100	100
				%	100	100	96
Ethical management assessment and action	Corruption risk assessment		Number of workplaces that conducted corruption risk assessment	No. of places	322	302	273
			Percentage of workplaces that conducted corruption risk assessment	%	100	100	100
	Ethics violations and actions	Occurrence of corruption cases	Number of violations of code of conduct and ethical policies	Cases	5	6	2
			Number of corruption cases	Cases	9	14	7
			Number of disciplinary actions for corruption	Cases	9	14	7
			Number of discrimination incidents and corrective actions taken	Cases	0	0	0
			Number of contracts terminated or not renewed due to corruption-related violations	Cases	0	0	0
	Violation of laws ²⁾		Number of legal violations	Cases	1 ³⁾	0	0
			- Number of violations of laws (imposition of fines)	Cases	0	0	0
			- Number of violations of laws (non-financial sanctions)	Cases	1 ³⁾	0	0
			Fines for violating laws and regulations	KRW in million	0	0	0
	Violation of the Fair Trade Act		Number of violations of the Fair Trade Act	Cases	0	0	0
			Number of cases of anti-competitive acts (collusion, etc.)	Cases	0	0	0
			Corrective measures and surcharges	Cases	0	0	0
			Surcharges for violations of the Fair Trade Act	KRW in million	0	0	0

1) Based on consolidated (including subsidiaries)

2) The non-issuance of written documents was calculated as 0 cases because there was no penalty, and corrective orders were excluded.

3) This is a bidding restriction measure due to violation of the Public Institution Management Act and is included in cases of violation of the law.

Consolidated Performance

Daewoo E&C intends to strengthen its consolidated disclosure system in respond to the growing importance of non-financial information disclosure and stakeholders’ increasing demand for information. The criteria for selecting major subsidiaries are as follows: 1. Listed as major subsidiaries in the business report (asset of KRW 75 billion or more); 2. Having 50 or more employees; 3. Expected to operate for more than 5 years; 4. Generating significant revenue. Based on the business report at the end of 2024, the subsidiaries selected are three domestic (Daewoo Songdo Hotel, Daewoo ST, KOINFRA) and three overseas (DECN in Nigeria, THT in Vietnam, DECV in Vietnam). Major subsidiaries account for 80% of the total assets of subsidiaries and 96% of revenue. In this sustainability report, information is disclosed mainly on three domestic subsidiaries, and some data such as greenhouse gases and information also include overseas subsidiaries.

Major Subsidiary

Daewoo Songdo Hotel_ Sheraton Grand Incheon Hotel

Daewoo Songdo Hotel is wholly owned by Daewoo E&C and operates a 5-star hotel under Marriott International located in the heart of Songdo International Business District, Incheon. It is adjacent to Songdo Convensia, Jack Nicklaus Golf Course, and Central Park, so it has a global business infrastructure that blends in with nature. It also boasts excellent accessibility, with just a 20-minute drive from Incheon International Airport and 50 minutes from downtown Seoul. It has a total of 321 guest rooms, 4 restaurants and bakeries, 9 banquet halls, a fitness center, a swimming pool, a sauna, a spa, a hair salon, and a club lounge, providing premium complex hotel services where you can enjoy business, culture, and leisure.

Achievements of the Sustainable Management Council

- The first domestic special-class hotel to obtain LEED NC (New Construction) as an eco-friendly building
- Compliance with Marriott International's ESG policy

Daewoo ST

Daewoo ST was established in January 2005 through a spin-off from Daewoo E&C and was reorganized as an integrated corporation through a merger with (the former) PRUGIO Service in August 2020. Daewoo ST is engaged in various real estate-related businesses such as housing construction, steel, precast concrete (PC), asset management (AM), A/S, and mobility. It is the first private company to obtain the “Excellence in Emotional Labor Care” certification and is continuously improving the soundness of the organization and corporate culture. Daewoo ST will focus on developing high value-added products based on its outstanding technology and R&D capabilities, thereby leaping forward as the leading comprehensive real estate service company in Korea that pursues sustainable growth.

KOINFRA

KOINFRA is a specialized company in integrated management of SOC (social overhead capital) and Daewoo E&C is the largest shareholder (58.57% stake). Starting with the integrated operation of Geoga Grand Bridge, which has five world-record technologies, KOINFRA is leading the market for integrated operation of SOC facilities by inheriting the accumulated experience and technology of Daewoo E&C. With extensive operational expertise and a team of highly skilled professionals, KOINFRA is striving to become a leading SOC operations company with global competitiveness by implementing innovative management strategies.

Achievements of the Sustainable Management Council

- Compliance Council (once per quarter), Compliance Workshop (once per half year), Safety and Health Compliance Inspection (once per half year)

Classification		Unit	2024
Income Statement	revenue	KRW 100 million	389.05
	Net profit (loss)		5.99
Financial Position	Total assets		1,328.15
	Total liabilities		1,232.09
	Total equity		96.06

Classification		Unit	2024
Income Statement	revenue	KRW 100 million	3,352.07
	Net profit (loss)		(414.72)
Financial Position	Total assets		2,480.79
	Total liabilities		1,958.80
	Total equity		521.99

Classification		Unit	2024
Income Statement	revenue	KRW 100 million	489.00
	Net profit (loss)		76.58
Financial Position	Total assets		68.98
	Total liabilities		76.58
	Total equity		528.40

Climate Change		Unit	Daewoo E&C		Major Subsidiary (Domestic) ¹⁾			Major Subsidiary (Overseas) ¹⁾			Total
			Domestic	Overseas	Daewoo Songdo Hotel	Daewoo ST	KOINFRA	DECN	DECV	THT	
Scope 1&2 emissions	Direct GHG emissions (Scope 1)	tCO ₂ eq	3,780	101,549	162	1,719	308	5,645	244	88	113,495
	Indirect GHG emissions (Scope 2)	tCO ₂ eq	57,287	2,123	4,125	3,051	5,990	0	91	103	72,770
	Total GHG emissions (Scope 1 + Scope 2)	tCO ₂ eq	61,064	103,672	4,287	4,770	6,298	5,645	335	191	186,262
	Intensity emissions	tCO ₂ eq/KRW 100 million	0.77	6.91	11.02	1.43	12.88	0.75	1.00	0.14	1.73
Scope 3 emissions	Total	tCO ₂ eq	4,085,791	1,421,215	3,894	31,986	2,375	27,946	2,708	2	5,573,261
	Category 1 (Purchased Goods and Services)	tCO ₂ eq	1,210,320	1,417,962	3,349	30,413	2,196	27,473	1,934	0	2,690,991
	Category 3 (Fuel- and Energy-Related Activities)	tCO ₂ eq	8,730	2,183	16	65	7	130	5	2	11,138
	Category 4 (Upstream Transportation and Distribution)	tCO ₂ eq	98,636	-	-	611	-	-	-	-	99,247
	Category 5 (Waste Generated in Operation)	tCO ₂ eq	16,273	1,068	521	172	9	339	769	0	19,151
	Category 6 (Business travel)	tCO ₂ eq	655	2	0	0	11	4	0	0	672
	Category 7 (Employee commuting)	tCO ₂ eq	7,108	0	8	725	152	0	0	0	7,993
	Category 11 (Use of sold products)	tCO ₂ eq	2,670,215	-	-	-	-	-	-	-	2,670,215
	Category 12 (End-of-Life Treatment of Sold Products)	tCO ₂ eq	72,854	-	-	-	-	-	-	-	72,854

1) Greenhouse gas emissions data has not been verified by a third party.

Classification				Unit	Daewoo E&C	Daewoo Songdo Hotel	Daewoo ST	KOINFRA	Total
Energy consumption	Total energy consumption		Total	TJ	1,259	98	93	130	1,580
	Renewable energy consumption		Total	TJ	8	0	0	0	8
	Non-renewable energy consumption		Total	TJ	1,251	98	93	130	1,572
	Energy Intensity (based on revenue)		Total	TJ/KRW 100 million	0.02	0.25	0.03	0.27	0.02
Waste management	Waste management performance	Total waste	Generation	Ton	842,846	230	8,041	77	851,194
			Recycling	Ton	841,358	33	7,935	0	849,326
			Waste treatment	Ton	1,488	197	106	77	1,868
			Waste recycling rate	%	99.82	14.35	98.68	0.00	99.78

Occupational Safety and Health Management		Unit	Daewoo E&C	Daewoo Songdo Hotel	Daewoo ST	KOINFRA	Total
Safety and health accidents (domestic)	Fatality rate per 10,000 Workers	‰	115(E)	-	0	0	
	Accident rate (employees)	Number of accidents	Cases	0	3	1	4
		Number of victims	Persons	0	3	1	4
		Accident rate	%	0	-	0.11	
	Accident rate (suppliers)	Number of accidents	건	537	2	4	543
		Number of victims	명	537	2	4	543
		Accident rate	%	0.96(예상)	-	1.00	

Human Resources Management			Unit	Daewoo E&C	Daewoo Songdo Hotel	Daewoo ST	KOINFRA	Total	
Employee composition	Number of employees		Total	Persons	5,503	157	906	76	6,642
			Male	Persons	4,823	81	694	67	5,665
				%	87.64	51.59	76.60	88.16	85.29
			Female	Persons	680	76	212	9	977
				%	12.36	48.41	23.40	11.84	14.71
	Employee composition	By age	Under 30	%	8.87	58.60	8.94	2.63	9.98
			30~50	%	63.86	36.31	47.57	68.42	61.04
			Over 50	%	27.28	5.10	43.48	28.95	28.99
		By employment type	Executives/regular position	Persons	3,659	95	386	62	4,202
			Temporary position	Persons	1,844	62	520	14	2,440

Human Resources Management				Unit	Daewoo E&C	Daewoo Songdo Hotel	Daewoo ST	KOINFRA	Total
Employee training		Training hours		Hours	310,250	4,500	22,266	2,650	339,666
		Training expense		KRW in millions	2,637.98	54.00	49.00	23.23	2,764.21
Parental leave	Parental leave users	Total		Persons	52	1	12	2	67
		Male		Persons	28	0	8	0	36
		Female		Persons	24	1	4	2	31
	Return to work after parental leave	Total		Persons	53	1	4	0	58
		Male		Persons	27	0	3	0	30
		Female		Persons	26	1	1	0	28
	At least 12-month work after return to work	Total		Persons	48	1	3	0	52
		Male		Persons	24	0	2	0	26
		Female		Persons	24	1	1	0	26

Human Rights Management and Employee Diversity				Unit	Daewoo E&C	Daewoo Songdo Hotel	Daewoo ST	KOINFRA	Total
Diversity and inclusion	Minority group	Foreigners		Persons	19	0	2	0	21
		Disabled		Persons	92	1	14	0	107
		National veteran		Persons	40	0	3	0	43
	Corporate culture	Labor union	Number of employees subject to membership		Persons	4,172	0	0	4,172
			Number of members		Persons	3,047	0	0	3,047
			Membership rate		%	73	0	0	0

Social Contribution				Unit	Daewoo E&C	Daewoo Songdo Hotel	Daewoo ST	KOINFRA	Total
Social contribution	Social contribution metrics	Participants in annual social contribution activities (volunteer work, blood donation)		Persons	5,014	934	97	237	6,282
		Total volunteer hours		Hours	3,876	633	16	134	4,659
		Annual blood donation participation (based on blood donation certificates collected through company programs)		Times	88	0	1	38	127
		Donation (donation settlement amount in accounting)		KRW in millions	1,390.60	1.04	2.25	29.48	1,423.37
		Donations (settlement amount other than donations in accounting)		KRW in millions	744.44	0	0	0	744.44
		Donations (employees' fundraising)		KRW in millions	21.88	5.37	0	1.37	28.62
		Operating expenses (social contribution activity expenses)		KRW in millions	25.79	0	0.36	0	26.15

Governance				Unit	Daewoo E&C	Daewoo Songdo Hotel	Daewoo ST	KOINFRA	Total
BOD composition and operation	Governance structure	BOD	Number of the BOD members	Persons	7	0	4	4	15
			Number of independent directors in the BOD		Persons	6	0	0	6
		BOD operation	Number of the BOD meetings	Times	12	0	21	7	40
			Number of agenda items deliberated		Cases	55	0	27	11
	BOD diversity	Female directors in the BOD		Persons	2	0	0	0	2
Ethics / compliance	Ethical management system	Reporting channels	Number of reports received on the reporting channel	Cases	57	0	19	0	76
			Number of cases handled among reports received	Cases	57	0	19	0	76
			Percentage of cases handled among reports received	%	100	0	100	0	100

ESG Management Policies



Environmental Management Policy	Eco-Friendly Supply Chain Policy	The Biodiversity Conservation Policy	Deforestation Prevention Policy	Environment Management Policy
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Safety & health Management Policy	Quality Management Policy	Human Rights Regulation	Human Rights Management Charter	Code of Conduct for Subcontractors	Supply Chain Sustainability Management Policy	Diversity & Inclusion Policy
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Board of Directors Regulations	Corporate Governance Charter	CEO Succession Regulation	Compliance Guide for Fair Trade	Compliance Guide (Foreign Anti-corruption)	Compliance Guide for Win-Win Partnership
Anti-Bribery Policy	Corporate Whistleblowing Channel Operation Procedure	Daewoo E&C Privacy Policy	Regulation of Compliance System Operation	Code of Conduct	

(Click on the shortcut to see the full text.)

GRI Contents Index

GRI Standard 2021	Remark	
GRI 1: Foundation 2021	Overview	Daewoo E&C reports data for the period from January 1 to December 31, 2024, based on the revised GRI Standard 2021. (Including some information in 2025)
	Apply GRI Standard	GRI: Foundation 2021
	Applicable GRI Sector Standards	Currently (as of the 2025 reporting date), the GRI Sector Standard guidelines for construction industries applicable to Daewoo E&C has not been announced.

GRI Standard 2021	Disclosure		Reporting page/Reason for Non-reporting
General Disclosures			
GRI 2: General Disclosures 2021	2-1	Organization Details	5, 7
	2-2	Corporations included in the organization's Sustainable Management Report	2
	2-3	Reporting period, cycle, and contact information	2
	2-4	Re-description of information	152
	2-5	(impact of modifications to information provided in previous reports and reasons for modification)	167 - 168
	2-6	External Verification	9 - 12, 20
	2-7	Activities, value chains, and other business relationships (the organization's supply chain)	150
	2-8	Employee employment status (employee, worker)	150
	2-9	Non-executive worker	114
	2-10	Governance Structure and Configuration	116 - 117
	2-11	Recommendation and selection of the highest decision-making body	114
	2-12	Chairman of the supreme decision-making body	15 - 16, 118
	2-13	Role of the highest decision-making body for impact management	15 - 16
	2-14	Delegation of responsibility for impact management	15
	2-15	The role of the highest decision-making body in sustainability reporting	114, 119
	2-16	Conflict of interest	118
	2-17	Communication on important issues	31, 115
	2-18	Comprehensive knowledge of the highest decision-making body	118
	2-19	Evaluation of the performance of the highest decision-making body	119, 154
	2-20	Compensation policy	119

GRI Standard 2021	Disclosure		Reporting page/Reason for Non-reporting
GRI 2: General Disclosures 2021	2-21	Percentage of total annual compensation	150
	2-22	Statement on Sustainable Growth Strategy	4, 14
	2-23	Policy commitment	159
	2-24	Inherent policy commitment	53, 67, 86 - 92, 106 - 107, 123, 125, 126, 136
	2-25	Negative Impact Improvement Process	97, 99, 107, 126, 128 - 132, 151, 152, 155
	2-26	Mechanisms for concerns and advice raised	97, 99, 107, 126, 151, 152, 155
	2-27	Compliance with legal regulations	52, 152, 155
	2-28	Association Memberships	170
	2-29	Access to stakeholder involvement in the organization	21
	2-30	Collective Agreement	149
Material Topics			
GRI 3: Material Topics 2021	3-1	Procedures for determining critical issues	25 - 26
	3-2	List of critical issues	27 - 28
Occupational Safety and Health Management			
GRI 3: Material Topics 2021	3-3	Managing Critical Issues	27 - 28
GRI 403: Occupational Safety and Health (2018)	403-1	Industrial Health and Safety Management System	69
	403-2	Risk identification, Risk assessment, Accident investigation	75 - 78
	403-3	Occupational Safety and Health Service	71 - 75
	403-4	Participation and Communication of workers on health and safety in the workplace	69 - 70, 72 - 78
	403-5	Training for workplace health and safety workers	73 - 74
	403-6	Promotion of workers' health	74
	403-7	Prevention and Mitigation of workplace safety and health and direct impact	71
	403-8	Workers subject to workplace safety and health management system	71, 146
	403-9	Work-related Injury	146
	403-10	Work-related Illness	146
Customer Satisfaction and Quality Management			
GRI 3: Material Topics 2021	3-3	Managing Critical Issues	27 - 28
GRI 418: Customer Personal Information (2016)	418-1	Complaints relating to customer privacy violations and loss of customer data	136

GRI Standard 2021	Disclosure		Reporting page/Reason for Non-reporting
Supply Chain Management			
GRI 3: Material Topics 2021	3-3	Managing Critical Issues	27 - 28
GRI 308: Environmental Assessment of partner companies	308-1	New suppliers that were screened using environmental criteria	152
	308-2	Negative environmental impacts within the supply chain and actions taken against them	107
GRI 414: Social Assessment of Supply Chain	414-1	New partner companies screened through social impact assessment	152
	414-2	Negative social impacts within the supply chain and actions taken against them	107
Human Resource Management			
GRI 3: Material Topics 2021	3-3	Managing Critical Issues	27 - 28
GRI 401: Employment (2016)	401-1	New recruitment and turnover	148
	401-2	Benefits offered to full-time employees	89 - 90
	401-3	Parental leave	149
GRI 402: Labor management (2016)	402-1	Minimum notice period for operational changes	149
GRI 404: Training and Education (2016)	404-1	Average training/Training time per employee(year)	148
	404-2	Employee Capability Enhancement and Transition Support Program	80 - 83
	404-3	Percentage of employees subject to regular performance assessment and career development inspection	148
GRI 405: Diversity and Equal Opportunity (2016)	405-1	Diversity of Board and Members	115, 150
	405-2	Ratio of basic salary and remuneration for men and women	150
GRI 406: No Discrimination (2016)	406-1	Discrimination Cases and Corrective Actions	155
Eco-friendly Technology Development and Investment			
GRI 3: Material Topics 2021	3-3	Managing Critical Issues	27 - 28
GRI 201: Economic performance (2016)	201-1	Direct economic value generated and distributed	139
	201-2	Financial impacts and other risks and opportunities of Climate Change	33 – 44
GRI 203: Indirect economic effects (2016)	203-1	Infrastructure investment and service support	112 - 113
	203-2	Significant indirect economic effects, such as the scale of impacts	23
Climate Change and Energy Management			
GRI 3: Material Topics 2021	3-3	Managing Critical Issues	27 - 28
GRI 305: Emission (2016)	305-1	Direct GHG emissions (Scope 1)	46, 140
	305-2	Energy indirect GHG emissions (Scope 2)	46, 140
	305-3	Other indirect GHG emissions (Scope 3)	46, 140
	305-4	Greenhouse Gas (GHG) Emissions Intensity	140
	305-6	Emissions of ozone-depleting substances (ODS)	No emissions
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	No emissions
GRI 302: Energy (2016)	302-1	Energy consumption within an organization	48, 141
	302-3	Energy Intensity	141

GRI Standard 2021	Disclosure		Reporting page/Reason for Non-reporting
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GRI 3: Material Topics 2021	3-3	Managing Critical Issues	27 - 28
GRI 205: Anti-Corruption (2016)	205-1	Evaluation of workplace corruption risk	155
	205-2	Communication and Training procedures related to anti-corruption policies	125, 155
	205-3	Confirmed corruption cases and actions taken against them	155
	GRI 206: Anti-competitive Behavior (2016)	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices
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GRI 3: Material Topics 2021	3-3	Managing Critical Issues	27 - 28
GRI 303: Water and Wastewater (2016)	303-2	Waterproof Impact Management	55
	303-3	Water intake	142
GRI 304: Biodiversity (2016)	304-1	Places owned, leased, or managed in protected areas and areas of high biodiversity value or surrounding areas	58 – 60, 144
	304-2	Significant impact of organizational activities, products and services on biodiversity	58 – 60, 144
	304-3	Protected or Restored habitat	58 – 60, 144
	304-4	A list of nationally protected species and IUCN Red List species present in areas impacted by the organization's activities	144
GRI 306: Waste (2020)	306-1	Waste generation and significant waste-related impacts	57, 143
	306-2	Management of significant waste-related impacts	57
	306-3	Discharged waste	57, 143
	306-4	Converted waste	57, 143
	306-5	Disposed Waste	57, 143

SASB Contents Index

Daewoo E&C belongs to the Engineering & Construction Service among the industries classified according to the sustainability accounting standards of the SASB (Sustainability Accounting Standards Board). It is displayed based on the disclosure items required by the accounting standards of the industry group, and information for each code is disclosed.

Topic	Code	Category	Metric	Daewoo E&C's Data
Environmental Impacts of Project Development	IF-EN-160a.1	Quantitative	Number of incidents of non-compliance with environmental permits, standards and regulations	Daewoo E&C complies with environmental laws and regulations, and as of the end of 2024, there have been no confirmed violations of environmental laws resulting in sanctions under the company's name.
	IF-EN-160a.2	Discussion and Analysis	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	Daewoo E&C proactively prevents potential environmental risks during business operations and minimizes their impact by conducting environmental impact assessments, providing training for environmental managers, and carrying out mock drills, all based on an ISO 14001-based environmental accident response system. In addition, for business sites that require biodiversity protection, the company operates a systematic due diligence process to prevent damage and implements conservation and restoration measures based on the assessment results. Major issues are managed in an integrated manner across the company.
Structural Integrity & Safety	IF-EN-250a.1	Quantitative	Amount of defect- and safety-related rework costs	As of 2024, defect repair costs were KRW 57,362 million (consolidated basis). (Based on business report)
	IF-EN-250a.2	Quantitative	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	There were no costs paid due to confirmation of legal procedures in 2023. (Based on business report)
Workforce Health & Safety	IF-EN-320a.1	Quantitative	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Daewoo E&C's safety and health management indicators are reported on page 146. - Total Recordable Incident Rate (TRIR): 1.17 (domestic) / fatality rate per 10,000 people: domestic 1.15 (expected), overseas 0.49 (expected)
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Quantitative	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	As of 2024, there are 4 construction sites that have received green building certification. (Best Green Grade 1)
	IF-EN-410a.2	Discussion and Analysis	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Daewoo E&C is strengthening environmental risk management throughout the entire project life cycle and expanding investment in eco-friendly technology development to minimize environmental impact. In the energy sector, we are striving to increase the proportion of renewable energy usage, and in 2024, renewable energy was generated and utilized for three months at a total of 36 completed sites through renewable energy facilities. In addition, we contribute to the protection of biodiversity through systematic management of water, pollutants, and waste, and in 2024, we achieved a waste recycling rate of 99.82%. Waste is transported and processed by professional waste disposal companies registered as partners, and a monitoring system linked to the Allbaro system is operated for history management.
Climate Impacts of Business Mix	IF-EN-410b.1	Quantitative	Amount of backlog for (1) hydrocarbon related projects and (2) renewable energy projects	(1) As of the end of 2024, there are 15 hydrocarbon-related projects (5 domestic, 10 overseas), and the order backlog is KRW 3.58 trillion (10 overseas projects include one project in Libya that has not yet started construction and has no revenue as of the end of 2024). (2) As of the end of 2024, there is 1 renewable energy-related project (domestic), and the order backlog is KRW 910 million (Yeongwol wind power project).
	IF-EN-410b.2	Quantitative	Amount of backlog cancellations associated with hydrocarbon-related projects	There are no related projects canceled as of the end of 2024.
	IF-EN-410b.3	Quantitative	Amount of backlog for non-energy projects associated with climate change mitigation	As of the end of 2024, the order backlog for non-energy projects related to climate change mitigation is KRW 6.1 trillion (30 domestic projects with an order backlog of KRW 5.38 trillion, and 5 overseas projects with an order backlog of KRW 718.5 billion). The order backlog consists of green building certification (Best Green Grade 1), low-carbon land infrastructure, waste, and water-related industrial projects.
Business Ethics	IF-EN-510a.1	Quantitative	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	As of 2024, in the bottom 20 countries of the Corruption Perception Index, (1) there are no ongoing projects, and (2) the order backlog is KRW 1.1444 trillion (1 project in Libya, not yet started).
	IF-EN-510a.2	Quantitative	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	As of the end of 2024, there have been no fines or settlements due to bribery, corruption, or anti-competitive practices.
	IF-EN-510a.3	Discussion and Analysis	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	The company has a code of ethics, conduct guidelines, on-site code of ethics, anti-corruption management policy, fair trade compliance manual, compliance guides for each site, and anti-corruption procedures.
Activity Metric	IF-EN-000.A	Quantitative	Number of active projects	As of the end of 2024, 57 domestic and 28 overseas sites are in progress.
	IF-EN-000.B	Quantitative	Number of commissioned projects	In 2024, 57 domestic and 7 overseas sites were completed.
	IF-EN-000.C	Quantitative	Total backlog	As of the end of 2024, the total order backlog is KRW 44.44 trillion (overseas KRW 38.84 trillion and overseas KRW 5.60 trillion) (based on business report).

TCFD Contents Index

Classification	Framework	Page	CDP Indicator
Governance	a) Describe the board's oversight of climate-related risks and opportunities	30 - 32	C1.1, C1.1a, C1.1b
	b) Describe management's role in assessing and managing climate-related risks and opportunities	30 - 32	C1.2, C1.2a
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	36 - 37	C2.3a, C2.4a
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	36 - 37	C3.4
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	34 - 44	C3.2, C3.2a
Risk Management	a) Describe the organization's processes for identifying and assessing climate related risks	33, 38	C2.1, C2.2
	b) Describe the organization's processes for managing climate-related risks	33, 45	C2.1, C2.2
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	45	C2.1, C2.2
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	46 - 48	C2.1b, C3.3
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	46 - 47	C6.1, C6.3, C6.5
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	48	C4.1, C4.1a, 4.2, 4.3, C4.1b

GHG Emissions Assurance Statement

MOC-25-176

GHG Emission Verification Opinion

Deawoo E&C Co., Ltd.

Verification Scope

Korean Standards Association has conducted verification for GHG emissions based on GHG report provided by Deawoo E&C Co., Ltd. which includes Scope1 and Scope2 emissions.

Verification Standards and Guidelines

To conduct verification activities, verification team applied verification standards and guidelines. The standards and guidelines are as follows.

- Guidance for reporting and verification of GHG emissions trading scheme (No. 2024-155 provided by Ministry of Environment, Republic of Korea)
- Verification Guidelines for the Operation of the Greenhouse Gas Emission Trading System (No. 2024-169 provided by Ministry of Environment, Republic of Korea)
- 2006 IPCC Guidelines, KS I ISO 14064-1: 2018 and KS I ISO 14064-3: 2019

Level of Assurance

Deawoo E&C Co., Ltd.'s GHG emissions satisfies the under Reasonable Assurance(less than ±5.0% of total emissions).

Verification Conclusion

As a result of verification activities, verification team has found no significant errors, omissions, and misstatements. Therefore, Korean Standards Association confirms that following emissions data are adequately quantified.

2024 GHG Emissions(Scope1, Scope2)

(Unit : tCO₂e)

Year	Scope 1	Scope 2	Total
2024	3,779.815	57,286.979	61,064

※ Note : Decimal place is not considered when calculating the emission of each workplace.

June 4, 2025

Virginia Moon

KOREAN STANDARDS ASSOCIATION

EVC-25-027

GHG Emission Verification Opinion

Deawoo E&C Co., Ltd.

170, Eulji-ro, Jung-gu, Seoul, Republic of Korea

1. Verification Goal

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

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

2. Verification Scope

Korean Standards Association conducted limited assurance verification of Deawoo E&C Co., Ltd.'s Scope1, Scope2 and Scope3 GHG statement.

- Reporting Target : Domestic Headquarters/Sites and construction Sites, Overseas construction Sites
- Boundary : Scope1(Direct emissions), Scope2(Indirect emissions), Scope3(Other indirect emissions)
 - Scope1 : Stationary combustion, Mobile combustion
 - Scope2 : Externally purchased power
 - Scope3 : Category 1. Purchased goods and services
 - Category 3. Fuel-and energy-related activities(not included in Scope1 or Scope2)
 - Category 4. Upstream transportation and distribution
 - Category 5. Wasted generated in operations
 - Category 6. Business travel
 - Category 7. Employee commuting
 - Category 11. Use of sold products
 - Category 12. End-of-life treatment of sold products
- Year : January 1, 2024 to December 31, 2024

3. Verification Criteria and Guidelines

Korean Standards Association conducted verification according to the procedures stipulated in ISO 14064-3 : 2019.

- Calculation criteria
 - KS I ISO 14064-1:2018
 - Guidelines for Reporting and Certification of Emissions from Greenhouse Gas Emissions Trading System Ministry of Environment No. 2025-64)
 - 2006 IPCC Guidelines for National Greenhouse Gas Inventories
 - WRI(World Resources Institute) Greenhouse Gas Protocol
 - Corporate Value Chain (Scope3) Accounting and Reporting Standard(WRI)

4. Level of assurance verification and Responsibility

Korean Standards Association provides verification at limited level of assurance to strengthen GHG management for your company's GHG emissions.

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

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

5. Verification Limit

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



6. Verification Conclusion

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

Appendix 1. GHG emissions from Overseas constructions sites(Scope1, Scope2)

(Unit : tCO₂e)

Division	Scope1	Scope2	Total
Overseas construction sites	101,549	2,123	103,672

※ Note 1 : The final GHG Emission was cut below the decimal point and expressed in integer units.
※ Note 2 : Domestic Scope 1 and Scope 2 emissions are reported separately.

Appendix 2. GHG emissions from Domestic Headquarters and constructions sites(Scope3)

(Unit : tCO₂e)

Category	GHG emissions
Category 1	Purchased goods and services 1,210,320
Category 3	Fuel-and energy-related activities (not included in Scope1 or Scope2) 8,730
Category 4	Upstream transportation and distribution 98,636
Category 5	Wasted generated in operations 16,273
Category 6	Business travel 655
Category 7	Employee commuting 7,108
Category 11	Use of sold products 2,670,215
Category 12	End-of-life treatment of sold products 72,854
Total	4,085,791

June 04, 2025

Virginia Moon

KOREAN STANDARDS ASSOCIATION



Independent Assurance Statement

To: The Stakeholders of DAEWOO ENGINEERING & CONSTRUCTION

Overview

The British Standards Institution (hereinafter referred to as the “Assurer”) was requested to verify the DAEWOO Engineering & Construction's 2025 Sustainability Report (hereinafter referred to as the “Report”). The Assurer is independent to DAEWOO Engineering & Construction and has no major operational financial interest other than the assurance of the Report. This assurance opinion statement is intended to provide information related to the assurance of the DAEWOO Engineering & Construction's report relating to the environment, social and governance (ESG) to the relevant stakeholders and may not be used for any other purpose. This assurance opinion statement is prepared based on the information presented by the DAEWOO Engineering & Construction. The verification does not extend beyond such information and is solely based on it. In performing such verification, the Assurer has assumed that all such information is complete and accurate.

DAEWOO Engineering & Construction is responsible for managing the relevant information contained within the scope of assurance, operating the relevant internal control procedures, and for all information and claims contained in the Report. Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to DAEWOO Engineering & Construction only.

The Assurer is responsible for providing DAEWOO Engineering & Construction's management team with an independent assurance opinion containing professional opinions derived by applying the assurance methodology to the scope specified, and to provide the information to all stakeholders of DAEWOO Engineering & Construction. The Assurer will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person or party by whom the independent assurance opinion statement may be read.

Scope

The scope of engagement agreed upon with DAEWOO Engineering & Construction includes the following:

- Report contents during the period from January 1st to December 31st 2024 included in the Report, some data of 2025 are included.
- Major assertion included in the Report, such as sustainability management policies and strategies, goals, projects, and performance, and the Report contents related to material issues determined as a result of materiality assessment.
- Appropriateness and consistency of processes and systems for data collection, analysis and review.
- Confirmation of the Report's compliance with the AA1000 Accountability Four Principles and, where applicable, the reliability of the sustainability performance information contained within the Report, based on the type of sustainability assurance performed in accordance with AA1000 AS v3.

The following contents were not included in the scope of assurance.

- Financial information in Appendix.
- Index items related to other international standards and initiatives other than the GRI.
- Other related additional information such as the website, business annual report.

Assurance Level and Type

The assurance level and type are as follows;

- Moderate level based on AA1000 AS and Type 2 (confirmation to the four principles as described in the AA1000 Accountability Principle 2018 and quality and reliability of specific performance information published in the report.)

Description and sources of disclosures covered

Based on the scope and methodology of assurance applied, the Assurer reviewed the following disclosures based on the sampling of information and data provided by DAEWOO Engineering & Construction.

[Universal Standards]

2-1 to 2-5 (The organization and its reporting practices), 2-6 to 2-8 (Activities and workers), 2-9 to 2-21 (Governance), 2-22 to 2-28 (Strategy, policies and practices), 2-29 to 2-30 (Stakeholder engagement), 3-1 to 3-3 (Material Topics Disclosures)

[Topic Standards]

201-1&2, 203-1&2, 205-1~3, 206-1, 302-1&3, 303-2&3, 304-1~4, 305-1~4, 6&7, 306-1~5, 308-1&2, 401-1~3, 402-1, 403-1~10, 404-1~3, 405-1&2, 406-1, 414-1&2, 418-1

Methodology

As a part of its independent assurance, the Assurer has used the methodology developed for relevant evidence collection in order to comply with the verification criteria and to reduce errors in reporting. The Assurer has performed the following activities;

- Validation of the materiality assessment and internal analytical process for determining assurance priorities, and a top-level review of issues that may be raised by external stakeholders in the context of sustainability.
- Discussion with managers and representatives on stakeholder engagement.
- Review of the supporting evidence related to the material issues through interviews with senior managers in the responsible departments.
- Review of the system for sustainability management strategy process and implementation.
- Review of the materiality issue analysis process and prioritization and verifying the results.
- Verification of data generation, collection and reporting for each performance index and document review of relevant systems, policies, and procedures.
- An assessment of DAEWOO Engineering & Construction's reporting and management processes against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000 Accountability Principles Standard (2018).
- Visit of the Headquarters of DAEWOO Engineering & Construction to confirm the data collection processes, record management practices.

Limitations and approach used to mitigate limitations

The Assurer performed limited verification for a limited period based on the data provided by DAEWOO Engineering & Construction. It implies that the Assurer is therefore subject to limitations relating to inherent risks that may exist without the identification of material errors. The Assurer does not provide assurance on possible future impacts that cannot be predicted or verified during the verification process and any additional aspects related thereto.

Competency and Independence

British Standards Institution (BSI) is a leading global standards and assessment body founded in 1901. BSI is an independent professional institution that specializes in quality, health, safety, social and environmental management with over 120 years history in providing independent assurance services globally. No member of the assurance team has a business relationship with DAEWOO Engineering & Construction. The Assurer has conducted this verification independently, and there has been no conflict of interest. All assurers who participated in the assurance have qualifications as an AA1000AS assurer, have a lot of assurance experience, and have in-depth understanding of the BSI Group's assurance standard methodology.

Opinion Statement

The assurance was conducted by a team of sustainability report assurers in accordance with the AA1000 Assurance Standard v3. The Assurer planned and performed the verification and collected sufficient evidence to explain DAEWOO Engineering & Construction's approach to the AA1000 Assurance Standard and to provide confidence in its self-declaration of compliance with the GRI Standards.

On the basis of our methodology and the activities described above, it is our opinion that the information and data included in the Report are accurate and reliable and the Assurer cannot point out any substantial aspects of material with mistake or misstatement. We believe that the economic, social and environment performance indicators are accurate and are supported by robust internal control processes.

Conclusions

The Report is prepared in accordance with the GRI Standards. (Reporting in accordance with the GRI standards). A detailed review against the AA1000 Accountability Principles of Inclusivity, Materiality, Responsiveness and Impact and the GRI Standards is set out as below.

Inclusivity: Stakeholder Engagement and Opinion

Daewoo Engineering & Construction has identified employees, government and related agencies, shareholders/investors, customers, project owners, joint ventures, academic societies/associations/institutions, partner companies, and local communities as key stakeholders. The company has established and operates various communication channels and cycles tailored to each stakeholder group. Through its stakeholder engagement process, Daewoo Engineering & Construction gathers expectations and diverse opinions from core stakeholder groups, integrates key identified issues into sustainability-related decision-making, and transparently discloses this process through its reports.

Materiality: Identification and reporting of material sustainability topics

Daewoo Engineering & Construction has established and conducted an assessment process for double materiality evaluation in order to develop a strategy related to sustainable management and to identify reporting issues. This assessment is based on the materiality principle of the Global Reporting Initiative (GRI) and the sustainability reporting guidelines of the European Union (CSRD). The double materiality assessment was conducted by analyzing last year's material issues, benchmarking within the industry, and reviewing global disclosure standards and evaluation indices, including GRI, SASB, MSCI, KCGS, and ISSB. As a result, a pool of 21 issues was identified. Through impact materiality assessment and financial materiality assessment, 10 key material issues were selected and disclosed in the report.

Responsiveness: Responding to material sustainability topics and related impacts

Daewoo Engineering & Construction has identified key material issues through the double materiality assessment and has reported on its response strategy and 2024 performance for each issue via the "Management Approach for Key Issues." This approach involves identifying risks and opportunities associated with each material issue and determining the organization's response strategy. Additionally, Daewoo Engineering & Construction has established organizational approaches and management methods for each material issue, reporting key activities and achievements in its sustainability report.

Impact: Impact of an organization's activities and material sustainability topics on the organization and stakeholders

DAEWOO Engineering & Construction has established a process to identify and evaluate the impact on organizations and stakeholders related to key material issues. The results of the analysis of impact, risk, and opportunity factors for key material issues are used in decision-making to establish response strategies for each issue, and the process is disclosed through reports.

Findings and conclusions concerning the reliability and quality of specified performance information

Among the GRI Topic Standards, an assurance Type 2 were conducted against the following disclosures based on the information and data provided by DAEWOO Engineering & Construction. In order to verify the reliability and accuracy of the data and information, internal control procedures related to data processing, and management were verified through interviews with the responsible department, and accuracy was verified through sampling. Errors and intentional distortions

in sustainability performance information included in the Report were not found through assurance processes. The DAEWOO Engineering & Construction manages the sustainability performance information through reliable internal control procedures and can track the process of deriving the source of the performance. Errors and unclear expressions found during the assurance process were corrected and the Assurer confirmed the final version of the Report prior to its final publication.

[Type 2 (Disclosures)]

201-2, 203-1&2, 205-1~3, 206-1, 302-1&3, 303-3, 305-1~4, 306-3~5, 308-2, 401-1~3, 402-1, 403-1~10, 404-1~3, 405-1, 406-1, 414-1, 418-1

Recommendations and Opportunity for improvement

The Assurer provides the following observations to the extent that they do not affect the assurance opinion;

- Members of corporate governance play a key role in ensuring corporate sustainability and responsible management from an ESG perspective. To enhance their capabilities, it is essential to understand ESG trends, changes in global regulations, and develop decision-making skills regarding industry-specific ESG risks and opportunities. Therefore, we recommend establishing and implementing specific strategies to improve governance decision-making processes and strengthen expertise in ESG-related areas.
- Daewoo Engineering & Construction has reported its operational processes for grievance handling, customer VOC (Voice of Customer), consumer damage relief procedures, and partner company grievance handling to address various negative impacts on employees and stakeholders. In the process of reporting the negative impacts on various stakeholders, disclosing the organization's resolution strategies, action outcomes, and effectiveness assessments of the measures taken for the issues received during the reporting year can contribute to strengthening sustainability for stakeholders.

GRI-reporting

DAEWOO Engineering & Construction has self-declared compliance with GRI Standards. Based on the data and information provided by DAEWOO Engineering & Construction, the Assurer confirmed that the Report is prepared in accordance with the GRI Standards, and confirmed there are no errors in the disclosures related to the Universal Standards and Topic Standards Indicators. No sector standard is applied.

Issue Date: 10/06/2025

For and on behalf of BSI (British Standards Institution):

BSI representative

Sangwoo Nam, Lead Assurer(LCSAP)

Seonghwan Lim, Managing Director of BSI Korea

BSI Group Korea Limited: 29, Insa-dong 5-gil, Jongno-gu, Seoul, South Korea
Hold Statement Number: SRA 789917

Awards_FY2024

Classification	Award Name	Category	Hosted by
Civil	2024 Overseas Construction Award	Grand Prize (Minister of Land, Infrastructure and Transport Award)	Money Today
	Civil Structure of the Year	Silver Award	Korea Society of Civil Engineers
	ASAC (Annual SHE Award Convention)	Environmental Sustainability Innovation Award	Singapore LTA (Land Transport Authority)
	2024 Smart Construction Expo	Grand Prize in the Public Sector of the Smart Construction Leading Project Contest	Ministry of Land, Infrastructure and Transport
Building & Housing	Korea Service Award	Comprehensive Grand Prize in the Apartment Sector - PRUGIO	Korea Standards Association
	Seoul City Good Light Award	Excellence Award in the Landscape Sector - Daechi PRUGIO Summit	Seoul Metropolitan Government
	Korea Landscape Award	Forest Service Director Award in the Private Sector - Daechi PRUGIO Summit	Environmental Landscape Development Foundation
	IF Design Award	Main Prize in the Building Technology Sector - PRUGIO Smart Switch 2.0	International Forum Design
	IDEA Design Award	Housing Sector - PRUGIO Smart Switch 2.0	Industrial Designers Society of America
	Reddot Design Award	Urban Design Playgrounds Sector - Daechi PRUGIO Summit Playground	Design Zentrum Nordrhein Westfalen
	Reddot Design Award	Urban Design Playgrounds Sector - Acloudgamil Sculpture	Design Zentrum Nordrhein Westfalen
	Reddot Design Award	Urban Design Landscape Planning Sector - Dalsung Park PRUGIO Hillstate Landscaping	Design Zentrum Nordrhein Westfalen
	GDWEB Design Awards	WINNER PRIZE - Blanc Summit 74 Homepage	GDWEB
	BIM Awards 2024	General Sector - CM Excellence Award	Building Smart Association
	Housing Service Award	Grand Prize in the Community Sector - Pyeongtaek PRUGIO Center Fine	Money Today
	Representative Apartment Award	Housing Innovation Sector - Wonju PRUGIO The Central	Hankyung TV
	Wellbeing Apartment Award	Grand Prize in the Brand Sector - Gimhae Samgye PRUGIO Central Park	Hankyung Business
	First Half Housing Culture Award	Grand Prize in the Wellbeing Apartment Sector - Songnae Station PRUGIO Centbien	Hankyung Daily
	Eco-friendly Construction Industry Award	Housing Design Sector - Yangju Station PRUGIO Center Park	JoongAng Ilbo Economist
	Luxury Housing Award	Best Award in the Officetel Sector - PRUGIO Starselah 49	Money Today
	Construction Award	Grand Prize in the Landscape Sector - Yongin PRUGIO One Cluster 1st Complex	Aju Economic Daily
	Green Construction Award	Grand Prize in the High-quality Housing Sector - Wonju PRUGIO The Central	Asia Today
	Construction Industry Award	Grand Prize in the Urban Planning Sector - Wonju PRUGIO The Central	e-Daily
	Smart Construction Industry Award	Best Prize in the Housing Service Sector- Yongin PRUGIO One Cluster 1st Complex	e-Daily
	Houses to Live In	Grand Prize in the Urban Regeneration Sector - Wonju PRUGIO The Central	Herald Economic Daily
	Second Half Housing Culture Award	Grand Prize in the Landscaping Sector - Yongin PRUGIO One Cluster Complex 1	Hankyung Daily
	Green Housing Award	Grand Prize in the Green View Sector - PRUGIO Starselah 49	Hankook Ilbo
	Green Construction Award	Grand Prize in the Zero Energy Sector - Yangju Station PRUGIO Center Park	Seoul News Paper
	Apartment Brand Award	Grand Prize in the Luxury Design Sector - Pyeongtaek PRUGIO Center Fine	Asia Economic Daily
	Urban Development Brand Award	Grand Prize in the Rebuilding Sector - Isu PRUGIO Thepretium	News Way
Plant	2024 Plant EPC Mutual Cooperation Forum	2024 Plant Person Award (Association President Award)	Korea Plant Industry Association
	2024 Plant EPC Mutual Cooperation Forum	Export Expansion Meritorious Person (Minister Award)	
	2024 Construction Day	Citation	Ministry of Land, Infrastructure and Transport
	2024 Overseas Construction Plant Day	Industrial Award	Ministry of Land, Infrastructure and Transport, Overseas Construction Association
	61st Trade Day	Stone Tower Industrial Medal	Korea International Trade Association
	14th Nuclear Safety and Promotion Day	Citation (Minister Citation)	Korea Atomic Energy Industry Association
	Nuclear Power Export Industry Association Award	Citation (Minister Citation)	Korea Nuclear Power Export Industry Association
R&D Center	Korean Society of Construction Automation and Robotics Conference	Excellent Thesis Award	Korea Construction Automation and Robotics Society
	Korean Society of Railway Conference	Excellent Thesis Award	Korea Railway Society

Association Memberships

Number of associations and organizations Daewoo E&C has joined as of 2025: 78

Association and Organization Name

(As of May 31, 2025)

Korean Society of Civil Engineers	Korea Military Supply Cooperative	Korea Engineering & Consulting Association
Korean Society of Public-Private Partnerships	Korea Association of Air Conditioning Refrigerating and Sanitary Engineers	Korea Overseas Resources & Energy Industry Association
Korea Road Association	Korean Institute of Illuminating and Electrical Installation Engineers	Korea Plant Industries Association
Korean Society of Road Engineers	Korean Institute of Landscape Architecture	Korea Nuclear Association
Korean Society of Hazard Mitigation	Korea Housing Association	Advanced Nuclear Reactor Research Association of Korea
Korean Water Resources Association	Council on Tall Buildings and Urban Habitat	Construction Safety Officer Council
Korean Geotechnical Society	Smart Modular Forum	Construction Safety Manager Association
Korean Society for Railway	Korea Smart Home Industry Association	Construction Safety Manager Committee
Korea Railway Association	Korea VE Research Institute	Construction Equipment Safety Council
Korean Tunnelling and Underground Space Association	Korea Data Center Efficiency Association	Construction Health Council
Korea Ports Association	Korea Industrial Technology Association	International Contractors Association of Korea
Korean Society of Coastal and Ocean Engineers	Korea Construction and Transportation New Technology Association	Korea Chamber of Commerce and Industry
Korea Environmental Industry Association	Korea Association of Construction Quality	Construction Management Strategy Institute-Korea Federation of Construction Contractors
Korean Society of Coastal Disaster Prevention	Korea Enterprises Federation	The Federation of Korean Industries
Korean Institute of Building Information Modeling	Korea Fire Facility Association	Korea-Vietnam Friendship Association
Korea Concrete Institute	Korea International Trade Association	Construction & Economy Research Institute of Korea
Korean Railway Construction Association	Korea Environment Construction Association	Korea Mech. Const. Contractors Association
AWC (Asia Water Council)	Korea Construction Engineers Association	Korea Information and Communication Contractors Association
Korean Society of Transportation	Korea Human Resource Development Association	Korea Electrical Contractors Association
Korea Wind Energy Industry Association	Korea Listed Companies Association	The Construction Management Association of Korea
Korea National Committee on Large Dams	Korea Association for CFOs	Korea Federation of Construction Contractors
Korea Intelligent & Smart Building Association	Korean Nuclear Society	Korea Association of Reserve Power
Architectural Institute of Korea	Korea Electrical Engineers Association	Construction Association of Korea
Society of Air-conditioning and Refrigerating Engineers of Korea	Korea Atomic Industrial Forum, Inc	Korea Emergency Planning Officials Association
Korean Institute of Electrical Engineers	Korea Radioactive Waste Society	Intergrated Defense Jung-gu Council
Korea Institute of Building Construction	Korean Electrical Association	Korea Specialty Contractors Association

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