ENERGY TOWARD SUSTAINABILITY

2025 Integrated Report of Doosan Enerbility

DOOSAN Enerbility

About This Report

This report is an integrated report that contains Doosan Enerbility's sustainability management system and activities aimed at enhancing economic and social sustainability of our company.

It contains a detailed description of our business strategy and future growth driver businesses, as well as our sustainability activities and performance relating to environmental, social and governance aspects. It is published annually to ensure continuous communication with stakeholders.

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Prepared by Credo/ESG Team

Report Criteria

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, a global reporting standard, and has been reviewed for assurance. The GRI Index in the Appendix provides detailed information on the GRI Standards. We have also incorporated industry standards required by the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), and the UNGC CoP (Communication on Progress) principles. In addition, the report references frameworks from the Korea Sustainability Standards Board (KSSB) and the European Sustainability Reporting Standards (ESRS) to further enhance the completeness of the report.

Duration and Scope of Report

This report is based on our financial and non-financial performance from January 1, 2024 to December 31, 2024, and includes some performance data for the first half of 2025 which were considered material to our stakeholders' decision-making. Some quantitative results include past three years worth of data to identify trends, and the financial results are presented on a consolidated basis in accordance with K-IFRS (Korean International Financial Reporting Standards). If the information presented in the previous report has been either corrected or rewritten, the changes are explained with footnotes. The scope of the report includes all projects of Doosan Enerbility, both domestic and overseas. Where necessary, the report also presents the activities and performance of overseas subsidiaries and affiliates.

Report Verification

To enhance the reliability of the report's content and data and to improve overall quality, non-financial information has been assured by an independent third party, the Korea Quality Foundation. The assurance opinions can be found on pages 95–96. Financial information has been audited by an independent external auditor, and this report is based on the audited financial results.

Additional Information

This report is published and distributed in both Korean and English, and can be downloaded as a PDF file from Doosan Enerbility's website.

Doosan Enerbility ESG Report Download Link

Contents

Introduction

Sustainability Strategy

Sustainability Management System

Appendix

Interactive User Guide

This report has been published as an interactive PDF that includes features such as jumping to related pages within the report and linking to related webpages..

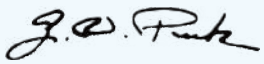
Go to Cover Page | Go to Table of Contents | Go to Previous Page

CEO Message

Dear valued stakeholders,

We would like to extend our sincere gratitude to all our stakeholders for the unwavering support provided to our company throughout our journey toward a brighter future. Through this Integrated Report, we aim to reaffirm our commitment to becoming a global leader of clean energy and to share the progress we have made thus far. In the face of growing external uncertainties, including heightened geopolitical risks and international conflicts, we are committed to responding flexibly to policy shifts in key countries, while steadfastly pursuing innovation and bold challenges for the future. Doosan Enerbility remains focused on three core strategies aimed at driving not only the company's external growth, but also meaningful and sustainable development.

Chairman & CEO
Geewon Park



First, we will drive sustainable growth by expanding our environmental, high-value-added business portfolio.

Our concerted efforts in the clean energy sector began yielding tangible results last year, positioning clean energy as a key growth driver for us. In the nuclear power sector, we are committed to successfully securing the contract for the Czech nuclear power plant project and ensuring a flawless project delivery. In the SMR sector, we are focused on securing full-scale orders and commencing production. For gas turbines and offshore wind power, we are actively pursuing projects as both a components supplier and services provider. Moreover, with hydrogen projects progressing from the pilot phase to commercialization phase, we seek to develop new business opportunities in the areas of equipment supply and EPC services.

Second, we will secure future growth by pursuing the development of new high-profit businesses.

To secure future growth drivers, we are identifying and developing new businesses that are rooted in our technological strengths. By leveraging our expertise in developing gas turbines for power generation, we aim to advance into the aircraft engine sector, which includes unmanned and advanced aerial vehicles. We are rolling out additive manufacturing (AM) to high-value sectors, such as the gas turbine, aviation, and defense sectors, while strengthening our mass production capabilities. We will also pursue commercialization of the resource recycling businesses related to lithium, biogas, and wind turbine blade waste, based on rigorous market analysis and entry strategies. Furthermore, we aim to expedite development of the digital technology business, such as the remote monitoring service (RMS) and AI-based non-destructive testing, with the goal of expanding our external customer base.

Third, we will enhance our competitiveness by proactively responding to global ESG regulations and energy policies.

As we expand our business reach beyond Asia and the Middle East into Europe and the Americas, effective ESG risk management has become increasingly critical. To ensure our sustainability, we are taking proactive measures to comply with global ESG regulations and policies. Notably, we have upgraded our carbon emissions measurement system by product line to effectively address climate change. By aligning with the EU standards—the most rigorous and rapidly evolving standard among global disclosure frameworks—we are ensuring timely and effective responses to the changing environment Looking ahead, we will establish the required systems to incorporate ESG considerations into all decision-making processes, further strengthening our foundation for a sustainable future.

Despite the challenging business environment and increasingly strict ESG regulations, we remain committed to proactively creating new opportunities. We are driven by pride in our role of enriching human lives and making the planet cleaner with our technologies. We would like to ask for your continued interest and support as Doosan Enerbility continually pursues innovation while on the path toward a sustainable future.

About Us

Doosan Group

Our Name, Doosan

The name "Doosan" is a combination of the characters "Doo 斗," a unit of measurement for grain, and "San 山" which stands for mountain. Thus, the name "Doosan" means "to build a big mountain by piling up grain, one sack at a time." At Doosan, we aim to achieve greater things by building on our 129-year history and beliefs.

Doosan Credo: Our values and philosophy

Values

Doosan Credo

The Doosan Credo is a unique set of values that guides the Doosan people's behaviors and decisions.
By living the Doosan Credo, we aspire to build a Proud Doosan that continues to grow both its people and its business.

DOOSAN

People

People refers to Doosan's people who drive performance guided by the Doosan Credo. Our distinguished and sustainable success will only be possible through attracting, retaining and cultivating our people.

Integrity and Transparency

Integrity and transparency are the fundamental values to our survival.

Inhwa

We define Inhwa as teamwork in the truest sense of the word, grounded upon fairness and respect. By carefully following these virtues we have created One Doosan; a collective strength built on the contribution of a wide diversity of individuals.

Passion for Excellence

We secure strong competitive advantage and healthy profit by demonstrating our 'Passion for Excellence'.

Social Responsibility

We aim to grow alongside society as a respected partner by fulfilling our corporate social responsibilities.

Doosan Vision

People-centered management that is the source of our global competitiveness

Proud Doosan that continues to grow both its people and its business

Operating a process that meets global standards

About Us

(As of the end of December 2024, consolidated basis)

Doosan Corporation

Doosan Electronics Co.,Ltd.	Doosan Fuel Cell Co., Ltd.	Doosan Digital Innovation Co.,Ltd.	Doosan Distribution Co.,Ltd.

Major Subsidiaries

Doosan Enerbility	Doosan Bobcat	Doosan Mottrol	Doosan Fuel Cell
Doosan Tesna	Doosan Robotics	Doosan Cuvex	Doosan Mobility Innovation
DoosanLogistics Solutions	Oricom	Doosan Magazine	Doosan H2 Innovation
Doosan Bears	Hancom	Doosan Investment	

Auxiliary Institutions

Doosan Yonkang Foundation	Doosan Art Center	Doosan Business Institute

About Us

Doosan Enerbility

Meaning of Name (changed by resolution at the Annual General Meeting on March 29, 2022)

The name "Enerbility" in Doosan Enerbility was newly coined by combining the words "Energy" and "Sustainability" to portray our aspirations of enabling the achievement of sustainability with our energy technologies.

Energy + Sustainability

General Status

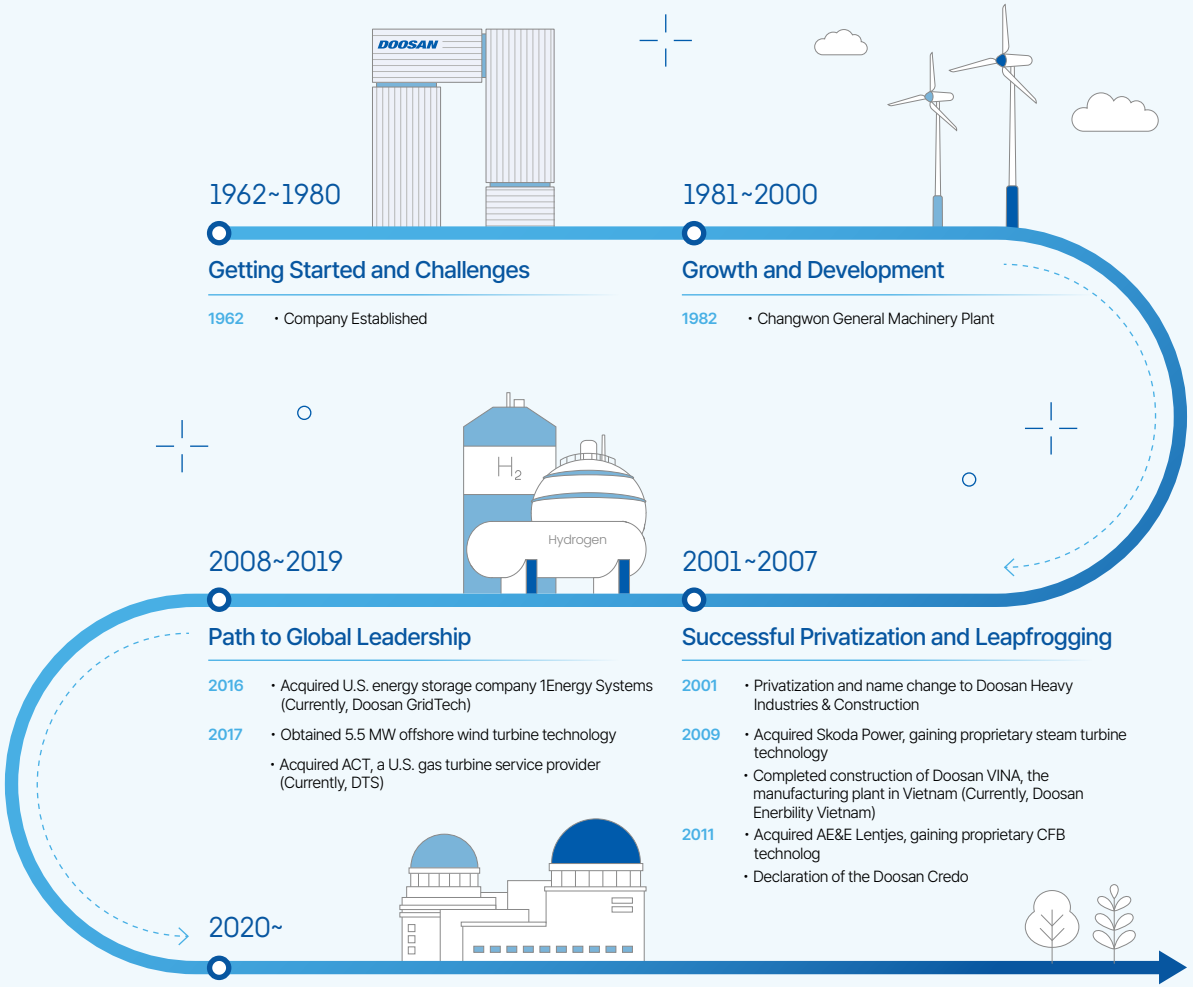
(As of the end of December 2024)

Company Name	Doosan Enerbility
Representative Directors	Geewon Park, Yeonin Jung, Sanghyun Park
Founding Date	September 20, 1962
Number of Employees	6,174
Website	https://www.doosanenerbility.com/kr
Business Area	Power generation and desalination facilities, castings & forgings, construction and engineering, etc.
Location	Headquarters: 22, Doosan Volvo-ro, Seongsan-gu, Changwon-si, Gyeongsangnam-do, South Korea Bundang Office: 155, Jeongjail-ro, Bundang-gu, Seongnam-si, Gyeonggi-do, South Kore

Financial Performance

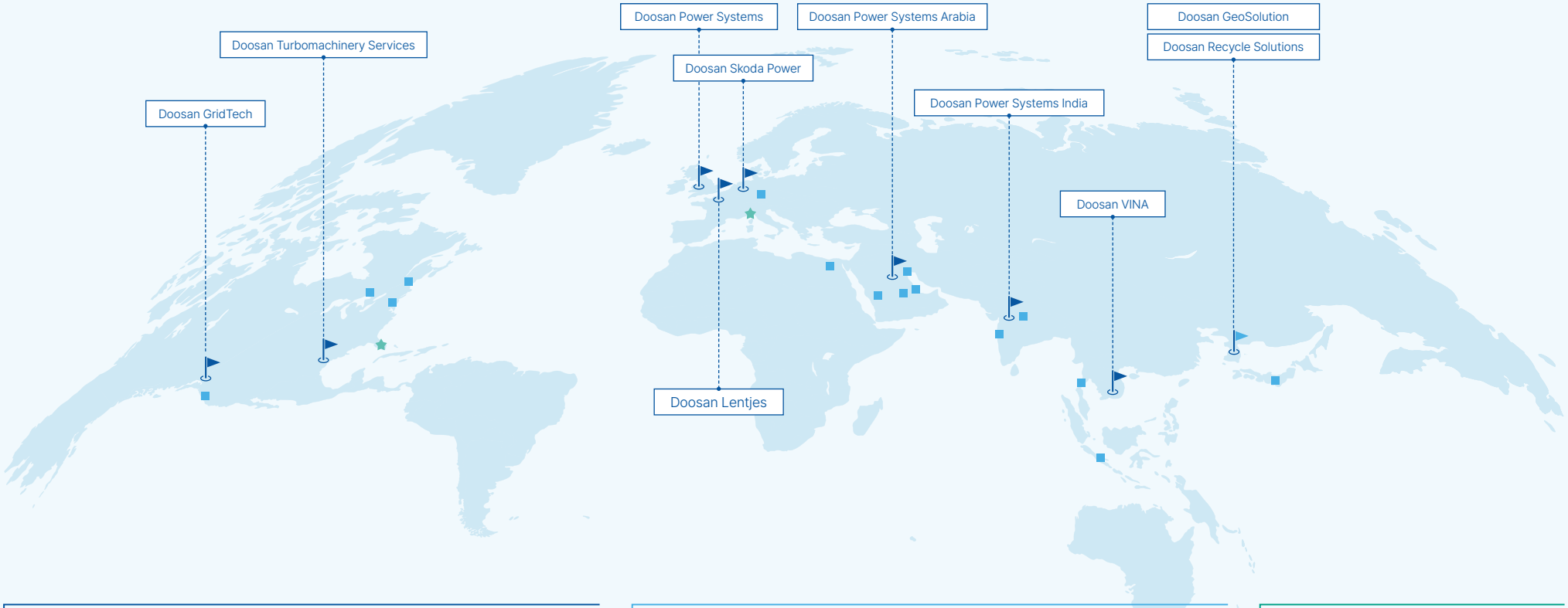
(As of the end of December 2024, consolidated basis)

Total Assets	Revenue	Operating Profit
KRW 26.3 trillion	KRW 16.2 trillion	KRW 1.2 trillion



Global Network

Doosan Enerbility's business vision, "GLOBAL LEADER IN POWER & WATER," is a strong manifestation of our intention to become a market leader in the global power and water sectors. By delivering services that enhance the quality of life for customers, we aim to establish Doosan's proud status as an innovative leader worldwide. To achieve these goals, we are building our global leadership position through excellence in technology, cost competitiveness, quality assurance, scalable revenue and profitability, talent development, and corporate culture. In addition, by proactively responding to rapidly evolving global technology trends and driving market changes, we strive to become a truly advanced global enterprise.



Global Subsidiaries 11

Asia	Doosan GeoSolution (Korea), Doosan Recycle Solutions (Korea), Doosan Power Systems India (India), Doosan VINA (Vietnam), Doosan Power Systems Arabia (Saudi Arabia)
Europe	Doosan Power Systems (UK), Doosan Lentjes (Germany), Doosan Skoda Power (Czech Republic)
America	Doosan GridTech (USA), Doosan Turbomachinery Services (USA)

Overseas and Branch Offices 21

Asia	Riyadh, Dubai, Abu Dhabi, Kuwait, Hanoi, Jakarta, Taipei, Manila, Bangkok, Tokyo, Beijing, Shanghai, MENA Regional Headquarters, Tuwaiq JV
Europe/ Africa	Cairo, Frankfurt
America	New Jersey, Newington, Pittsburgh, America Holdings, D20 Capital

R&D Center 2

ATSE (Switzerland), ATSA (United States)

02 Sustainable Strategy

Business Strategy and Performance

Business Overview

Global Energy Market Trends

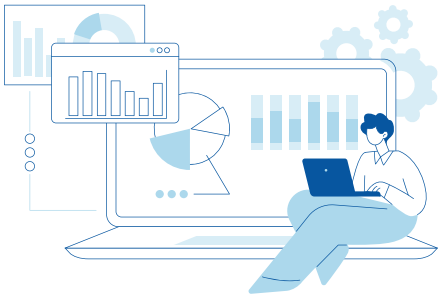
With the global acceleration of electrification and the expansion of AI data centers, electricity demand continues to rise. Efforts to secure practical carbon neutrality solutions in response to energy security and climate change are also gaining traction. The U.S. has announced plans to expand nuclear power, the EU is increasing support for nuclear projects, and Korea is working to standardize CFE (Carbon Free Energy) internationally. These developments are driving new constructions of large nuclear power plants, SMRs, and gas-fired combined cycle power plants.

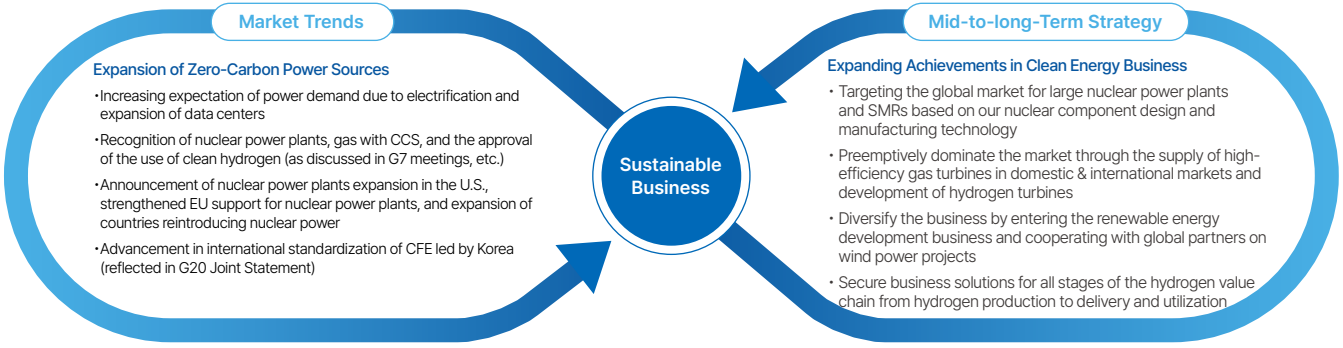
Domestic Energy Market Trends

In Korea, to address the growing electricity demand driven by AI and semiconductors, the 11th Basic Plan for Long-term Electricity Supply and Demand outlines the use of carbon-free energy sources including nuclear, renewables, and hydrogen. As a result, the nuclear power ecosystem is expected to be revitalized through the construction of new large nuclear plants and SMRs, alongside continued efforts to convert coal to gas/hydrogen and expand renewable energy deployment.

Mid-to-Long Term Strategy

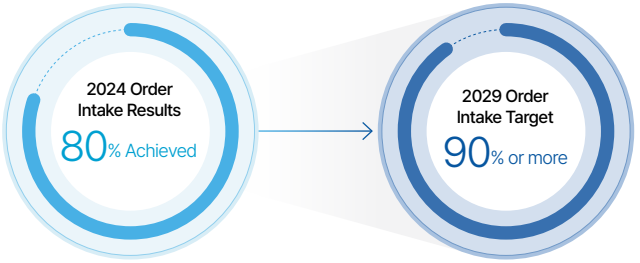
Doosan Enerbility is accelerating the transition of its business portfolio in response to changes in the energy market, focusing on nuclear, gas, renewables, and hydrogen energy.
In 2024, we were selected as the preferred bidder for a Czech nuclear power plant project, secured our first SMR project supplier contract and recorded six cumulative orders for gas turbines. These accomplishments highlight our visible achievements in the clean energy business.
Based on this, we aim to continuously pursue high-profit businesses centered on nuclear and gas in the mid-to-long term, while also improving profitability and expanding the business scale through the application of AI technologies.





Clean Energy Business Performance and Goals

Doosan Enerbility is expanding its clean energy business[1] scope to achieve global carbon neutrality and sustainable business operations. In 2024, our clean energy business orders accounted for 80% of our total order intake, and from 2025 onwards, we plan to increase the share of clean energy to the range of 90%[2].

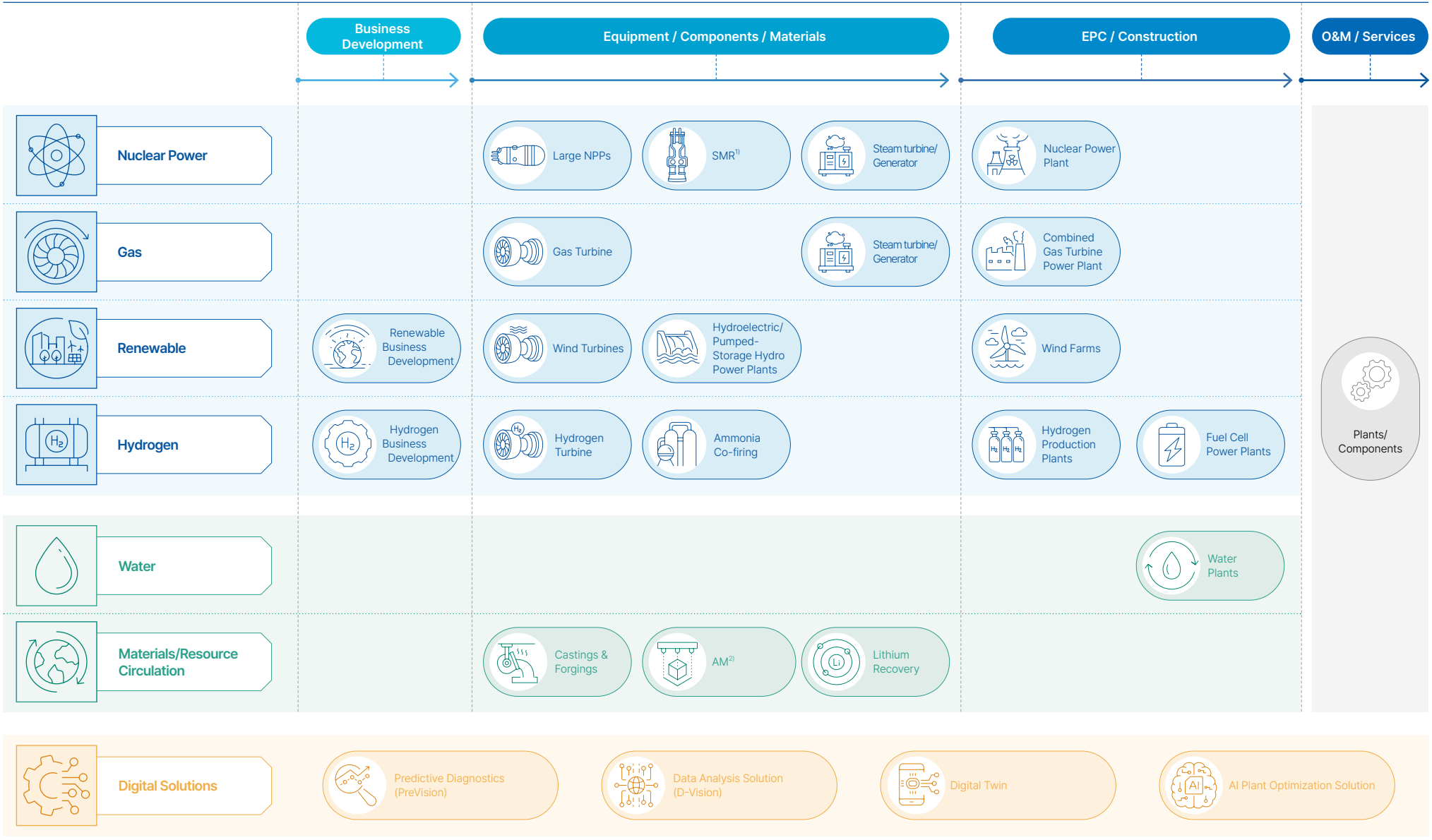


1) Environmental related businesses based on K-Taxonomy standards (Non-consolidated)
2) Average of approximately 90% per year from 2025 to 2029

Investment in Clean Energy Business

Doosan Enerbility is continuously expanding its investment scale in the clean energy business in line with the company's mid-to-long term strategic direction. In particular, as the business expands significantly, large-scale investments are being made in constructing production facilities and infrastructure to secure manufacturing capacity for next-generation nuclear power plants and gas businesses. In addition, we are actively investing in the advancement of SMR manufacturing capabilities and the development of core technologies, such as hydrogen turbines, thereby strengthening our business competitiveness.

Business Portfolio



1) SMR: Small Modular Reactor
2) AM: Additive Manufacturing (3D Printing)

Large Nuclear Power Plants

In the nuclear sector, Doosan Enerbility successfully completed Korea's first nuclear power export project, the Barakah Nuclear Power Plant construction in the UAE, and began commercial operation of all the units including Unit 4 in 2024, demonstrating our technological capabilities. In Korea, we achieved 100% localization for Shin-Hanul Units 1 and 2 by achieving technological independence for RCP and MMIS. Following Unit 1, commercial operation of Unit 2 was also initiated in April 2024. As a member of the Team Korea consortium, we leveraged our main equipment manufacturing capabilities and accumulated experience during the bid for the Czech Republic's new nuclear power plant, contributing to Team Korea's selection as the preferred bidder for the Czech new nuclear project in July 2024. We continue to contribute to Korea's stable electricity supply and GHG reduction goals, while also actively promoting the export of Korean nuclear technology.

Major R&D achievements in 2024

- Development underway for digital, automation, and proprietary technologies to enhance large nuclear power plants' competitiveness
- Developed nucelar decommissioning and spent fuel storage technologies, including maintenance and Heavy Water Reactor decommissioning

Goals

- Strengthening the global presence of Korean-type nuclear power plants

Strategy

- Collaborating with Korea Hydro & Nuclear Power as Team Korea member for nuclear plant construction bids in Czech Republic, Poland, and other countries
- Continuous activities and cooperation to secure large nuclear plant projects in domestic and international markets
- Expansion of Korean-type nuclear power plant exports to Europe, the Middle East, and Southeast Asia markets

Core Business Areas and Key Products

① Nuclear Reactor and Internal Structures

- Nuclear reactor pressure vessel (critical component in power plants)
- Korea's sole manufacturer of large nuclear reactors (APR1400 supplied, APR1000 in development)

② Steam Generator

- Steam generator: key component in Reactor Cooling System, transfers heat from primary to secondary coolant, producing steam.
- Capable of designing and manufacturing various models (Korean OPR1000, APR1400, U.S. AP1000, etc.)
- Supplies new and replacement steam generators for domestic and international nuclear plants.

③ Backend Nuclear Fuel Cycle – Cask, Decommissioning

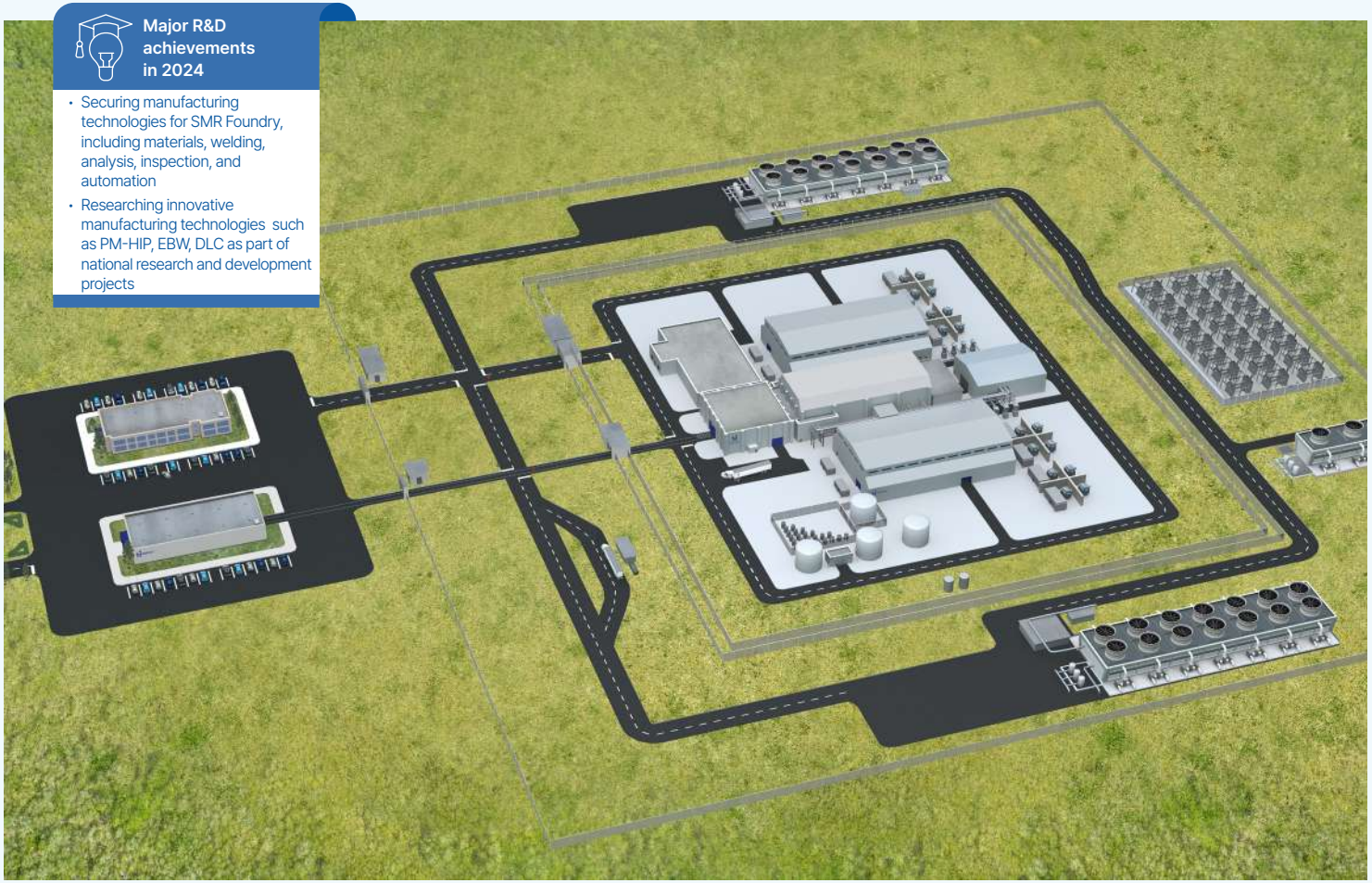
- Possesses technology for spent fuel dry storage casks and intermediate-level waste containers
- Involved in domestic and international projects (e.g., supplied casks for TMI nuclear plant in U.S., provided integrated dry storage system design in Korea)
- Currently conducting multiple R&D projects on spent fuel facility design and storage cask development

④ Nuclear Power Plant Construction

- Built 12 of 32 domestic nuclear units, 37.5% of Korea's nuclear construction (2nd largest share in korea)
- Performance
  - Completed: 8 units (Hanul Units 1-6 / Saeul Units 1, 2)
  - Under construction: 4 units (Saeul Units 3, 4 / Shin Hanul Units 3, 4)

Next Generation Nuclear Power Plants (SMR)

Doosan Enerbility is pursuing the strategy of becoming a leading SMR foundry, which will enable us to manufacture various SMRs based on our years of experience in manufacturing nuclear power plant components. To this end, we have established strategic partnerships with NuScale and X-energy, which are global leaders among SMR developers. In addition, we are expanding our production capacity to enable us to build four to ten or more modules simultaneously. We are also striving to establish a dedicated production system that can significantly shorten the production lead time and mass-produce high-quality SMRs through the proactive introduction of innovative manufacturing technologies.



Major R&D achievements in 2024

- Securing manufacturing technologies for SMR Foundry, including materials, welding, analysis, inspection, and automation
- Researching innovative manufacturing technologies such as PM-HIP, EBW, DLC as part of national research and development projects

Goals

- To become a competitive SMR Foundry

Strategy

- Secure SMR orders by proactively investing in equity and building partnerships with other companies
- Factory optimization to enable simultaneous production of large NPPs, SMRs
- Establish SMR mass production system by expanding factory's manufacturing capacity and applying innovative manufacturing technology

Core Business Areas and Key Products

NuScale

Manufacturing of Forgings for Reactor Modules

X-energy

Manufacturing of Forgings for Reactor Modules

TerraPower

Manufacturability Review of Key Components

i-SMR

Manufacturability Review

Gas Turbines

The large gas turbine market is expected to continually grow due to global low-carbon energy transition policies and accelerated conversion of old coal power plants. Based on the successful commercial operation of Doosan gas turbines manufactured with our own technology, we were able to win a contract to supply gas turbines for five power plants in Korea, along with two long-term service agreements. We plan to further improve sales and profitability by increasing our share of gas turbine equipment in the domestic market, targeting overseas gas turbine markets, and expanding our high-margin service business.

Major R&D achievements in 2024

- Continuously investing in material technology, maintenance technology, and predictive technology to develop subsequent models and improve performance and services after the demonstration and commercialization of large gas turbines

Goals

- Expand gas turbine business in the domestic market and advance into overseas markets
- Capture the hydrogen turbine market and advance gas turbine business by successfully developing aviation engines

Strategy

- Expand domestic and international supply of high-efficiency gas turbines and high-margin service businesses based on stable operational performance
- Accelerate hydrogen turbine development to get ahead of the game
- Accelerate development of engines for aircraft, including unmanned aerial vehicles (UAVs)

Core Business Areas and Key Products

Combined Cycle Gas Turbine Model

- Development of 380MW gas turbine completed, supplier agreement signed and under construction

Aircraft Engine Development

- Developing turbofan engines for unmanned aerial vehicles in conjunction with national projects

Hydrogen Turbine

- 30% hydrogen co-firing ratio successfully achieved in hydrogen turbine combustor
- 50% hydrogen co-firing ratio achieved in conjunction with national projects, and 100% hydrogen-fueled combustor under development

Renewable Energy

Doosan Enerbility plans to leverage its proprietary technology for wind turbines to not only supply components, but also deliver comprehensive services including EPC and O&M services. This approach enables us to provide optimal solutions to customers across the entire business spectrum. In addition, we have established Doosan GeoSolutions, a renewable energy development company, to expand our business model. We aim to secure steady and stable revenue while enhancing synergy with our existing equipment business.

Major R&D achievements in 2024

- Development and demonstration of Large wind turbine models
- Development of wind power generation forecasting and diagnostic technology

Goals

- Establish a strong position as a Total Solution Provider by enhancing competitiveness across the full lifecycle of wind power projects
- Expand and advance our presence in renewable energy development

Strategy

- Diversify operations through expansion of domestic large-scale offshore wind turbine projects and partnerships with overseas companies
- Expand renewable energy business portfolio through the establishment of a dedicated subsidiary for renewable energy development

Core Business Areas and Key Products

Wind Power

- Developing a 10MW Variation Model (DS205-10MW) using the Same Platform as the 8MW Model

Doosan GeoSolutions

- Wind Power Development Project: Development of offshore wind power business based on capabilities in procurement, construction and operation of offshore wind turbine equipment

Renewable Energy Projects

- Pursuing development of Rooftop Solar Power for self- consumption at Changwon Plant and affiliates

Hydrogen

With an aim to contribute to the introduction and revitalization of the hydrogen economy, we are developing core technologies that can enable decarbonization of the power generation sector through fuel conversion to clean hydrogen as Korea's leading power generation equipment manufacturer, while executing domestic demonstration projects in cooperation with the government. In addition, we are establishing partnerships to develop clean hydrogen production technologies and seeking to introduce our hydrogen and ammonia-firing solutions overseas.

Major R&D achievements in 2024

- Developing hydrogen co-firing/100% hydrogen-fueled gas turbines (Commenced development of large 100% hydrogen-fueled combustor, National project for developing medium-sized 100% hydrogen turbine currently in progress
- Completed development of 20% ammonia co-firing technology
- Jeju green hydrogen demonstration: 3.3MW done, 10.9MW started
- Nuclear Clean Hydrogen Demonstration: Phase 1 complete, Phase 2 begun
- Biogas Hydrogen Reforming demonstration (completed)

Goals

- Secure proprietary hydrogen power generation technology and supply related equipment
- Promote End-to-End business by reinforcing key value chain capabilities

Strategy

- Enhance competitiveness by executing hydrogen production, supply, and utilization across the full value chain
- Promote hydrogen supply business in connection with hydrogen power generation projects

Core Business Areas and Key Products

Hydrogen Production and Supply Sector

- Clean hydrogen production from carbon-free power (Renewable and Nuclear) and water electrolysis (Under Demonstration)
- Hydrogen production from biogas (Commercialization in Progress)
- Clean ammonia-based hydrogen production for overseas projects (Under Development)
- Development of domestic infrastructure to support overseas export & supply of clean hydrogen and hydrogen liquefaction (Commercialization in Progress)

Hydrogen Utilization Sector

- 100% hydrogen-fueled/Co-firing models for entire gas turbine lineup (Development/Demonstration in Progress)
- Ammonia Co-firing Boiler Technology (Development/Demonstration in Progress)
- Development and EPC projects related to Fuel Cells, Hydrogen Turbines, and Ammonia Co-firing Boilers

Doosan GeoSolutions

- Fuel Cell Development Business: involves development of high-efficiency fuel cell projects utilizing locally manufactured components and applying Doosan Fuel Cell technology
- Hydrogen Development Business: covers the entire value chain of the Hydrogen/Ammonia business

Power EPC

As a global leader in the power generation sector, Doosan Enerbility has the EPC capabilities to execute the entire value chain from plant design to equipment supply, construction and commissioning. Based on these capabilities, we are currently undertaking a number of projects in Korea and abroad, and we are in the process of transforming our business portfolio to increase the proportion of low-carbon energy plants to become a clean power generation company.

Goals

- Expand business in key markets such as the Middle East and Southeast Asia
- Enter into new global markets by utilizing Doosan Enerbility's products

Strategy

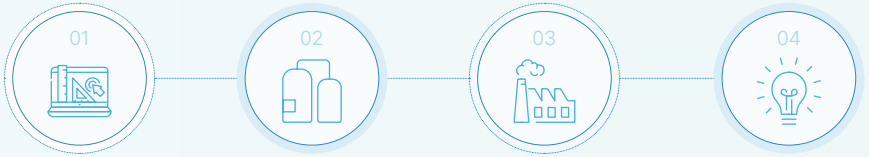
- Expand Middle East EP consortium and Southeast Asia EPC projects through collaboration with prominent developers and contractors
- Strengthen the role as enabler of gas turbine supply in overseas markets by leveraging local presence and customer networks

Core Business Areas and Key Products

Combined Cycle Power Generation

- Secured orders for the Haman Combined Cycle Power Plant Power Block (550MW) in 2024, and the Rumah 1 (1,800MW), Nairyah 1 (1,800MW), PP12 (1,800MW) in Saudi Arabia and the Peaking Unit (500MW) in Qatar in 2025.
- Seeking to increase order intake in the Commonwealth of Independent States (CIS) and Southeast Asia including Vietnam
- Capturing opportunities to enter into new overseas markets

Plant EPC Service Scope



Water EPC

Doosan Enerbility possesses full capabilities across the entire water EPC value chain, including the design, equipment supply, and construction process. Leveraging this expertise, we have supplied approximately 8 million tons of water per day to countries around the world over the past 35 years, starting with the Farasan project in Saudi Arabia in 1978 and continuing through to the Shuaibah 3 project in 2022.

Core Business Areas and Key Products

Through proven seawater desalination technology, we provide not only simple equipment supply but also high-efficiency turnkey solutions tailored to the shortest project timelines in the industry. We also posess comprehensive engineering service capabilities across the entire spectrum of water treatment and wastewater treatment.

① MSF/MED Desalination Plant

- Key water EPC technologies that convert seawater into fresh water and can produce high-purity freshwater even under challenging water quality conditions, such as high salinity
- Capability to design and build evaporators in-house, a key component of MSF and MED

② RO(Reverse Osmosis) Desalination Plant

- High-efficiency seawater desalination technology that can operate independently without steam, offers low energy consumption, and supports various capacities and processes
- Secured orders for large-scale RO plants such as Yanbu 4 IWP (450,000 m^3/day) and Shuaibah 3 (600,000 m^3/day)

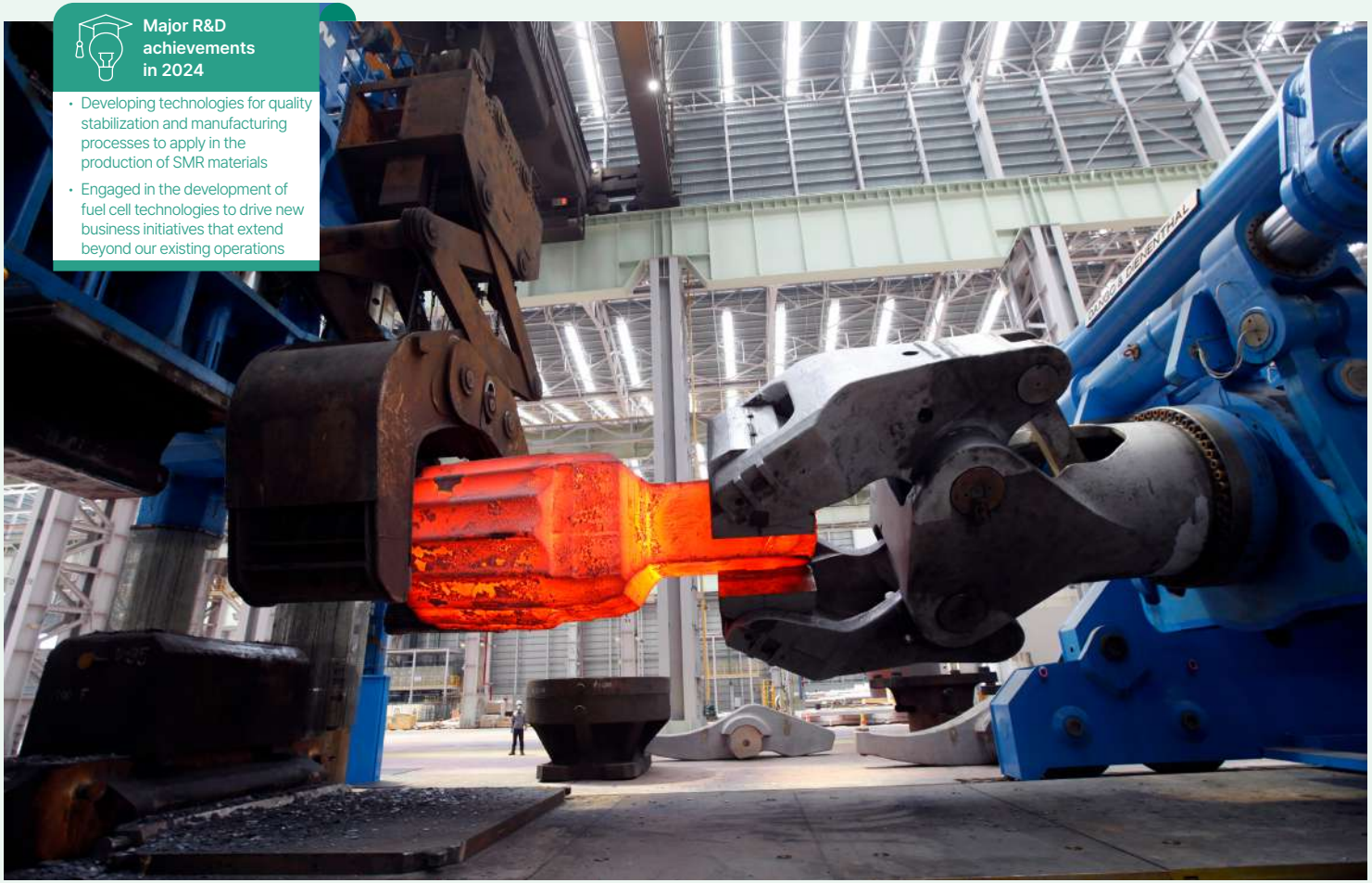
The Three Major Seawater Desalination Solutions

Casting & Forging Business

Doosan Enerbility continues to invest in building optimal infrastructure for producing high-purity and high-performance metal materials in line with trends in major downstream industries such as power generation, shipbuilding, and steelmaking. We are committed to maximizing customer value through these efforts. Going forward, we aim to further expand our order intake opportunities in the power, shipbuilding, and offshore sectors by leveraging our core competencies.

Major R&D achievements in 2024

- Developing technologies for quality stabilization and manufacturing processes to apply in the production of SMR materials
- Engaged in the development of fuel cell technologies to drive new business initiatives that extend beyond our existing operations



Core Business Areas and Key Products

① Nuclear Materials

- Retaining capabilities for manufacturing the large materials of nuclear components, such as reactors and steam generators
- Supply of key forgings for large nuclear power plants and SMRs to customers

② Turbine Materials

- Manufacturing and supply of high-quality castings and forgings for power generation based on consistently well-running production facilities and in-house technologies
- Supplying rotor materials for high, medium, and low-pressure turbine rotors and generators to customers worldwide

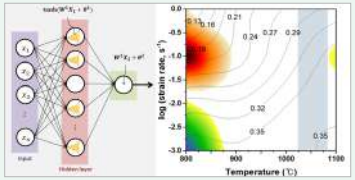
③ Crankshaft (C/S) and Shipbuilding Components

- Holding all the major shipbuilding certifications (ABS, DNV, etc.)
- Supply of castings and forgings for marine vessels such as Shaft, Stern Frame Castings and Crankshaft for marine engines to major shipyards in Korea and overseas

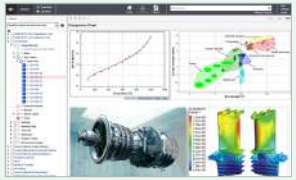
④ Rack & Chord and Marine Components

- Rack and chord specialty steel, key structures of the elevating steel bridge for offshore wind installation vessels, are manufactured and supplied to major domestic and overseas shipyards
- Various grades of high-strength, low-temperature forged products and fabricated items required for offshore drilling equipment, transport vessels, and specialized ships are supplied simultaneously and promptly to marine plants

630°C-Class Non-cooling Rotor



AI-aided Sinter-Forging Process Map



D-MAPs

Proprietary Materials

Doosan Enerbility possesses full-cycle material engineering capabilities covering the development, manufacturing, physical properties assessment and lifespan evaluation of advanced structural materials used in the energy and related industries. In particular, we have established a proprietary material properties database that is utilized across design, manufacturing, and service business areas, and is continuously updated and maintained through D-MAPs for integrated management. We are also accelerating innovation in new material development and manufacturing technologies by leveraging material data and knowledge-based AI technology. It is driving the development and commercialization of materials and components for extreme environments. Through these efforts, we aim to enhance our competitiveness in materials and expand into the aerospace materials sector.

Goals

- Providing Total Solution for Materials Engineering Technology
- Frontier of Extreme Environment Materials Technology

Strategy

- Strengthening Full Cycle Materials Engineering Technology and Capabilities
- Establishing Materials Data Mining, Standardization, and Platform
- Integrating Materials Technology with AI Technology

Core Business Areas and Key Products

Energy Materials

- SMR Pressure Vessel
- 650°C-Class High Toughness Blade for Combined Cycle Steam Turbine
- 630°C-Class Rotor for Combined Cycle Steam Turbine
- Database for High-Temperature Components of Gas Turbine/ Steam Turbine

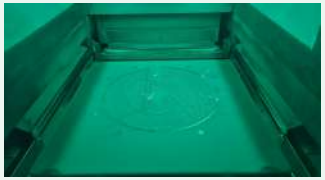
Aerospace/Defense/Shipbuilding Materials

- Large Structural Steel (HY-100) for Submarine Pressure Hull
- Extreme/High Purity Nickel-Based Superalloy for Aircraft Engines
- Forged Shapes for Aircraft Structures

Major R&D achievements in 2024

- Commercialization of 630°C-Class Non-Cooling Rotor for Combined Cycle Steam Turbine
- Commercialization of Forging Die for Reactor Pressure Vessel Head for SMR (Rolls Royce)
- Commercialization of Forged Material (FXM-19) for SMR (IHI)

Changwon AM Fabrication Panorama



AM Operations

Titanium AM Components

Additive Manufacturing (3D Printing)

Through continuous technology development, Doosan Enerbility has secured AM (Additive Manufacturing, 3D printing) technology for the entire value chain, including design, manufacturing, post-processing, and quality inspection. We are expanding our business by diversifying manufacturing processes such as L-PBF (Laser-Powder Bed Fusion) and Wire-DED (Directed Energy Deposition). To improve the performance of our independently developed gas turbines, we are expanding the application of AM technology from combustor components to high-temperature turbine parts and are now mass-producing them. We have completed military standardization of AM components and are linking development efforts to mass production. In addition, we are participating in joint development projects with customers and are expanding our business areas from traditional defense, power, and aerospace sectors to include shipbuilding, marine, and semiconductors.

Goals

- Unique AM Technology-based Total Service Provider using unique AM technology in the areas of design – manufacturing – post-processing – delivery - services

Strategy

- Diversifying processes and expanding portfolios
- Enhancing technology development pipeline and establishing a one-stop mass production line

Core Business Areas and Key Products

AM Components of Gas Turbines for Power Generation

- Core manufacturing capabilities for key components
- Supplying AM components for combustors and turbines

AM Components for Aerospace

- Obtained International Aerospace Quality Management System (AS9100) certification
- Supplying key components for space vehicle engines

AM Components for Defense

- Lightweighting, component integration, lightweight/high-temperature materials AM technology
- Defense development projects (guided missile bodies/engines, etc.)

Other

- Development of shipbuilding/marine and semiconductor equipment components

Major R&D achievements in 2024

- Completion of productivity enhancement and high-temperature materials AM technology development for gas turbines/aerospace/defense
- Initiation of AM specialized design/process analysis and surface polishing technology development
- Initiation of Wire-DED technology development for manufacturing large components

Remote Monitoring Service (RMS)

Doosan Enerbility remotely monitors the operating status of key equipment at multiple power plants in real time through our Remote Monitoring Service (RMS) center. In the event of a problem, the center enables rapid emergency response support for customers. We also plan to expand the application of our LTSA services to more power plants equipped with our gas turbines. The RMS center provides diagnostic and reporting services using Doosan's proprietary solutions such as PreVision and DooCARE, delivering value-added support to customers.

Goals

- Transitioning to an AI-driven intelligent and automated RMS (Remote Monitoring Service) framework, we aim to expand our services to industrial facilities, such as refineries and steel mills, by ensuring system versatility. This initiative is expected to enhance plant utilization rates and achieve potential financial benefits.

Strategy

- Implementing RMS (Remote Monitoring Service) services for power plants supplied with Doosan Enerbility gas turbines, while ensuring system versatility

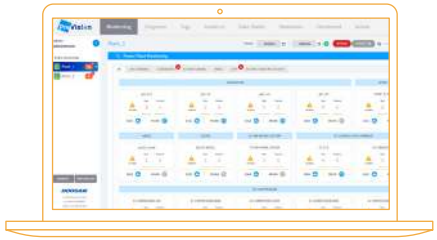
Core Business Areas and Key Products

RMS Center

- Regularly issuing operational status reports to customers utilizing solutions such as PreVision, GasPED, and DCAT
- Conducting real-time remote monitoring of power plant operations to analyze phenomena when device abnormalities occur and providing diagnostic reports to customers
- 24-hour real-time operation monitoring and early warning
- Regular operational status reports
- Diagnostic reports for anomaly analysis
- Technical assistance dispatch service
- Troubleshooting and pre-overhaul inspection item suggestions

Major R&D Achievements in 2024

- Reported 66 instances of RMS fault detection and action suggestions to power companies in 2024
- Signed service agreement for RMS services of Doosan gas turbines at Andong Combined Cycle Power Plant (Included within LTSA)



PreVision

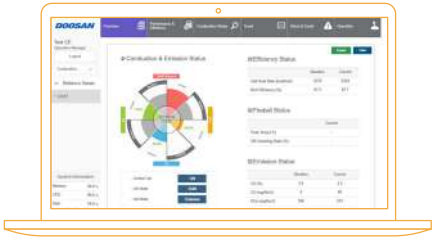
PreVision™, an AI-based prediction and diagnostics solution, is a solution that uses two or more algorithms to improve the prediction accuracy of faults. It helps to minimize facility downtime caused by failures in power plants/industrial facilities, thereby reducing the plant operating costs for customers.

DooCARE

Utilizing the DooCARE solution, specialized for Doosan Enerbility gas turbines, alongside PreVision allows power producers to ascertain the current status of the gas turbines. It enables automatic combustion tuning in response to changes in combustion conditions.

D-Vision

D-Vision, a nondestructive inspection data analysis solution, enhances production quality by reading and detecting welding defects through AI image analysis. It operates both as an on-premises and cloud-based service and is applicable in various plant construction and manufacturing sites using radiographic testing (RT) and ultrasonic testing (UT) for AI image analysi



AI Plant Optimization Solutions

The optimization solution is an AI solution that analyzes real-time operational data to derive optimized operational parameters based on a neural network (NN) model generator and a particle swarm optimizer (PSO) algorithm. It can stabilize the operational environment by minimizing emissions and maximizing equipment operational efficiency through optimal combustion.

Key Achievements

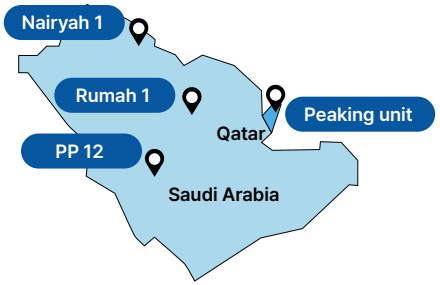
Selected as Preferred Bidder for Czech Nuclear Power Project

Doosan Enerbility, as a member of Team Korea, has been selected as the preferred bidder for the Czech Republic's new nuclear power plant construction project (Dukovany Units 5 and 6). This marks Korea's first export of a Korean-style nuclear power plant in 15 years since the UAE project. We expect to participate in the supply of main components, turbines, and construction, potentially securing the largest contract in our corporate history. This achievement is anticipated to have a positive impact on future nuclear power exports and revitalize the domestic nuclear industry.

Successive Project Wins for Domestic Large Gas Turbines

Doosan Enerbility has rapidly expanded its order intake by gaining market recognition for its domestic large gas turbine technology. In 2024, we signed three equipment supplier agreements and in the first half of 2025, we signed an additional equipment supplier contract, initiating full-scale operations of our gas turbine business. In addition, we secured high-value long-term maintenance service contracts, which are expected to generate stable revenue throughout the operational lifespan of power plants.

Proven Competence in Gas Combined Cycle EPC Execution



Doosan Enerbility won contracts for the construction of three 1,800MW gas combined cycle power plants—Rumah 1, Nairiyah 1, and PP12—in Saudi Arabia, as well as the 500MW Peaking Unit Generation Plant in Qatar. In total, we signed four power plant construction contracts in the Middle East in the first half of 2025, demonstrating our outstanding project execution capabilities and competitiveness.

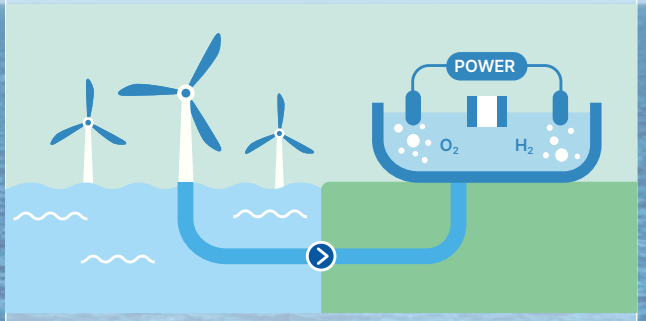
Strengthening Global SMR Foundry Presence

Doosan Enerbility is expanding cooperation with major global SMR (Small Modular Reactor) developers. In addition to NuScale, we have been selected as a supplier for the SMR projects of X-energy and TerraPower, and have plans to begin manufacturing of key equipment in earnest. With the expansion of the SMR market, more than 60 SMR orders are projected over the next five years.

Development of 10MW-Class Large Wind Turbine

Through a national project, Doosan Enerbility is responsible for the full process—design, assembly, installation, and demonstration—of a 10MW-class wind turbine. We are also conducting component reliability tests and developing automated equipment. The turbine is designed for Korea's low-wind-speed environment and features a rotor diameter of 205 meters, capable of achieving a capacity factor of over 30% at an average wind speed of 6.5 m/s. This will strengthen our competitiveness in the 10MW-class offshore wind power sector.

Participation in Jeju Green Hydrogen Demonstration Project

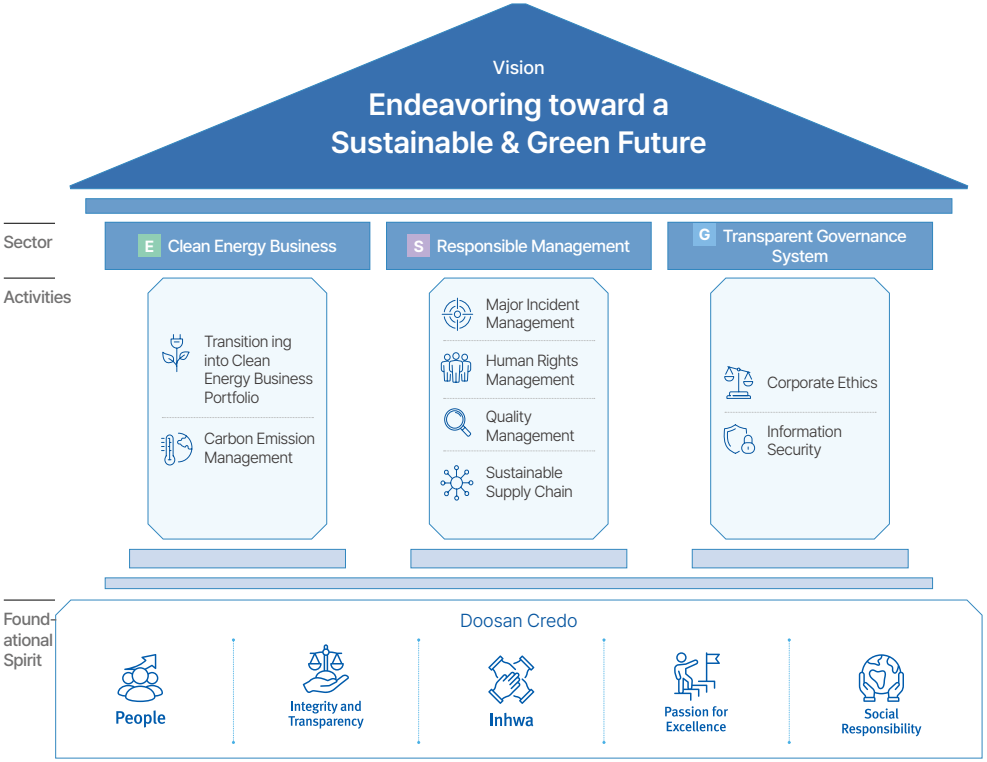


Doosan Enerbility is participating in the "Jeju 10.9MW Green Hydrogen Demonstration National Project," which produces hydrogen using water electrolysis technology powered by renewable energy. The project will test four types of electrolysis technologies—PEM, Alkaline, SOEC, and AEM—with HyAxiom, a Doosan affiliate, supplying 5MW of PEM electrolysis capacity. By successfully executing this project, We aim to secure a 5MW-scale water electrolysis EPC demonstration record and expand our participation in large-scale water electrolysis EPC projects both domestically and internationally.

Sustainability Management Foundation

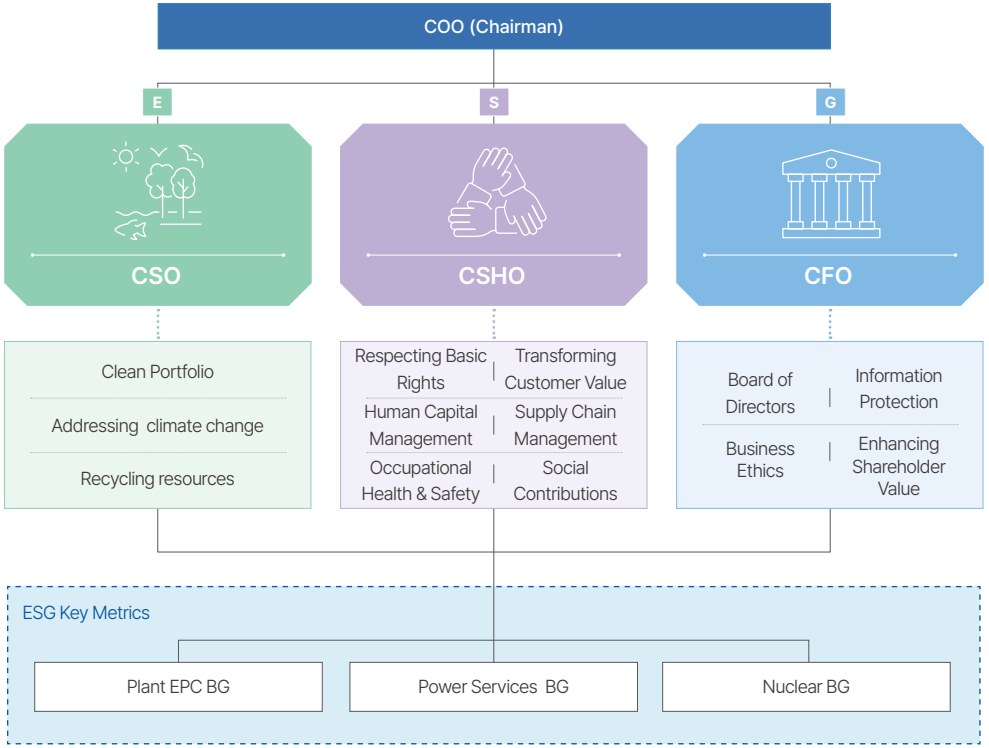
Strategy

Under the vision of "Endeavoring toward a Sustainable & Green Future," Doosan Enerbility is advancing our management strategy to build a sustainable future. We are focused on leading clean energy technologies and reinforcing sustainability practices, centered around energy projects, responsible management, and a transparent governance system. Through these efforts, we aim not only to generate economic value but also to fulfill our responsibilities to society and the environment. Grounded in the Doosan Credo, these initiatives are expected to contribute to our sustainable growth and to the broader development of society.



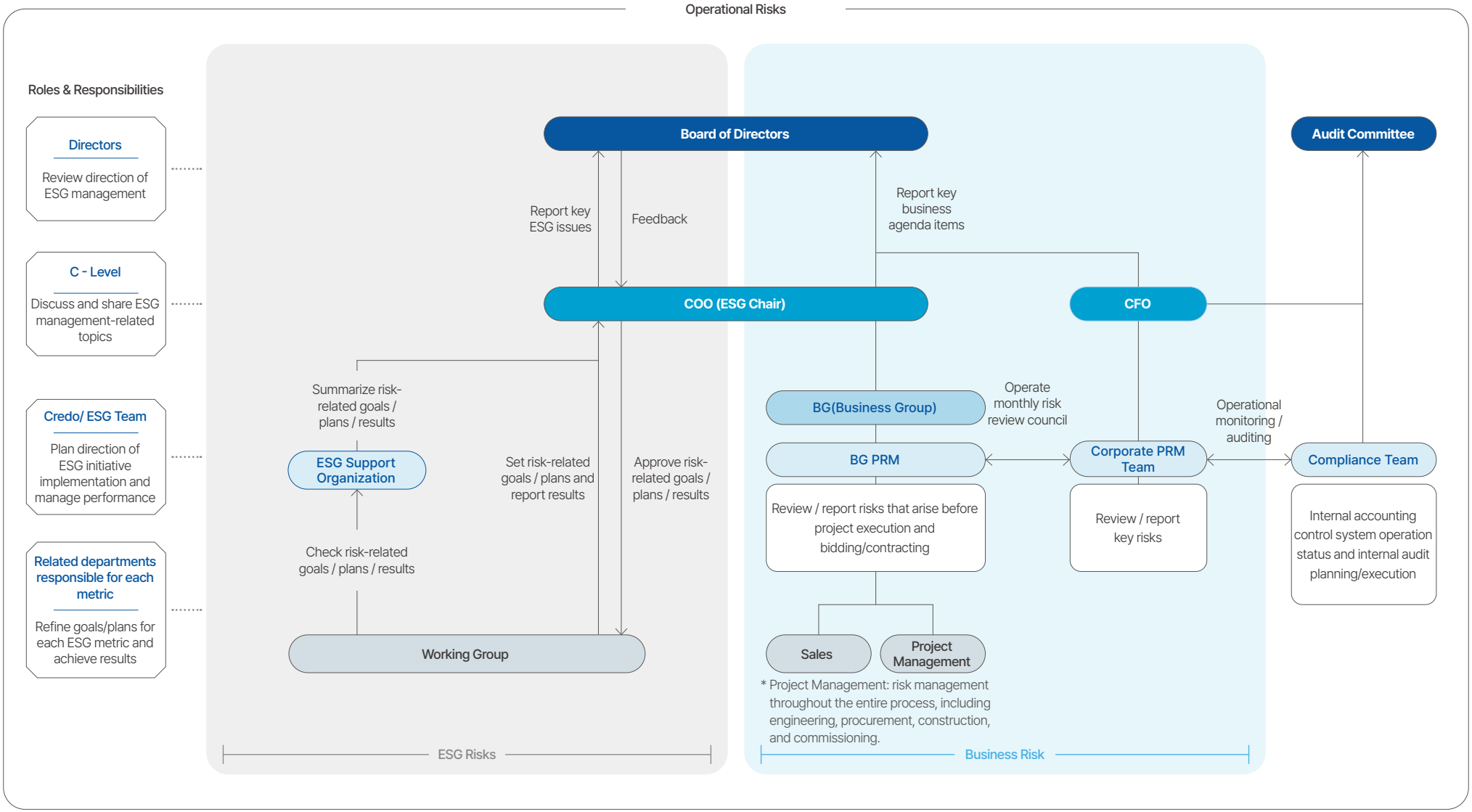
Governance

Doosan Enerbility operates the ESG Committee as the highest decision-making body for sustainable management. Chaired by the COO, the committee is led by the top management and oversees ESG metrics management. Each business group and working-level department establishes specific goals and strategies by metrics and drives implementation accordingly. The committee regularly reviews and approves responses to key ESG issues and risks, reports major outcomes and challenges, and escalates material matters to the Board of Directors as appropriate. In 2024, ESG committees were also established at key subsidiaries, including Doosan VINA and Doosan Skoda Power, to review ESG priorities. These efforts enhanced collaboration and synergy between the headquarters and our subsidiaries in jointly addressing ESG-related matters.



Integrated Risk Management

Doosan Enerbility has established management organizations according to risk types to effectively carry out the entire process of [identifying risk], [responding], and [making improvement plans]. Each type of risk is managed through the Council/ Committee operated by relevant management organizations and reported to the BoD depending on the severity of the issue.



Risk Management Process

Operational Risks

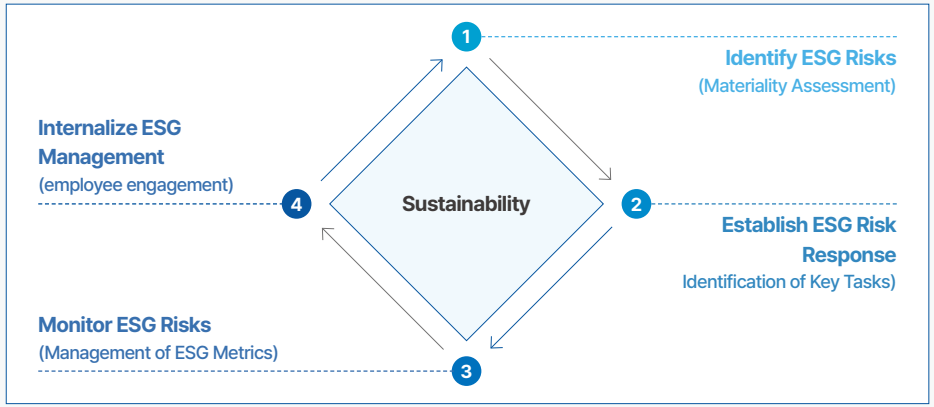
- Risks in our business processes, including accounting, internal audit, and internal accounting control systems.
- Systems and activities
  - Establishment and Execution of Internal Accounting Management System Operations and Internal Audit Plans through Compliance Team
  - Implementation of improvements to the Risk Management System in 2024 (Strengthening Functions for Registration, Confirmation, Tracking, and Financial Review Related to Profit and Loss Reflection)

Business Risks

- Risks that arise before project execution and bidding/contracting
- Systems and activities
  - Each business department performs tasks to review and manage risks occurring on-site, while assessing and reporting these risks through the BG or corporate PRM organization
  - Risks identified by the corporate PRM team are reported to and managed by the management according to sensitivity and procedures of the bidding and execution processes

ESG Risk Management

- Key issues that have a significant impact on our sustainability and business were identified through a Double Materiality Assessment.
- After reviewing risks identified by the ESG Committee, promote activities from [Response] → [Monitoring] → [Integration]



Identification of Potential Risks

- Emerging long-term risks that could impact the business
- Developing mitigation strategies for identified potential risks and striving to minimize negative impacts

Risks	Global cyber security threats and security regulations increase the risks in protecting core technologies	Increasing geopolitical complex risks such as supply chain and energy due to global war
Category	Technological	Environmental
Description	As technology advances, new forms of security threats are expected to arise, and dual attacks, ransomware attacks and generative AI-based methods are expected to become increasingly sophisticated. In particular, with the convergence of information technology and operation of new businesses, companies in the infrastructure, industrial facility business and manufacturing sectors will become more vulnerable to cyber attacks.	Global conflicts, such as those in the Russia-Ukraine region and the Middle East, have the potential to disrupt the supply of raw materials, cause energy prices to surge, impose constraints on imports and exports, and lead to cyber attacks, all of which could pose multifaceted risks to the business management environment
Impact	There is an increasing risk of cyber security breaches, alongside the strengthening of global information protection laws and heightened demands from stakeholders for robust data security measures. In the event of an issue, companies may experience disruptions to production facilities and damage to reputation due to decreased trust, while incurring financial costs related to recovery efforts.	Rising costs can lead to decreased profitability, production and delivery delays, and reduced opportunities for new business ventures, resulting in significant financial and non-financial impacts throughout the business management process.
Mitigation Plan	Doosan Enerbility is strengthening our protective measures for critical technologies in response to the growing cyber security threats and is enhancing our operational technology (OT) protection systems for IT equipment assets within our production facilities.	Doosan Enerbility is undertaking company-wide initiatives to enhance work efficiency through the use of AI. Additionally, we are engaged in operational innovation activities to improve energy efficiency at our production plants and are continuously investing in these areas. Furthermore, to ensure a sustainable supply chain, we are building a virtuous cycle-based partnership and strengthening improvement activities through ESG assessments.

Double Materiality Assessment

Overview of Double Materiality Assessment

Doosan Enerbility conducts a materiality assessment every year to communicate transparently with stakeholders and systematically identify and manage ESG issues. In 2024, we conducted a Double Materiality Assessment to understand the impact of business activities on the society and the environment, as well as the financial impact of external business environment factors such as climate change and changes in social values, in line with the recommendations of enhanced international disclosure standards. Doosan Enerbility will manage the sustainability-related key issues identified through this process more diligently and strengthen efforts to respond to them.

Double Materiality Assessment Process

STEP 1 Understanding of the Business

1) Value Chain Analysis

- **Value Chain Identification:** Analyzed business partner industries, activities, relationships within the value chain to understand overall business including business divisions by stakeholder, business activities, and dependent resources.

Value Chain	Upstream	Steel
	Doosan Enerbility	Electrical Equipment
	Downstream	Engineering and Construction, Wind Power

2) Stakeholder Identification

- **Stakeholder Identification:** Major stakeholder groups were identified based on their characteristics and roles within the value chain relevant to our company

Identified Stakeholders:
Employees, Customers, Partner Companies, Shareholders and Investors, Local Community

3) Derivation of Sustainability Subjects

Derived 24 material Issues for Doosan Enerbility reflecting comprehensive analysis of internal and external environments and current status diagnosis.

- **Analysis of major internal agendas:** Board of Directors' agenda, ESG Committee agenda, etc.
- **Benchmarking:** Identification of key sustainability management issues in peer and similar industries.
- **Industry relevance analysis:** Mapping industry-related metrics such as MSCI, SASB to the Long-List.
- **Global disclosure standards:** Mapping GRI, ESRS, KSSB disclosure standard metrics to the Long-List
- **Stakeholder interest analysis:** Analysis of investor inquiries and customer requirements considering company stakeholder dependency and influence.
- **Media analysis:** Determined media exposure by analyzing keywords in articles related to Doosan Enerbility's sustainability management (ESG) (Investigation period: 2024.01.01 ~ 2024.12.31).

STEP 2 Identification of Impact / Risk / Opportunity

- For the 24 identified sustainability issues, Doosan Enerbility identified the impact of our business activities on the environment and society, as well as the financial risks and opportunities posed to us by external factors related to ESG subjects.

STEP 3 Evaluation of Impact / Risk / Opportunity

- To select the most significant issues among the 24 identified issues, a survey based on double materiality was conducted targeting Doosan Enerbility's stakeholders to identify key sustainability issues.

Environmental/Social Impact Assessment

- Evaluation was conducted by comprehensively considering the following criteria.
  - Scale: The magnitude of impact on the environment and society.
  - Scope: The geographical/physical range affected by each impact.
  - Correctability (limited to negative impacts): Evaluation of recoverability considering the time and cost required to restore negative impacts to their original state.
  - Likelihood of occurrence (limited to potential impacts): Evaluation considers the probability and timing of impact occurrence

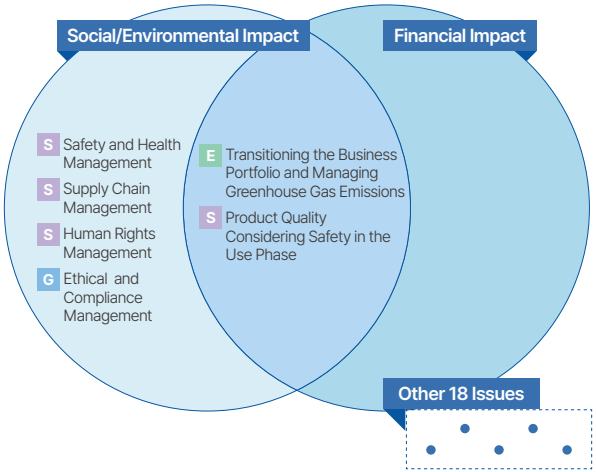
Financial Risk/Opportunity Assessment

- Evaluation was conducted by comprehensively considering the following criteria.
  - Scale: The severity of financial impact on our revenue, cash flow, and profit and loss is evaluated based on materiality amount criteria*
    * The materiality amount criteria are calculated according to the Financial Supervisory Service's quantitative standards.
  - Likelihood: Evaluation considers the probability and timing of financial impact occurrence.

STEP 4 Prioritization of Issues and Selection

- Based on the results of the Double Materiality Assessment, all issues were prioritized, resulting in the identification of six material issues for Doosan Enerbility in 2025.

2025 Material Issues



Classification	Issue name	2024	2025
E	Transitioning the Business Portfolio and Managing Greenhouse Gas Emissions	2nd	1st[1]
S	Safety and Health management	1st	2nd
S	Product Quality Considering Safety in the Use Phase	Not changed	
G	Ethical and Compliance Management	5th	4th
S	Supply Chain Management	New[2]	
S	Human Rights Management	New[2]	

1) The previous year's key issue of 'Greenhouse Gas Emissions Management' has been integrated into this year's 'Business Portfolio Transition' issue, consequently elevating this issue to the top priority.
2) Due to the strengthening of supply chain-related regulations and laws, such as the European CSDDD, the importance of not only supply chain management but also human rights management within the supply chain has increased, resulting in our new designation as a key issue.

Results of Double Materiality Assessment

Through the Double Materiality Assessment, Doosan Enerbility has identified the core priorities of our ESG management. A comprehensive approach was applied, incorporating key disclosure standards, domestic and international evaluation indicators, media analysis, and employee feedback, to assess both social/environmental impacts and financial materiality. Based on this process, six material issues were derived, which will serve as strategic focal points for our sustainable growth. We plan to establish a structured risk management system for these material issues, proactively mitigate potential risks, and actively identify emerging opportunities to strengthen our future competitiveness. In doing so, Doosan Enerbility aims to pursue genuine ESG management that creates long-term value while driving sustainable development.

Impact level: ●●● High ●●○ Medium ●○○ Low

Area	Issue Name (UN SDGs)	Value Chain	Stakeholders	Impact Materiality					Financial Materiality			
				Positive /Negative	Actual /Potential	Target Period	Detailed Description of Social/Environmental Impact	Social/ Environmental Impact	Risk/ Opportunity	Target Period	Detailed Description of Financial Impact	Financial Impact
E	Transitioning the Business Portfolio and Managing Greenhouse Gas Emissions	(Common) Downstream	Environment	Positive	Actual	Short/Mid/ Long Term	Acceleration of climate change caused by increased greenhouse gas emissions from operation of own business sites.	●●●	Opportunity	Mid/Long Term	In response to the global trend of increasing renewable energy demand, Doosan Enerbility is expanding our environmental portfolio through the development of low-carbon technologies (combined cycle power generation, wind power, hydrogen co-firing/pure firing, gas turbines, etc.), aiming to secure a leading position in the global market and increase sales.	●●●
S	Safety and Health Management	(Common) Upstream	Partner Companies	Positive	Actual	Short/Mid/ Long Term	Contributing to the safety and quality of life of partner company employees through the establishment of safety and health management systems at partner companies.	●●●	Risk	Long Term	If safety standards are not met within business sites, fines and penalties may be imposed due to safety accidents involving employees; financial burdens may increase due to equipment restoration, medical expenses, and compensation related to industrial accidents.	●○○
		(Common) Own Operation	Employees	Positive	Actual	Short/Mid/ Long Term	Improvement of employee health and quality of life through activities for employee safety (site inspections, training, recurrence prevention measures, etc.).	●●●				
S	Product Quality with safety in mind	(Common) Downstream	Customer	Positive	Actual	Short/Mid/ Long Term	Preventing accidents and ensuring customer safety through activities that secure product quality and enhance safety.	●●●	Risk	Long Term	In case of safety accidents or quality defects, costs may arise from quality improvement, recalls, or litigation; fines and penalties may be imposed for violations of related laws/regulations.	●●●
		(Common) Downstream	Customer	Negative	Potential	Mid/Long Term	Customer safety may be threatened in case of accidents such as electrical fires caused by insufficient product quality.	●●●				
G	Ethics and Compliance Management	(Common) Own Operation	Employees, Investors	Positive	Actual	Short/Mid/ Long Term	Operating whistleblower protection measures to practice ethical management for transparent corporate activities, protecting employees and strengthening trust with internal and external stakeholders.	●●●	Opportunity	Short/Mid/ Long Term	Enhancing corporate reputation and productivity through the creation of an ethical and transparent culture across the industry via the Ethical Compliance Pledge	●○○
S	Supply Chain Management	(Common) Upstream	Partner Companies	Positive	Actual	Short/Mid/ Long Term	Contributing to sustainable supply chain management by reducing greenhouse gas emissions, enhancing safety, and protecting human rights within the communities where partner companies are located.	●●●	Risk	Short/Mid/ Long Term	In the event of safety accidents at equipment manufacturing partner companies, disruptions in the procurement of raw materials/components may lead to decreased product production capacity and reduced sales. Additionally, if safety-related accidents occur at construction site partners, legal costs may arise due to civil liability for damages.	●○○
S	Human Rights Management	(Common) Own Operation	Employees	Positive	Actual	Short/Mid/ Long Term	Efforts to improve labor-management win-win culture contribute to strengthening labor relations and boosting employee morale.	●●●	Risk	Short/Mid/ Long Term	If employees of our company or partner companies are exposed to human rights violation issues, financial losses such as fines, lawsuits, or business suspension may occur due to violations of related laws including the Labor Standards Act.	●○○

Performance on Material Issues

Doosan Enerbility integrates the results of our annual materiality assessment into the core of our management strategy, continuously improving our ESG and company-wide strategic systems to build a sustainable growth model that aims for the joint development of our company and society. In particular, for the six material issues derived from the assessment, we establish and systematically manage company-wide response strategies and action plans. These efforts and outcomes are disclosed transparently through this integrated report and serve as an open communication channel with stakeholders. Furthermore, the insights and experience accumulated through this process continue to strengthen our ESG management capabilities.

Issue name	Issue Background	Goals	Strategy and Plan	Activities and Performance		Reporting Location
Transitioning the Business Portfolio and Managing Greenhouse Gas Emissions	Efforts to newly develop and produce environmental products, along with securing new markets, are becoming vital competitive advantages in the era of green transition. However, the process of exploring and preempting new markets involves substantial effort and risks during the initial market formation phase. Therefore, identifying potential risks in the environmental market in advance and incorporating social, geopolitical, environmental, and political impacts into long-term business plans are becoming increasingly important for risk management in business transition.	• Expanding Transition to clean business Areas	• Targeting Large and SMR Global Markets Based on Reactor Main Equipment Design/Manufacturing Technology • Securing Market Leadership Through Efficient Gas Turbine Supply Domestically and Internationally, and Hydrogen Turbine Development • Entering Renewable Energy Development Projects and Diversifying Business Through Collaboration with Overseas Wind Companies • Acquiring Business Solutions Across the Entire Value Chain of Hydrogen Production, Supply, and Utilization • Achieving a Target of 90% Environmental Order Ratio by 2029	Activities	• Securing orders for Large Nuclear Power Plants (Shin Hanul Units 3 and 4) and continuously expanding international exports (Czech Republic, Poland, etc.) • Securing orders for Korean Combined Cycle Gas Turbines (Shin Boryeong/ Andong) • Entering the offshore wind power (8MW) market and promoting continuous expansion through selection as the preferred negotiating partner for Han Dong and Pyeongdae. • Promoting entry into new markets for SMR, and advancing hydrogen and ammonia production and power generation projects in Changwon and Jeju. • Establishing Doosan Geo Solutions to diversify business models through development and operational projects and maximize synergies with environmentally-friendly portfolio businesses • Advancing the battery lithium recovery business through the establishment of Doosan Recycle Solutions	9-20, 26, 42
				Performance	• Achieved an 80% Environmental Order Ratio in 2024	
Safety and Health Management	Safety and health management has become an essential element of global standards prioritizing the life and health of workers, with increasing importance placed on managing and preventing efforts across the entire corporate value chain, including under Korea's Serious Accidents Punishment Act. Particularly, it is a key corporate responsibility to protect lives and property from industrial accidents by eliminating harmful and hazardous factors, preventing accidents and occupational diseases, and ensuring workers can operate in safe and pleasant environments.	• Improving Scores in DSRS (Autonomous Safety and Health Management System)	• Establishing a Reporting and Approval System with the Board of Directors for Safety and Health-Related Decision-Making and Key Deliberations • Enhancing On-Site Safety Management System • Expanding Support for Safety Management of Partners • Building an AI-based real-time disaster prediction system	Activities	• Promoting the digitalization of the EHS (Environment, Health, and Safety) management system for major accident prevention, establishing an effective PDCA (Plan-Do-Check-Act) cycle, and enhancing management levels through the building of an AI-integrated accident prediction system - Developing and operating a high-risk management program connected to the production management system - Managing accident prediction programs through learning sessions for high-risk tasks based on risk assessment	26, 44-46, 84
				Performance	• Improvement in DSRS (Doosan Group EHS Evaluation) Score (69.5 points in 2023 → 71.4 points in 2024)	
Product Quality with safety in mind	Enhancing product safety through the production and procurement of high-quality products is essential for securing trust with customers and achieving top-tier quality and safety, making it one of a company's vital management activities. For example, ISO 19443 is a nuclear quality management standard designed to improve safety and quality across the nuclear industry, providing guidance for companies to fulfill product responsibility.	• Achieving a Goal of 90 Points Across All Areas in Customer Satisfaction Survey Results	• To strengthen and ensure quality, we aim to operate an organized and systematic quality assurance system in accordance with global standards, maintaining and expanding a total of 53 external certifications across business divisions • Digitizing quality information from inspection planning to results in all phases, enhancing visibility and execution in quality management status • Management's active participation in frontline quality inspection activities	Activities	• Implementing activities for "Complete Prevention" of nuclear product safety-related quality issues - Ensuring zero-defect quality through operation of the Nuclear Quality Innovation Committee - Establishing proactive quality assurance systems (Obtaining ISO 9001 certification)	26, 47-49, 85
				Performance	• Strengthening frontline quality inspections by management - Intensively inspecting products and on-site quality issues with high customer/ public sensitivity through MQLT[1] (Management Quality Line Tour), completing 539 cases in 2024 - Developing MQLT management system and establishing a digital sharing framework	

1) MQLT: Expanding management frontline inspection and feedback activities, which began with safety inspections, into the quality sector, and continuously advancing since 2023

Issue Name	Issue Background	Goal	Strategy and Plan	Activities and Performance		Report Location
Ethics and Compliance Management	Ethics and Compliance Management is an essential management element for the sustainable growth of a company. Recently, the importance of actively practicing social responsibility and environmental management beyond mere ethical compliance has been emphasized. In particular, international organizations including the OECD have attempted to standardize ethical management since the late 1990s through the formation of ethics rounds, and awareness of corporate ethics is gradually strengthening domestically as well.	• Practice transparent ethics and compliance management through strengthening and internalizing the ethics and compliance management system	• Establishment of systems and frameworks with the ultimate goal of zero compliance risk • Implementation of pinpoint activities (Fair Trade and Improper Solicitation and Graft Act)	Activities	• Conducted compliance trainings for new executives and team leaders as part of strengthening the compliance management system • Strengthened pre-inspection through guidelines and checklists in the area of compliance inspection activities	27, 67-68, 87
				Performance	• Expanded Ethical Compliance Management Trainings- Conducted Code of Ethics training in 2024 for 2,975 local office employees and 1,214 local technical employees * Targeted office employees eligible for online training (excluding contract Employees) - Conducted ethics code training for employees of overseas subsidiary Doosan VINA and partner companies • Distributed Code of Ethics advisory letters to partner company employees and enforced ethics agreement signing upon new registration.	
Supply Chain Management	With globalization, issues such as environmental destruction, human rights violations, and corruption arising from complexly changing supply chains are increasingly recognized as directly impacting corporate reputation and financial performance. Accordingly, various stakeholders including investors, consumers, and regulatory agencies have begun to consider the sustainability of the entire supply chain as a critical factor when evaluating our ESG performance, beyond just our direct activities.	• Expand ESG evaluation firms (including major nuclear power plant partners) • Identify risks and reduce negative impacts on over 50% of the supply chain • 100% on-site visits and guidance for companies targeted for ESG rating improvement	• Establishment of virtuous cycle-based partnership • Support for supply chain ESG evaluation and improvement activities • Monitoring to prevent risks related to unfair subcontracting transactions	Activities	• Conducted supply chain ESG evaluations • ESG Practical Academy: 68 partner companies, 91 participants • Compliance management with the Subcontracting Act: Conducted training to enhance employee awareness and understanding, added contract management function linked to the purchasing system	27, 56-58, 83-84
				Performance	• Achieved the highest grade in the Shared Growth Index for 2024 (received 'Excellent' grade for five consecutive years from 2019 to 2023) • Supply Chain ESG Assessment results: average assessment grade improved from 4.9 to 4.6 • Increased the number of ESG assessment recipients from 104 to 123 (included major nuclear power partners in the assessment)	
Human Rights Management	Ethical management, an essential element for sustainable corporate growth and social responsibility realization, has been standardized by international organizations including the OECD since the late 1990s. Awareness of corporate ethics and human rights is increasingly strengthening in Korea, with many Korean companies practicing ethical and human rights management to enhance corporate and national competitiveness.	• 100% implementation of human rights management practice and inspection processes (including subsidiaries)	• Establishment and advancement of human rights management system • Promotion of diversity and inclusion	Activities	• Conducted human rights impact assessments • Conducted in-house human rights education (prevention of workplace sexual harassment, disability awareness improvement, prevention of workplace bullying) • Operated bullying and sexual harassment prevention center	27, 50-51, 85
				Performance	• Positive assessment on 38 items (improvement on 3 items)	

Major Domestic and International Regulations and Responses

Doosan Enerbility has established a system to systematically monitor key domestic and international environmental regulations. We continuously track global environmental policy trends and analyze the potential impacts of various regulations, proactively developing response strategies not only for currently enforced regulations but also for those likely to be introduced in the future. These efforts play a crucial role in enhancing our environmental risk management capabilities and building a sustainable business model. We are committed to going beyond mere regulatory compliance to position ourselves as a leader in environmental management.

Law		Content	Countermeasures of Doosan Enerbility
Carbon Border Tax	Clean Competition Act (CCA)	• From 2025, a tax of $55 per ton based on carbon emissions will be imposed on raw materials such as steel and cement produced domestically or imported into the United States.	Doosan Enerbility exports power generation materials and equipment to the EU, including Italy, and the United States, and is expected to be affected by the global Carbon Border Tax. In response, we have established the Product Carbon Management System (Doosan Product Carbon Footprint, DPCF) to calculate carbon emissions for products manufactured at each plant and are actively pursuing carbon emission reduction initiatives for key products to secure global-level product carbon competitiveness.
	Foreign Pollution Fee Act (FPFA)	• A bill aiming for passage within 2025 that imposes a carbon border tax or pollution fee on overseas carbon-intensive products imported into the U.S. whose carbon emission intensity exceeds 10% of that of U.S. products.	
	EU Carbon Border Adjustment Mechanism (CBAM)	• Carbon tax imposed on high carbon-emission products (steel, electricity, fertilizer, aluminum, cement, hydrogen) linked to the EU Emissions Trading System (EU-ETS) price based on product-specific carbon emissions.	
EU Omnibus Package (CSRD, CSDDD, Taxonomy)		• CSRD: Adjustment of the scope of reporting companies, introduction of voluntary disclosure standards for unlisted SMEs, and relaxation of certification levels for sustainability information. • CSDDD: Limitation of supply chain due diligence scope to direct supply chains, and relaxation of due diligence monitoring frequency. • EU Taxonomy: Recommendation for strategic voluntary disclosure by companies through an opt-in system, recognition of partial compliance disclosures.	• CSDDD: Doosan Enerbility is expanding our support for improving the ratings of our partners with a concerned rating. We support improvements through on-site consulting linked to government projects and continuously operates the ESG Academy. In 2024, the 18th ESG Academy was held, with 68 companies participating. • CSRD: Doosan Enerbility conducts materiality impact assessments in accordance with the CSRD criteria and responds to ESG. In addition, our subsidiary, Doosan Skoda Power, is preparing for disclosure in 2025.
4th Basic Plan for Emissions Trading Scheme		• To secure competitiveness of domestic companies' export products and reduce additional carbon costs, free allocation will be reduced and the carbon emissions management (MRV) system strengthened.	Doosan Enerbility has been designated as an allocation target company under the domestic greenhouse gas Emissions Trading Scheme since 2015, and emission reduction requirements are expected to be strengthened under the government's 4th Basic Plan for Emissions Trading Scheme. In response, we have established our mid- to long-term carbon neutrality strategy '2050 Carbon RE' and are implementing reduction measures such as improving energy efficiency at business sites, transitioning to renewable energy, and securing external emission allowances. Furthermore, we have built a Carbon Emission Management System (CEMS) at business sites to set emission targets and monitor performance in real time.
Act on Prevention of Divulgence and Protection of Industrial Technology		• According to Articles 17 (Survey on the Status for Industrial Technology Protection) and 22 (Survey on the Status for Industrial Technology Protection) of the Enforcement Decree, the Ministry of Trade, Industry and Energy conducts an annual survey on the status of national core technologies.	As an institution holding national core technologies, Doosan Enerbility recognizes the importance of information protection, with a special emphasis on safeguarding these critical technologies. This information protection policy is mandatory for all members to follow and is shared with all employees through the internal network. In addition, Doosan Enerbility conducts regular and ongoing security inspections to continuously review the implementation level of our security policies. We undertake various activities to identify and remedy security vulnerabilities both internally and externally. Moreover, an annual survey on the protection of national core technologies is conducted to enhance the objectivity and reliability of our security measures.

03 Sustainable Management System

Environmental

Environmental

Environmental Management

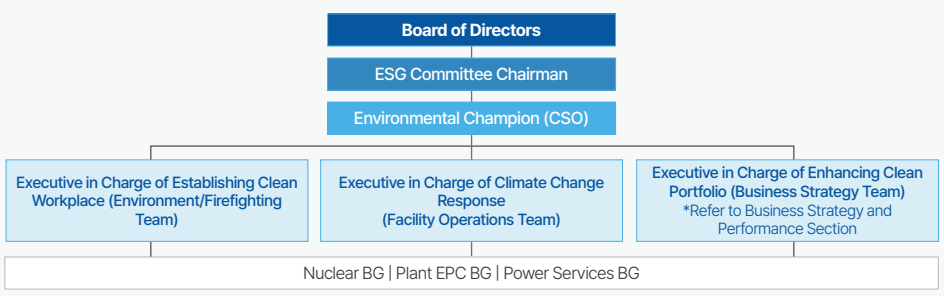
01 Governance

Doosan Enerbility establishes environmental management governance policies and strategies focusing on the impact (Inside-Out) that our business activities have on the external environment throughout the value chain, and transparently discloses the implementation of environmental policies that prioritize environmental safety to stakeholders. We comply with environmental regulations related to business activities and develop environment-friendly technologies and products aimed at reducing greenhouse gas and pollutant emissions.
To manage environmental safety at domestic and overseas business sites, Doosan Enerbility has obtained ISO14001 certification for core operations including our headquarters, Doosan Skoda Power (Czech Republic), Doosan VINA (Vietnam), and Doosan Lentjes (Germany) since 2010, and established an Environmental Management System (EMS) and management framework. Through annual external audits, we review our environmental management system and periodically renew certifications to manage environmental performance across all processes at all our sites. Domestic and overseas construction projects implement effective environmental management from a lifecycle perspective, and these achievements are continuously shared with the Board of Directors and stakeholders.

Organizations in Charge & Performance Management

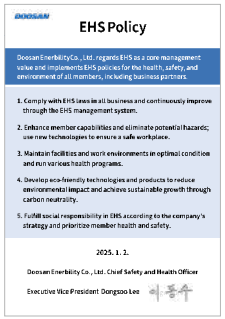
Through the ESG Committee, Doosan Enerbility establishes and approves corporate-wide strategic plans and environmental indicator targets under the leadership of the Chief Strategy Officer (CSO), who serves as the Environmental Champion. The Committee manages performance metrics and reports critical agenda items to the Board of Directors. In 2024, the Board received reports on environmental facility improvement investments and enhanced chemical management measures.
Additionally, executives responsible for each domain, including response to climate change, establish goals for both corporate-wide and Business Group (BG) levels, conducting regular performance reviews and providing feedback. In 2024, we set emission reduction targets for air pollutants, wastewater, waste, and greenhouse gases, linking them to MBO evaluations of key executives, including the CSHO (Chief Safety & Health Officer). Performance-based compensation was implemented, and six employees were selected for monetary rewards in recognition of their outstanding achievements in greenhouse gas reduction initiatives.

Organizational Chart



02 Strategy

Doosan Enerbility is implementing major environmental management strategic initiatives based on EHS policies,. These strategies include the development of clean products and technologies, contributing to the establishment of a resource-circulating society, building green production systems, establishing proactive response systems to domestic and international regulations, and developing advanced and scientific environmental management systems and processes. We systematically identify the environmental impacts arising from our management activities and continuously carry out various improvement initiatives to minimize pollutants generated during production processes. Additionally, Doosan Enerbility plans and promotes improvement activities aimed at raising environmental awareness among both internal and external stakeholders, including partners, employees, and local communities. We strive to help employees understand the environmental impacts of their work through training programs and other means. Furthermore, in collaboration with local communities, we actively engage in environmental conservation activities, such as conducting environmental clean-up initiatives and running educational programs to raise the environmental awareness of the local residents.


EHS Policy

Doosan Enerbility Co., Ltd. regards EHS as a core management value and implements EHS policies for the health, safety, and environment of all members, including business partners.

1. Comply with EHS laws in all business and continuously improve through the EHS management system.
2. Enhance member capabilities and eliminate potential hazards; use new technologies to ensure a safe workplace.
3. Maintain facilities and work environments in optimal condition and run various health programs.
4. Develop eco-friendly technologies and products to reduce environmental impact and achieve sustainable growth through carbon neutrality.
5. Fulfill social responsibility in EHS according to the company's strategy and prioritize member health and safety.

2025. 1. 2.

Doosan Enerbility Co., Ltd. Chief Safety and Health Officer

Executive Vice President Dongsoo Lee

Doosan Enerbility EHS Policy

Key Strategic Initiatives for Environmental Management

Developing clean products & technologies	Contributing to building a resource circulating society	Establishing a green production system	Establishing a preemptive response system to domestic & international regulations	Developing advanced & scientific environmental management systems and processes

Provision of Environmental Training

Doosan Enerbility has established a learning & development plan and provides various training programs to raise the environmental awareness of our employees and the workers of partner companies. In 2024, Doosan Enerbility provided training to our employees, partner companies' workers, and related personnel on the use, storage and management of hazardous materials and accident response measures. In addition, to build a resource-circulating society, we regularly provide training to the representatives of our partner companies on waste management, including waste separation and collection.

Status of Environmental Management Training Programs

Training Name	Target	Training Content
Hazardous Materials Workers Training	Employees and Partner Companies	・Annual hazardous chemical worker training conducted (3,379 employees, 631 Changwon plant partner company workers)
Hazardous Materials Handlers / Managers Training	Hazardous chemical handlers and managers (10 persons)	・Management standards for hazardous chemical storage and handling facilities, initial response measures in case of spill accidents, etc.
Training on Waste Separation Culture	Representatives of in-house partner companies (50 companies)	・Conducted monthly ・In-house waste separation standards, major deficiencies in waste separation, types of designated waste and separation discharge standards, etc.

Response to Environmental Incidents

To prevent and minimize the environmental impact of spills of environmentally hazardous substances in nearby areas, Doosan Enerbility has established the Spill Prevention Guidelines and Environmental Accident Management Guidelines. In addition, in case of accidents at domestic and overseas plants, we have established a system to quickly organize an accident investigation team and establish an emergency reporting system to minimize the spread of pollution and damage. Ultimately, after accident response is completed, we utilize the accident cause flow chart to identify the root cause and establish measures to prevent recurrences to eliminate potential risk factors.

Local Community Conservation

Doosan Enerbility and our global subsidiaries (Doosan Skoda Power, Doosan VINA) actively promote environmental improvement activities for the conservation of business sites and local communities. In 2024, the Changwon headquarters conducted environmental conservation activities at the Companion Beach in Guisan near the business site through a public-private partnership. Doosan Skoda Power (Czech Republic) held a community service day event where 92 employees participated in cleaning and landscaping of public institutions such as schools and animal shelters, and Doosan VINA (Vietnam) conducted land and marine environmental cleanup activities together with volunteer groups from Chung-Ang University and Duy Tan University.

Doosan Skoda Power Environmental Clean-up Activities

Changwon HQ Guisan-dong Environmental Cleanup Initiative

Doosan VINA Environmental Clean-up Activities in Vietnam

03 Risk Management

Air Pollutant Management

Doosan Enerbility actively invests in process controls and facilities to reduce the generation of major air pollutants such as nitrogen oxides (NOx), sulfur oxides (SOx), and dust. As a result of our efforts, in 2024, we were in compliance with our total allowable emissions, emitting 132 tons (66%) of our 200-ton nitrogen oxide quota and 11.8 tons (72%) of our 16.3-ton sulfur oxide quota.
In anticipation of the reduced allocation for the second phase of the regional total emission control plan (2025-2029), we have proactively established a mid- to long-term roadmap for reducing air pollutants subject to total emission control. This roadmap includes specific plans such as the implementation of Best Available Control Technology, through which we aim to continuously reduce air pollutant emissions.
In 2024, KRW 4.4 billion was invested in NOx reduction measures for forging furnaces and heat treatment facilities, resulting in effective reduction of NOx emissions during production. We also conduct self-monitoring of air pollutants generated from our production processes and regularly measure air quality at the facility boundary and in nearby areas to monitor our impact on the surrounding community.

Water Pollutant Management

Doosan Enerbility rigorously manages water pollutants generated at our sites and continues to pursue various improvement measures.
Wastewater generated during production processes undergoes physicochemical treatment at our internal wastewater treatment plant before discharge. All treated effluent is transferred to the Deokdong Water Recycling Center, a public sewage treatment facility, thereby eliminating the risk of reuse as industrial water or discharge into public waterways.
We conduct weekly self-monitoring of 22 water quality parameters in discharged effluent to evaluate treatment effectiveness and maintain pollutant levels at less than 40% of the legal discharge limits to minimize water pollutant emissions. In addition, we conduct routine testing of raw influent to monitor changes in wastewater characteristics. We also assess stormwater and coastal seawater quality near the Yongho Village area to prevent unforeseen environmental impacts to local communities. To enhance operational stability and continuity of our wastewater treatment system, we plan to invest a total of KRW 2.8 billion by 2027 in phased facility improvement projects, with investment review and planning already underway in 2024.

Waste Management

Doosan Enerbility actively responds to the Act on Promotion of Transition to Circular Economy and Society by striving to curb waste generation and establishing a corporate culture of waste separation and collection. In particular, we have established and are implementing a management strategy based on expanding recycling and reducing waste emissions, moving away from conventional incineration and landfill disposal. We analyze the types, sources, generating organizations, amounts, and treatment methods of waste generated at business sites annually and utilize this data for improvements.

The waste recycling rate at Changwon plant, a core operation, improved to 92.2% in 2024, compared to the previous year, and we contributed to resource circulation by reusing 34.3% of total raw materials, including recovered iron and processing chips generated from the steelmaking process. Through our waste evaluation and analysis process, we have developed and implemented recycling measures for wastewater sludge that was previously landfilled, and we are minimizing incineration and landfill waste by discovering new recycling companies and actively identifying recyclable items to improve recycling rates. Since 2022, through development with external companies, we have been recycling high-caloric waste from incineration waste as solid fuel, processing approximately 480 tons in 2024.

Doosan Enerbility closely monitors legal compliance through regular on-site inspections of waste disposal companies annually. In 2024, we conducted joint on-site inspections with the Integrated Procurement Team of high-risk waste contractors to verify legal waste disposal before contracting. For major production plants with high waste generation, we inspect the condition of waste refractory materials generated in the manufacturing process and implement treatment measures for reuse, reducing such waste by approximately 230 tons in 2024. Additionally, we explain the effects of process waste reduction to plant employees and raise awareness of its importance, while providing recycling improvement training to organizations identified as having weak recycling practices.

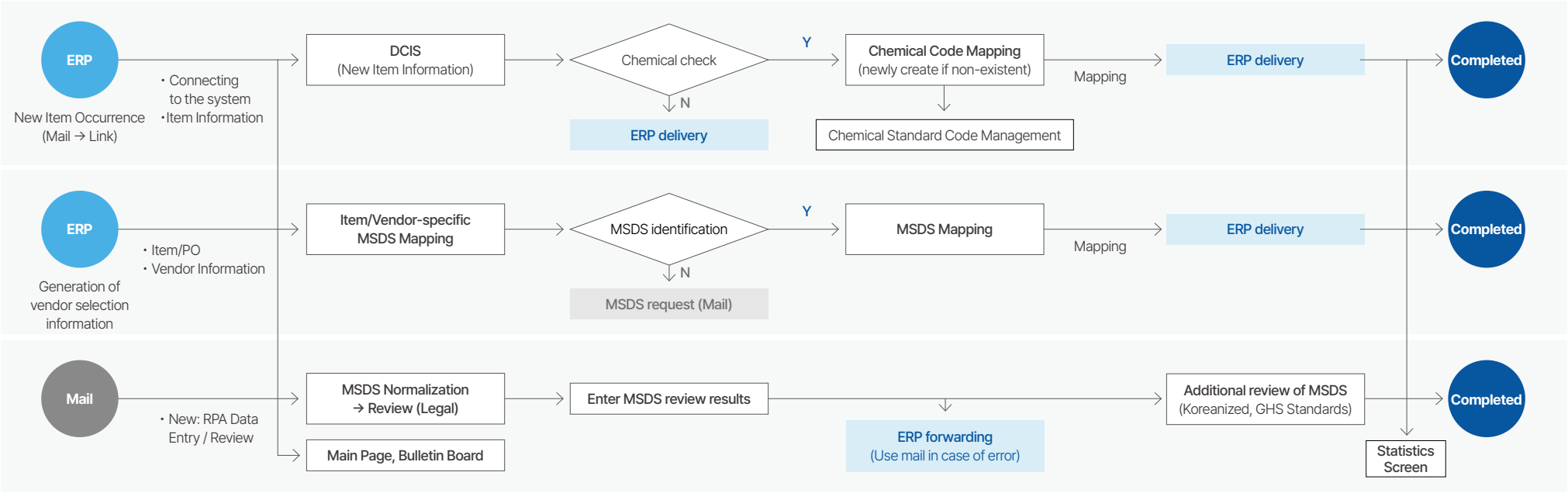
Hazardous Materials Management

Doosan Enerbility has built and operates the Doosan Chemical Information System (DCIS) in real-time. We digitize and efficiently manage the entire cycle of chemicals, from the purchase stage to the use stage, and strictly control all chemicals entering the workplace from the point of entry based on the principle of prior approval. In addition, we register and database chemical safety data sheets in the DCIS to comply with relevant laws and regulations (Chemical Substances Control Act, Occupational Safety and Health Act, Act on the Safety Control of Hazardous Substances) and to provide the latest information on hazardous substances to those in charge in a timely manner.

To reduce the amount of hazardous chemicals we use, we strive to promote worker safety and minimize environmental impacts in our communities throughout our chemical processes. As part of these efforts, we set target amounts of hazardous chemicals and continuously manage and reduce their consumption. In 2024, the Changwon plant used only 83.5 tons of the five major hazardous chemicals (sulfuric acid, caustic soda, 2-furanmethanol, ammonia and methanol[1]), equivalent to about 18% of our annual permitted consumption (475.4 tons), contributing to the reduction of hazardous chemical consumption.

1) In December 2024, the hardening agent (methyl alcohol) used in the steel mill molding process was included as a permittedhazardous chemical substance.

Hazardous Chemical Management Process



Water Management

Doosan Enerbility recognizes the importance of water resources in protecting the environment and reducing pollutant emissions, working collaboratively with employees, partner companies, customers, and local communities to reduce water use and systematically manage water pollutants. We utilize the World Resources Institute (WRI)'s Water Risk Atlas and the World Wide Fund for Nature (WWF)'s Water Risk Filter (WRF) to identify water risks such as water availability, quality, and related regulations, and have conducted analysis for the Changwon region in Gyeongsangnam-do, Korea, where our core operations are located. Although the analysis revealed low risk levels, we are measuring and analyzing water consumption by installing flow meters at major production facilities to minimize water consumption and wastewater quality risks, while reviewing activities to reduce water consumption and expand reuse. Additionally, we are implementing plans to install remote meter reading flow meters for real-time water consumption monitoring, replacing old pipes, and investing in facilities to ensure wastewater treatment continuity.

For water recycling, groundwater at our Changwon headquarters and construction sites is used for daily purposes including drinking water, showers, toilets, restaurants, as well as for operational purposes such as cleaning. In 2024, total water intake was 1,219,832 tons, with groundwater consumption at 9,473 tons, and water consumption at 41,723 tons. Furthermore, we systematically manage wastewater from business sites by analyzing production process characteristics and categorizing it into particulate-containing wastewater, oil-containing wastewater, and acid-alkaline wastewater. This wastewater is transported through designated pipes and undergoes physical/chemical treatment before being discharged to public sewage treatment plants, managing associated risks. To ensure effectiveness, we have strengthened pollutant compliance verification to weekly checks and established performance management targets.

Changwon Headquarters Water Resource Risk Map

WRI-Water Risk Atlas

WWF-Water Risk Filter

Low (0-1)	Low - Medium (1-2)	Medium-high (2-3)	High (3-4)	Extremely high (4-5)

n/a Very low risk — Very high risk

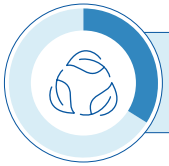
Raw Material Management

Based on our green management policy of developing products aimed at preserving the environment and reducing pollutant emissions, Doosan Enerbility is promoting a green production system and contributing to building a resource-circulating society as our key strategic initiative. We have established material management regulations, import and export customs clearance regulations, and origin management procedures for the storage and management of raw materials at each business site. Additionally, we implement management and improvement programs for sustainable raw material use. At the Changwon headquarters, after measuring and evaluating the consumption scale of raw materials and prioritizing key materials, steel was identified as the raw material with the highest consumption in 2024. We track and manage raw materials from receipt to use, not only within our operations but also through our suppliers.

To expand the use of recycled raw materials and reduce environmental impact, Doosan Enerbility collects unusable materials, discarded products, and waste materials from each business site and production facility, analyzes their composition, and reuses them in products of similar grade. Surplus materials are reused in viable projects through our 'Open Platform for Recycling of Surplus Materials', contributing to resource circulation and energy use reduction. Additionally, recovered iron and chips generated from supplier processes are checked and cleared of environmental pollutants before being reintroduced into the production process, and incoming raw materials at production plants are separately stored and managed to mitigate environmental pollutant risks such as cutting oils. In 2024, the recycled raw material consumption rate was 34.3%, and the project reuse performance through the surplus material open platform was 51% (495 tons), with a purchased scrap consumption rate target of 51%. The 2024 target for government-certified sustainable circular resource raw material consumption was 10%, with an actual achievement of 10.2%. The importance of sustainable certified raw material procurement and consumption is communicated to relevant organizations by sharing targets and performance.

Consumption and Recycling Achievement of Major Raw Materials

Category	Raw material consumptionk		Recycling achievement	
Material	Unit	Total Consumption	Unit	Recycled material rate
Aluminium	Ton	56.7	%	-
Cobalt	Ton	15.5	%	-
Copper	Ton	10.7	%	59.8
Iron/Steel	Ton	153,430.6	%	39.9
Nickel	Ton	782.7	%	41.3
Lithium	Ton	-	%	-
Titanium	Ton	18.7	%	-



Achieved **34.3** % for recycled raw material consumption in 2024

Biodiversity Management

Doosan Enerbility is committed to effective biodiversity management across our value chain(headquarters, local communities, upstream, and downstream) for both domestic and overseas operations, recognizing the importance of natural capital and biodiversity conservation in business operations. We identify, assess, and manage risks by adopting the Taskforce on Nature-related Financial Disclosures (TNFD) framework and the LEAP (Location-Evaluate-Assess-Prepare) approach, implementing improvement activities through avoidance, minimization, and restoration methods. Through these efforts, we strive to achieve No Net Loss (NNL) and Net Positive Impact (NPI) for our major operational sites and surrounding areas. Our biodiversity-related EHS organization conducts environmental impact assessments for domestic and overseas construction projects based on national laws and regulations, minimizes damage to plant and animal resources and wildlife species identified as significant, and consults with stakeholders, including suppliers, clients, and public institutions, based on established countermeasures. Furthermore, major environmental impact issues are reported to the management and the ESG Committee.

Doosan Enerbility utilizes the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) Tool to analyze biodiversity-related dependencies and impacts across our major business sites by industry and region. In 2024, among the 13 metrics analyzing ecosystem dependencies for our industry sector, no high-dependency items were identified. Additionally, using the World Wild Fund for Nature (WWF)'s Biodiversity Risk Filter (BRF), we identified and analyzed biodiversity risks at our Changwon headquarters, our core operation. Based on this, we establish environmental, health, and safety policies and operational management guidelines to manage risks through mitigation and conservation of plant and animal resources. In particular, we ensure that plant and animal resources and wildlife species identified as significant in environmental impact assessments of domestic and overseas business sites are not harmed by project activities, and when construction activities inevitably affect these resources, we consult with relevant organizations to take necessary measures based on countermeasures presented in the environmental impact assessment. We actively respond to biodiversity conservation by carefully analyzing and identifying relevant risks through surveys prior to project implementation, and prepare pre-project environmental impact assessment reports to disclose detailed information on protected species and fulfill our obligation to protect local ecosystems.

In 2024, we conducted environmental impact assessments at 15 construction sites and surveyed protected species, while also identifying biodiversity risks and implementing response measures at 16 domestic and overseas construction sites. Furthermore, we are conducting ecological surveys and implementing biodiversity risk response activities in areas near our core operations using Changwon City's urban ecological impact map.

In 2024, our headquarters conducted marine waste reduction activities at Guisan Beach, our companion beach, and managed existing trees while adding 321 new trees. Our subsidiaries Doosan Skoda Power and Doosan VINA carried out ecosystem conservation activities, including terrestrial forest restoration and marine environment cleanup activities in areas near their business sites.

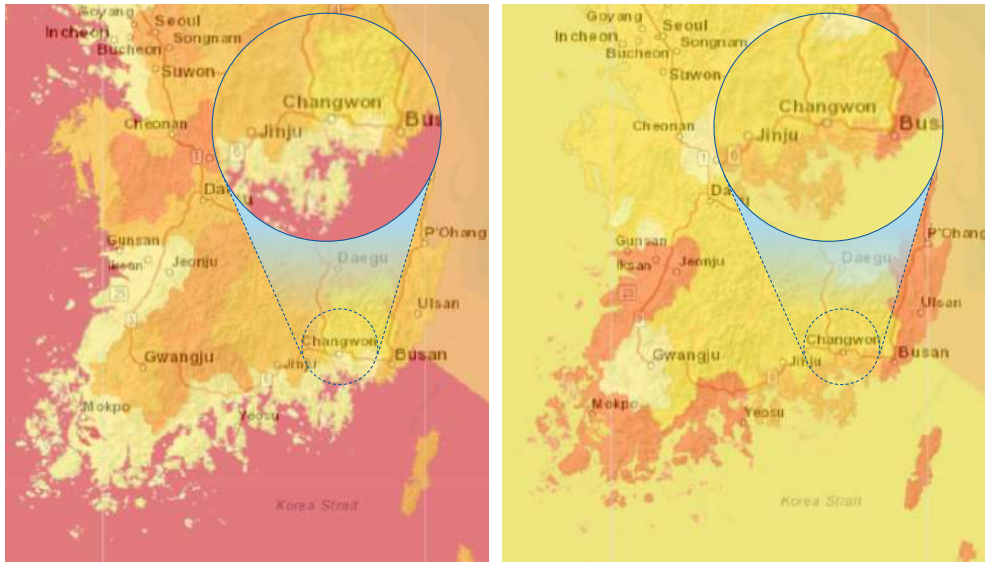
Biodiversity Dependency and Impact Analysis Results

Dependency and Impact	Related Metrics	Risk Level
Dependency	Water supply	Medium
	Global climate (GHG) control	Very Low
	Flood protection	Medium
	Filtration	Very Low
	Solid waste treatment	Medium
Impact	GHG emissions	Very Low
	Air pollutant emissions	Low
	Water/Soil pollutant emissions	High

Changwon Business Site Eco-system Status Analysis Result

Species	Eco-system status
Terrestrial species	• Vegetation: ragweed, Korean mint (Agastache rugosa), Korean starwort (Aster koraiensis), cedar, and many others.
	• Birds: large-billed crow, pale thrush, black-naped oriole, and many others.
	• Mammals: squirrel, mole, water deer (3 species)
Freshwater species	• Mullet, yellowfin goby, freshwater goby (3 species)

Biodiversity Risk Analysis Results



Pressure on Biodiversity- Risk Medium][1]
[Environmental Factors-Risk Medium][2]

n/a Very low risk — Very high risk

1) Environmental Quality Index (EQI) is an indicator that represents the state of ecosystems, encompassing comprehensive risks related to air, water, soil ecosystems, and moisture levels. A lower risk indicates a healthier ecosystem with stronger resilience.

2) The Biodiversity Impact Index serves as an indicator of negative impacts on local environmental assets, where lower risk levels suggest reduced likelihood of biodiversity-related impacts.

Project Area Biodiversity Protection Status

Region	Project Name	Protected Species	Details of Protected Species
Republic of Korea	Suncheon Trimage	1 species	• Quercus acutissima species 1, 69 trees
	Galcheon-Gasu Road Extension Project	8 species	• Prionailurus bengalensis, Antigone vipio, Aix galericulata, birds of prey (Haliaeetus albicilla, Circus cyaneus, Falco tinnunculus), Kaloula borealis
	Gwangyang Industrial Water Supply	4 species	• Lutra lutra, Prionailurus bengalensis, Falco tinnunculus, Clithon retropictum
	Sejong Anseong Expressway	6 species	• Quercus aliena 16 trees, Pinus densiflora 22 trees, Quercus variabilis 134 trees, Quercus acutissima 18 trees, Quercus mongolica 139 trees, Quercus serrata 273 trees • Fertile soil: 4578m³
	Ulsan Daun 2 Public Housing District Development Project	3 species	• Transplanted trees 280, Old tree (Pinus thunbergii) 1 • Nannophya pygmaea • Fertile soil: 28,100m³
	Highway Construction Office between Changnyeong and Milyang	13 species	• Quercus acutissima : 493 trees • Fertile soil : 2,526m³ • Lutra autosome, Prionailurus bengalensis, Aix galericulata, Haliaeetus albicilla, Accipiter soloensis, Accipiter nisus, Aegypius monachus, Falco tinnunculus, Charadrius placidus, Kaloula borealis, Mauremys reevesii, Elaphe anomal
	Pyeongchon General Industrial Complex	4 species	• Quercus acutissima 63 trees, Quercus serrata 4 trees, Acer mono 3 trees, Pine 692 trees (total 762 trees) • Fertile soil utilization soil (5,900m³): Park planting soil (3,498m³), Green space landscaping soil (2,402m³)
	Hamyang-Changnyeong Expressway	1 species	• Quercus acutissima : 99 trees • Fertile soil : 900m³ (400m³+500m³)
	Honam High-Speed Railway Phase 2 Zone 3	16 species	• Fertile soil : 1,976m³ • 20 Abies holophylla, 70 Camellia japonica, 25 Quercus acutissima, 400 Rhododendron yedoense, 3,000 Rhododendron indicum, total 3,515 trees • Lutra redolence, Prionailurus bengalensis, Falco tinnunculus, Anser serrirostris, Pandion haliaetus, Charadrius placidus, Strigiformes, Ciconia boyciana, Elaphe schrenckii, Kaloula borealis
	Construction of Samcheok Thermal Power Plant 1 and 2	7 species	• Lutra lutra, Pteromys volans, Falco tinnunculus, Accipiter nisus, Prionailurus bengalensis, Pungitius sinensis, Cottus hangiongensis
	Unnam-Anjwa Switching Station Transmission Line	18 species	• Amtae Island : Platalea leucorodia, Ciconia boyciana, Falco tinnunculus, Accipiter gularis, Pandion haliaetus • Abhae Island : Anser serrirostris, Platalea leucorodia, Egretta eulophotes, Falco tinnunculus, Falco peregrinus, Circus cyaneus, Pandion haliaetus, Haematopus ostralegus, Numenius madagascariensis, Chroicocephalus saundersi • Muan-Mokpo Coast : Anser serrirostris, Platalea leucorodia, Ciconia boyciana, Falco tinnunculus, Circus spilonotus, Circus cyaneus, Falco peregrinus, Accipiter gentilis, Haliaeetus albicilla, Grus monacha • Muan Reservoir : Anser fabalis, Ciconia boyciana, Platalea leucorodia, Falco tinnunculus, Pandion haliaetus, Haliaeetus albicilla, Circus cyaneus, Accipiter nisus, Bubo bubo
	Goseong Natural Gas	9 species, 5 trees	• Prionailurus bengalensis, Lutra lutra, Falco tinnunculus, Accipiter gentilis, Ninox scutulata, Haematopus ostralegus, Cuculus poliocephalus, Cygnus cygnus, Anser fabalis • Protected Trees: 5 Celtis sinensis
	Eumseong Natural Gas-Fired Power Plant Construction	7 species	• Prionailurus bengalensis, Lutra lutra, Pteromys volans, Aix galericulata,, Charadrius placidus, Martes flavigula, Falco tinnunculus
United States (Guam)	Ukudu Combined Cycle Power Plant Project	1 species	• Partula Radiolata (Endemic Snail of Guam)
Nepal	Upper Trishuli 1 HEP Project	6 species	• Plants: Malaxis muscifera (Sungava) • Mammals: Macaca assamensi (Assamese monkey), Ursus thibetanus (Asiatic Black Bear), Panthera pardus (Common Leopard) • Fish: Schizothorax richardsonii (Snow Trout)Plants: Malaxis muscifera (Sungava) • Mammals: Macaca assamensi (Assamese monkey), Ursus thibetanus (Asiatic Black Bear), Panthera pardus (Common Leopard) • Fish: Schizothorax richardsonii (Snow Trout)

Identification and Response to Key Biodiversity Risks

Project name	Risk analysis	Risk Response
Shuaibah 3 IWP	Changes in Marine Ecosystems, Including Coral Reefs in the Red Sea	• Install a sedimentation basin to settle silt generated during on-site excavation work before discharging it into the sea
Yanbu 4 IWP	Environmental Impact: Marine Ecosystems, Destruction of Local Ecosystems	• Education and Awareness Shift: Campaigns on the impact of plastic pollution and conducting TBM to shift workers' awareness towards responsible waste management
	Human Health: Consumption of seafood contaminated with microplastics, and degradation of coastal aesthetics due to pollution	• Regular Environmental Clean-up Activities: Events and community activities for coastal clean-up
	Degradation of Natural Aesthetics: Destruction of the natural environment due to pollution	• Community Engagement: Collaboration with partners, NGOs, and volunteers
Eumseong Natural Gas-fired Power Plant Construction Project	Risk of Ecosystem Disruption due to the Spread of Japanese Hops, an Invasive Plant Species	• Conduct weeding operations to prevent the spread of Japanese Hops near the site boundary fence
Hamyang-Changnyeong Expressway Section 7	Risk to biodiversity due to the presence of invasive plant species (Japanese Hops) on site	• Remove invasive plant species through mowing and weeding operations, suppress re-emergence, and maintain a healthy native plant ecosystem
Tamra offshore wind power MSA	Environmental Pollution Risks in the Project Execution Area	• Conduct regular clean-up activities, including the removal of marine debris near the site, in collaboration with each client

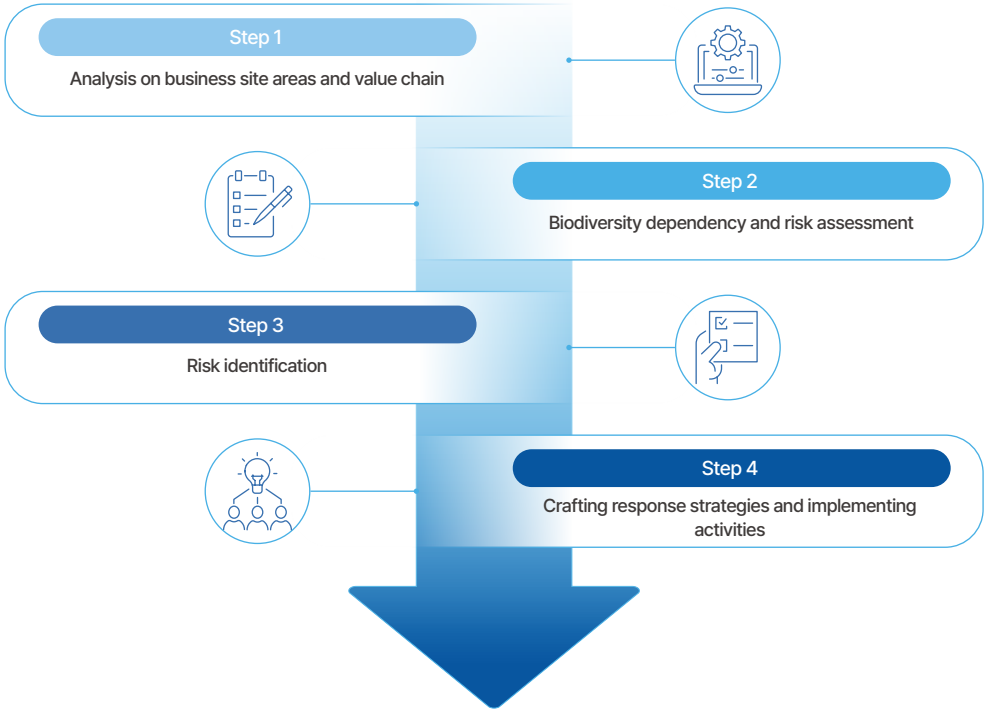
Biodiversity Conservation Activities by Changwon Headquarters and Subsidiaries

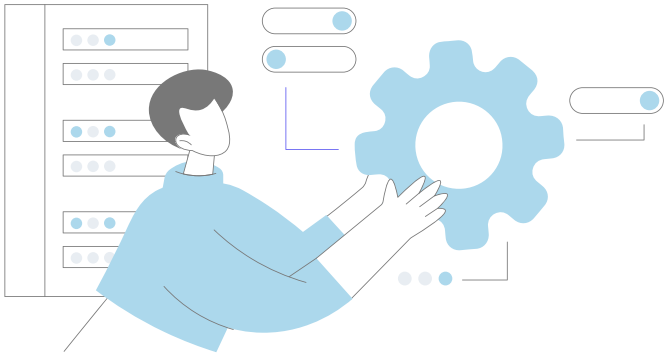
Changwon Headquarter

Doosan VINA

Biodiversity Risk Management Process

Doosan Enerbility has established and implemented a process to identify and address environmental impacts and biodiversity risks by referencing the TNFD LEAP approach. Major biodiversity and ecosystem conservation risks are managed in conjunction with our company-wide integrated risk management process.





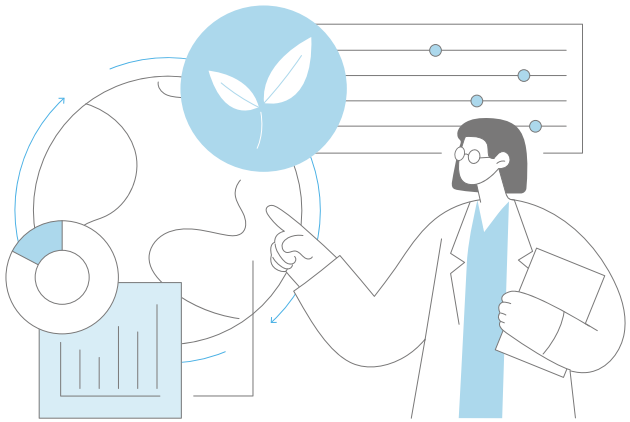
04 Metrics and Targets

For each strategic activity, Doosan Enerbility has established key detailed management metrics and short-, medium-, and long-term targets that impact the environment. The mid- and long-term targets are set considering government regulations, internal and external environments, and stakeholder needs. We have developed an action plan and manage performance annually using key metrics including greenhouse gas emissions, waste recycling rates, wastewater discharge concentrations, etc.

Environmental Management Metrics, Goals and Performance

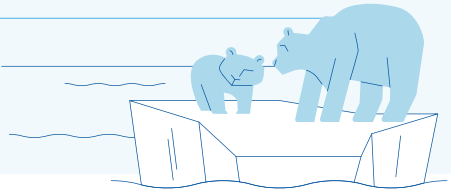
Management Metrics	Mid- to Long-term Goals	2024 Goal	2024 Performance
Waste Recycling Rate	By 2030: 95% or higher	Over 92%	92.2%
NOx, SOx Emissions	By 2030: Managed below government allocation	Beneath 216 tons	143 tons
Wastewater Discharge Concentration	By 2030: Managed below government allowable limit	Beneath 40%	18.8%
Hazardous Chemical Consumption	By 2030: Managed below government allowable limit	Beneath 405.4 tons	83.5 tons
Green Purchases	Purchasing activities planned according to internal product purchase plan	-	KRW 51.5 billion
Environmental Investments[1)]	Investment activities planned according to internal investment plan	Over KRW 5.65 billion	KRW 5.51 billion (100% Achievement of Investment Plan)

1) The expected investment amount for 2024 was KRW 5.65 billion. However, the actual investment totaled KRW 5.51 billion, achieving 100% of the improvement targets.



Environmental

Response to Climate Change



01 Governance

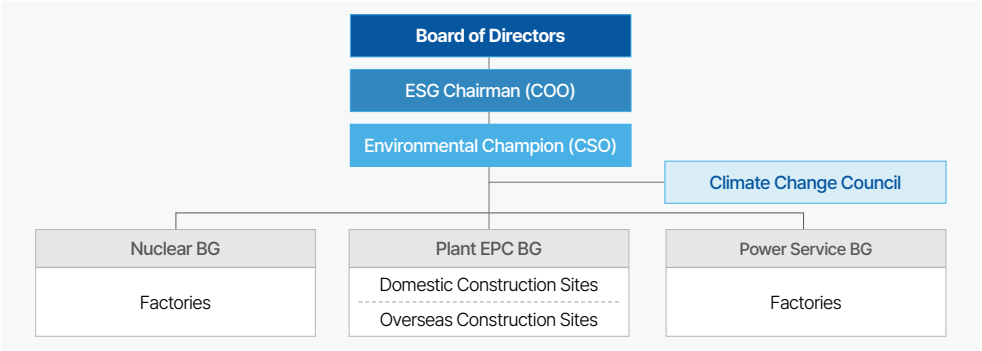
Doosan Enerbility is endeavoring to strengthen its climate change response by regularly reviewing and identifying risks and opportunities posed by climate change, through an analysis of external and internal conditions, and by establishing appropriate response measures. Key climate-related issues are managed through the ESG Committee, where the Committee Chairman (COO, Representative Director) and key executives participate to monitor climate response strategies, greenhouse gas reduction plans, risk analysis and implementation status.
The ESG Committee is convened on a semi-annual basis, and matters that may have significant impact on us regarding climate change response are submitted to and reported to the Board of Directors. Through this process, we periodically analyze the risks and opportunities posed by climate change, establish response measures, and monitor their implementation.

Organizations in Charge

ESG Committee

The Environmental Champion (CSO, Chief Strategy Officer) of Doosan Enerbility reviews task plans and performance of each BG's response organizations in climate change response areas, including environmental portfolio transition, resource recycling, and carbon emission reduction. Major issues are reported to the Committee Chairman (COO, Chief Operating Officer) through the ESG Committee and reflected in decision-making. Furthermore, among the agenda items discussed at the ESG Committee, matters that could have significant impact are submitted to the Board of Directors for reporting.

Organizational Chart



Climate Change Council

Doosan Enerbility operates a Climate Change Response Council led by the Environmental Pillar Champion (CSO). The council involves direct participation and collaboration from relevant departments for each agenda, implementing tasks related to climate change such as the execution of greenhouse gas reduction roadmaps. The council consists of approximately 13 departments related to climate change, including energy efficiency and renewable energy investment, and operates both regularly (twice a year) and as needed (task-specific meetings). Key activities include responding to domestic and international regulations, improving workplace energy efficiency, securing greenhouse gas emission rights, and establishing systems for measuring product-level carbon emissions. In 2024, the council discussed global carbon tax regulation preparedness through the establishment of an AI-based Product Carbon Footprint (DPCF) measurement system and developed plans to install a 1.3MW rooftop solar power facility at the Changwon plant to expand renewable energy consumption. Additionally, the council is effectively addressing physical climate risks by collaborating with Changwon City on flood and forest fire prevention activities. Through these multifaceted approaches, the council continues to respond to climate change challenges.

Category	Composition and Responsibility	Operating Cycle
Board of Directors	Performs top-level decision-making on climate change-related matters expected to have significant impact	As needed
ESG Committee	Composed of key executives, including the COO who is Committee Chairman, monitors climate change-related risks and opportunities, and reviews performance and tasks related to climate goals	Semiannual
Climate Change Council	Led by the Environmental Pillar Champion (CSO), executes climate change tasks such as implementing greenhouse gas reduction roadmaps and discusses current issues	As needed

Linking Climate Performance to Compensation

As climate change response is recognized as a major opportunity and risk for our sustainability management and the impact continues to increase, we have established KPIs for key executives and employees, including C-level management, focusing on expanding environmental portfolio performance, mandatory disclosure compliance, carbon reduction activities, strengthening prevention of major fires/explosions, and enhanced management of supply chain GHG emissions. These KPIs are aligned with our Management by Objectives (MBO) system, through which we conduct annual performance evaluations and provide incentives such as performance bonuses and promotions.
In 2024, we organized the '2024 ESG Carbon Reduction Activity' competition for teams that use direct energy (Scope 1) or can implement process and facility improvements, providing awards and monetary incentives to teams demonstrating excellence in GHG reduction volume and reduction rates.

Role of Management

Doosan Enerbility establishes climate-related targets and manages performance through the ESG Committee. The CSO, as the Environmental Champion, oversees task planning and performance of climate response initiatives across operational organizations and reports significant issues to the ESG Committee. The ESG Committee, chaired by the COO and including key C-level executives, convenes semiannually to review climate-related goals and performance while discussing critical matters. Issues that may have substantial impact are reported to the Board of Directors, the highest decision-making body. Additionally, we have obtained ISO 14001 certification and implemented an Environmental Management System (EMS) to systematically manage climate-related performance across all processes in every business site, effectively executing the entire cycle from climate response strategy development to implementation, evaluation, and improvement.

02 Strategy

Physical Risk Management and Response Strategy

Physical Risk Management

Physical risks are risks that directly impact a company's operations, assets, and supply chains due to extreme weather events or long-term climate pattern changes caused by climate change. These can be categorized into acute risks (e.g., typhoons, floods) and chronic risks (e.g., sea level rise, average temperature increase). Doosan Enerbility employs various scenarios and tools to systematically analyze these physical risks. We analyzed 'Current Policies' and 'Fragmented World' scenarios through the Network for Greening the Financial System (NGFS) scenario stress test and evaluated risks at our domestic and overseas sites using IPCC's RCP scenarios (2.6, 4.5, 6.0, 8.5). Specifically, the NGFS Climate Impact Explorer tool was used to assess scenarios for Korea and Vietnam to measure the scale of damage from typhoons and cyclones. Additionally, the IPCC's Sea Level Projection Tool and VESTAP vulnerability analysis were utilized to analyze risks and facility vulnerabilities due to sea level rise and extreme temperatures. Analysis using VESTAP shows that the Seongsan-gu area of Changwon-si, Gyeongsangnam-do, where our core operations are located, has low vulnerability to physical risks from climate change. By type, vulnerability is highest for landslides due to heavy rainfall, followed by heat waves, floods, and sea level rise. Doosan Enerbility continues to analyze physical risks around our business sites through ongoing monitoring and prepares facility improvements accordingly.

Physical Risk Response Strategy

Doosan Enerbility has conducted detailed analyses of climate change risks and opportunities, including typhoons, cyclones, landslides, heat waves, floods, and sea level rise through our climate risk identification process. The vulnerability assessment for landslides, heat waves, floods, and sea level rise in the Changwon region of Gyeongsangnam-do Province, where core operations are located, is currently evaluated as low. However, considering the potential increase in frequency and intensity of extreme weather events such as heavy rainfall and heat waves due to global temperature rise, we are establishing preemptive response systems and strengthening detailed activities.

Physical Risk Response Activities

Doosan Enerbility has established mid-to-long-term goals to build response systems for five types of disasters in the Changwon area to mitigate physical risks. Accordingly, we are implementing improvement tasks according to detailed annual plans. In 2024, we will conduct ICE Day/Hot Day campaigns to prevent seasonal illnesses at domestic construction sites and revise construction site management manuals in preparation for typhoons and rainy seasons. Additionally, in collaboration with Changwon City, we have installed additional drainage pipes in the main entrance area and are sequentially replacing major factory roofs to prevent typhoon-related accidents. Furthermore, we are preparing for earthquakes by conducting diagnoses and seismic reinforcement construction for buildings completed before the revision of legal building seismic design standards. To address forest fires, which have become a significant risk both domestically and internationally, we are taking preventive measures such as securing separation distances for core facilities. We have also installed prevention facilities to protect lives and property from rockfalls and landslides during the thawing season.

Heat illnesses prevention program

Cold illnesses prevention program

Installing a floodwall in flood-prone areas

Physical Risk and Opportunity Analysis Results

Physical Risk	NGFS	RCP	Wind/Cyclone Impacts	Impact of Rising Sea Level
	'Current Policies' and 'Fragmented World'	2.6, 4.5, 6.0, 8.5	NGFS Climate Impact Explorer	Climate Central Coastal Risk Screening Tool and IPCC Sea Level Projection Tool

Category	Issue	Risk	Opportunity	Response Direction	Application Period	Application Scope	Financial Impact
Acute	Typhoon, Flood, landslide	Increased losses of tangible assets and operational activities due to natural disasters such as typhoons, floods, and landslides	Securing competitiveness through stable supply of products and services by strengthening operational management	Establishing business site response systems through weather change monitoring and investing in facility improvements	Short-term	Company + Upstream + Downstream	Medium
Chronic	Sea Level Rise	Increased costs due to changes in operating processes and improvements in worker environments caused by sea level rise	Increased revenue from products securing climate change mitigation and resilience such as nuclear power plants and wind power	Establishing flood countermeasures at business sites through sea level rise monitoring and investing in facility improvements	Long-term	Company + Upstream + Downstream	Medium

Transition Risk Management and Response Strategy

Transition Risk Management

Transition risks are risks arising from policy, legal, technological, and market changes that may occur in the transition to a low-carbon economy. Doosan Enerbility conducted systematic scenario analyses to address these transition risks. Based on various scenarios set by the IEA (B2DS, NZE2050, APS, etc.) and national NDCs, we assessed the impact of climate change on our energy business. In particular, we focused on analyzing the 1.5°C scenario (NZE2050) and 2.6°C scenario (STEPS) that achieve net-zero by 2050, examining projections for global energy consumption and greenhouse gas emissions, along with their impacts on our company. Through this, we identify long-term risks and opportunities from legal/regulatory, technological, market, and reputational perspectives. We recognize that the transition to a low-carbon economy has a significant impact on our sustainability and acknowledge that these projections may vary depending on climate change outlook and global response efforts. We plan to continuously update these scenario analysis results and reflect them appropriately in our business directions, striving to proactively respond to rapidly changing climate policies and market environments.

Transition Risk Response Strategy

Based on the IEA's B2DS and NZE2050 scenarios, Doosan Enerbility has established a long-term goal of achieving carbon neutrality by 2050. Additionally, we have set an interim target to reduce emissions by 19.4% by 2030 compared to 2017 levels. To achieve these objectives, we are making concerted efforts to effectively reduce carbon emissions through various measures, including compliance with carbon border taxes and taxonomy regulations, as well as improving energy efficiency in production facilities for low-carbon products. We have analyzed the financial implications of carbon credit trading and CBAM response costs based on carbon credit price projections. Furthermore, we are accelerating our transition to an environmentally friendly portfolio centered on four key areas: renewable energy, gas turbines, hydrogen, and next-generation nuclear power plants.
In March 2025, we provided expert lectures to the ESG Committee on climate change-related impacts, including the EU CBAM following the EU Omnibus review, and U.S. carbon policy prospects (CCA, FPFA), discussing risk management strategies accordingly. For systematic management of Scope 3 greenhouse gas emissions, we have conducted data verification and improvement consulting for key Scope 3 categories. The verification results and identified improvements were shared through seminars with our climate change response council.

Transition Risk and Opportunity Analysis Results

Category	Timing	Issue	Risk	Opportunity	Response Direction	Application Period	Scope of Application	Financial Impact
Law/ Regulatory	Present	Climate Change Litigation	Reputational decline and increased litigation risk due to strengthened ESG regulations such as greenwashing	Enhancement of reputation through trust secured by transitioning to low-carbon products	Strengthening operations through transparent climate disclosure, carbon neutrality, and sustainable business practices	Mid-term	Company + Upstream + Downstream	High
	Future	Carbon Pricing	Increased taxation and management costs due to introduction of carbon-related tariffs by country such as CBAM	Obtaining tax benefits and various incentives by responding with renewable energy use and carbon reduction	Implementation of carbon emission reduction management and carbon neutrality roadmap	Mid-term	Company + Upstream + Downstream	Medium
Technology	-	Developing lowcarbon products	Market competitiveness decline and increased uncertainty due to failure in low-carbon technology development or intensified competition	Securing competitiveness through low-carbon technology development leading to investment returns and sales growth	Strengthening capabilities and investment in four growth driver businesses (gas turbine, next-generation nuclear power plants, renewable energy, hydrogen)	Long-term	Company + Downstream	High
Market	-	Changing customer behavior	Decreased demand for existing products due to increased market preference for low-carbon energy	Business opportunities and sales increase in nuclear power, wind power, etc., due to customer purchase shift to low-carbon products	Business portfolio transition for supplying zero-carbon power plants and equipment	Long-term	Company + Downstream	High
Reputation	-	Changing Customer Preferences	Increased costs for responding to restrictions on investment and operation of existing businesses due to strengthened climate change response demands	Improvement of brand value and others through enhanced social awareness of low-carbon energy and products	Expansion of clean business models such as resource circulation	Long-term	Company + Upstream + Downstream	High

Climate Resilience

Analysis of Physical and Transition Risks via Scenario Analysis

Doosan Enerbility systematically analyzes climate change impacts on business using internationally recognized scenarios. For physical risks such as typhoons, floods, and sea level rise, we employ scientifically validated scenarios from IPCC, a globally recognized climate research institution, along with NGFS's Current Policies and Fragmented World scenarios. These scenarios reflect international climate agreement targets like the Paris Agreement and provide essential information for assessing long-term corporate resilience. For domestic physical risk assessment, we collect and analyze climate change projection data for key business locations using meteorological data from the Korea Meteorological Administration and local governments. For transition risk analysis, we utilize NGFS's Net Zero 2050, Low Demand, and Delayed Transition scenarios. NGFS, an international network for financial sector climate risk management, models climate change impacts on economic and financial systems. These scenarios align with the Paris Agreement while incorporating transition risks such as policy changes like Korea's emissions trading scheme and global carbon price fluctuations, enabling assessment of resilience across various future scenarios and identification of risks and opportunities during low-carbon transition. Through this approach, Doosan Enerbility identifies climate-related risks and opportunities in legal, regulatory, technological, market, and reputational aspects, developing response strategies across short-term (2025), medium-term (2030), and long-term (2050) horizons for company-wide, upstream, and downstream operations.

Physical Risk

Doosan Enerbility has analyzed the necessary investment costs and developed concrete plans to prepare for potential facility damage due to long-term sea level rise, as well as the increased frequency and intensity of extreme weather events such as heavy rainfall and heatwaves. Through this comprehensive approach, we expect to achieve sufficient resilience to the physical risks posed by climate change.

Transition Risk

Doosan Enerbility is intensively monitoring the strengthening of carbon regulations, such as the future CBAM, under legal and regulatory categories in our transition risk analysis. We use the results of financial impact analyses on carbon permit price forecasts and CBAM response costs to prepare financially for medium- to long-term risks. Additionally, we have established a carbon-neutral roadmap for 2050 and are implementing various reduction activities to cut emissions by 19.4% compared to 2017 levels by 2030. Through these efforts, we are enhancing our resilience to climate-related transition risks.

Uncertainty in Climate Resilience Assessment

The scenario analysis for Doosan Enerbility's climate resilience assessment inherently includes uncertainties. The simplified assumptions and modeling processes inevitably applied to calculate the financial impacts and forecasts for future carbon and energy prices presented in the IEA and NGFS scenarios may lead to discrepancies with actual financial impacts. These uncertainty factors are crucial elements to consider in interpreting and applying the scenario analysis results, and we acknowledge these and utilize the outcomes accordingly.

Climate-Related Risks and Opportunities Response

GHG Reduction Strategy through the Climate Change Council

In 2024, Doosan Enerbility established an AI-based system (DPCF) to measure carbon emissions by product and respond to global carbon taxation regulations. We replaced aging absorption chillers for heating and cooling in the main building with a new air-source heat pump system, reducing GHG emissions by over 20% compared to the existing system. We also replaced aging heating and cooling systems in new dormitory buildings and upgraded the factory's compressed air production system (AIR COMP) and HMI automation system to the latest models, further cutting emissions. A contract has also been signed to install a 1.3MW rooftop solar power system at the Changwon Plant, which, once operational, is expected to contribute to reducing annual carbon emissions by approximately 780 tons.

Strategy for Transition of Business Portfolio

Doosan Enerbility is expanding clean business areas to address climate change and ensure sustainable business operations. Through comprehensive analysis of the global energy market and internal capabilities, we are accelerating our portfolio transition to nuclear power, gas, renewable energy, and hydrogen businesses. In particular, we are making substantial investments to secure production capabilities in line with the full-scale advancement of next-generation nuclear power plants and gas turbine businesses. Furthermore, we are actively investing in core technology development, including SMR manufacturing capability enhancement and hydrogen turbine development, to strengthen business competitiveness. We plan to improve both business growth and profitability through enhanced competitiveness measures, including AI implementation.

Strategy on Energy Efficiency Enhancement in business sites

Doosan Enerbility is implementing carbon reduction activities at our operation sites through strategies focused on improving energy efficiency, expanding renewable energy consumption, and optimizing processes. In 2024, we established improvement plans by monitoring waste factors in energy-intensive facilities and reduced energy consumption through participation in the power demand market, demand management ESS operation, and replacement of aging power supply facilities. Additionally, we plan to continuously expand renewable energy consumption through rooftop solar installations and contribute to workplace carbon reduction through AI-driven process optimization. Furthermore, as part of our efforts to improve workplace energy efficiency, we held the '2024 ESG Carbon Reduction Activities' competition, achieving a total carbon reduction of 944 tons and provided awareness education on reducing energy consumption (including Net Zero and the company's carbon neutral roadmap and status) to organizations that use a lot of electricity.

2024 ESG Carbon Reduction Activities Competition

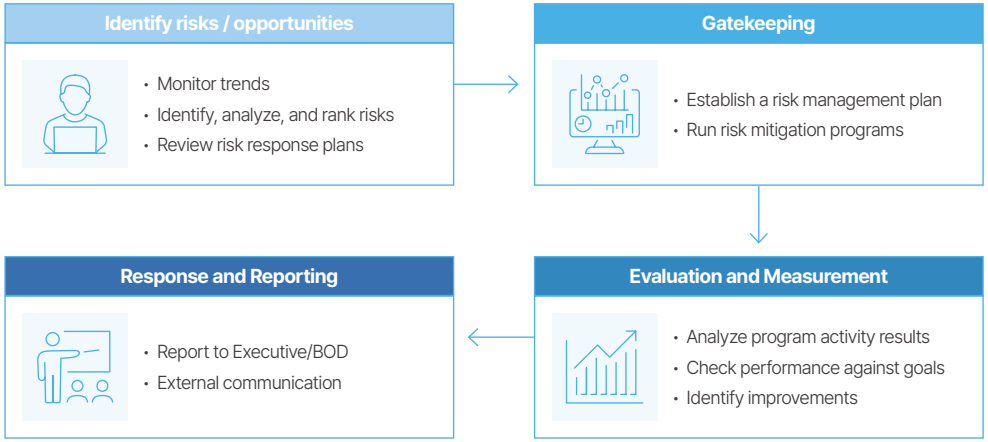
03 Risk Management

To manage climate change impact-related risks and opportunities that may affect our business, Doosan Enerbility analyzes scenarios such as NGFS, RCP, IEA, and NDC, and prepares and implements countermeasures by categorizing climate change risks and opportunities in terms of legal and regulatory framework, technology, market, reputation, timeframe (short-term 2025, mid-term 2030, long-term 2050), and scope (company, upstream, downstream) from the perspective of business strategy and finance. The major climate change risk and opportunity issues we selected through the materiality assessment include climate change litigation, strengthening carbon regulations, low-carbon product development, and typhoon, flood, landslide (caused by heavy rain, flooding, etc.).

Process for Identifying and Assessing Climate-Related Risks and Opportunities

Based on the governance for climate change response, Doosan Enerbility conducts materiality assessments and identifies climate change risks and opportunities as part of the climate change management process to respond effectively to climate change. Our climate change management process includes the following steps: risk/opportunity identification, gatekeeping, assessment review, response, and reporting to analyze and systematically manage the impact of each factor on the business.

Climate change-related risk/opportunities management process

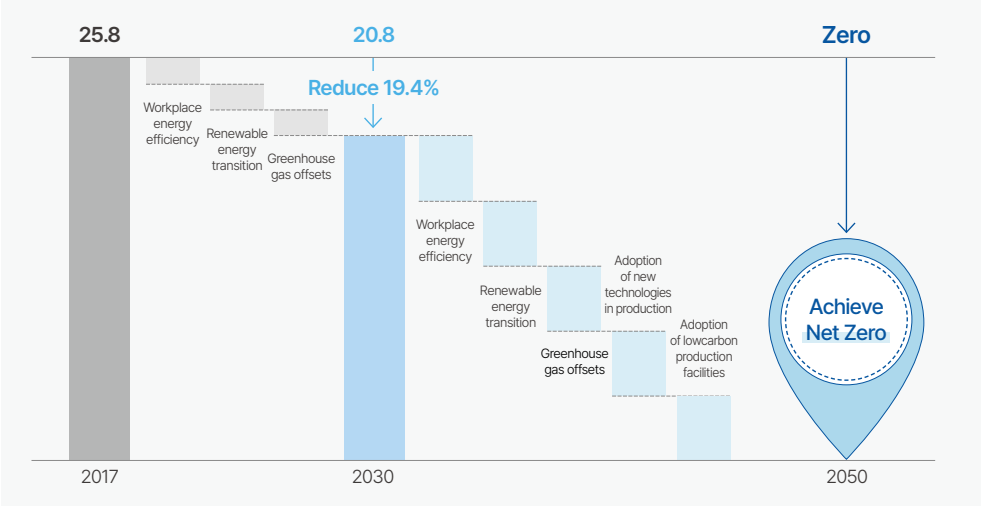


04 Metrics and Target

Mid-to-Long Term Strategy for Carbon Neutrality

Doosan Enerbility has established a detailed roadmap to achieve the 2050 Net Zero goal, the 2030 interim goal, and a 19.4% reduction in carbon emissions compared to 2017 emissions under the '2050 Carbon RE:Set' strategy, which is a focus area of our ESG Vision. To achieve the 2030 goal, we are promoting increased energy efficiency, domestic and international emission rights acquisition projects, expansion of renewable energy use such as rooftop solar power, and fuel conversion. We plan to achieve the 2050 carbon neutrality goal by focusing on introducing low-carbon production facilities at the Changwon plant. We are implementing business strategies and investments to effectively reduce not only Scope 1 and 2 carbon emissions generated within our business sites, but also Scope 3 indirect carbon emissions generated within the value chain through accelerating the transition to an environmentally friendly energy-centered business portfolio.
In 2024, we held a 'Carbon Reduction Activity' competition with incentives to reduce Scope 1 & 2 emissions, and reduced greenhouse gases through expanded efficient operations including AIR COMP, replacement of large cooling tower FILLER, and replacement of long-term water main pipes to reduce Scope 2 emissions. Additionally, we are operating a Climate Change Council to promptly respond to domestic policies and global regulations and reflect stakeholder requirements.

2050 Carbon Neutrality Roadmap



Climate-related Metrics Management

Category	Mid-to-Long Term Goals	2024 Goal	2024 Performance
Greenhouse gas emissions	• By 2030: 208,000 tons • By 2050: Net Zero	• Scope 1: 112,000 tons • Scope 2: 133,000 tons	• Scope 1: 107,624 tons • Scope 2: 127,631 tons
Energy consumption	• By 2030: Fossil fuel 409,722 MWh, Electricity 700,000 MWh	• Fossil fuel: 535,833 MWh • Electricity: 772,778 MWh	• Fossil fuel: 508,282MWh • Electricity: 738,237MWh

Social

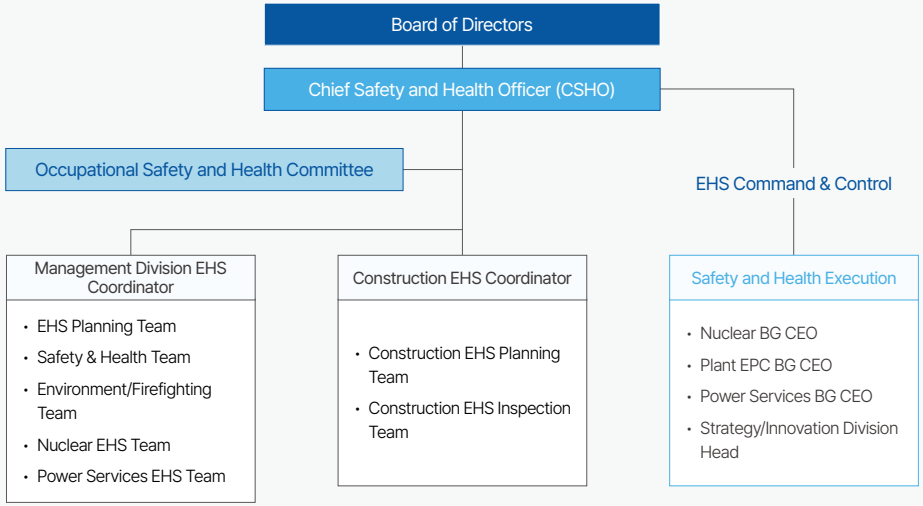
Social

Safety and Health Management

01 Governance

Doosan Enerbility recognizes the importance of promoting the health of our employees through on-site safety management at our business sites. We strive to create an environment where all employees and partner companies can work at ease, while continuously strengthening our occupational health and safety management system. Accordingly, we have appointed the head of the EHS/Management Division as the Chief Safety and Health Officer (CSHO) and operate the Occupational Safety and Health Committee to deliberate and decide on major matters related to occupational safety and health. In addition, the Board of Directors holds an annual meeting to report on performance in safety and health and approve the safety and health plan. The CSHO has ultimate authority for safety and health-related organization, personnel, and budget matters and oversees the implementation of the plans approved by the Board of Directors, with assistance from the sub-organizations - the Management Division EHS (Environment Health & Safety) and Construction EHS.

Organizational Chart



Organization in Charge

Occupational Safety and Health Committee

The Occupational Safety and Health Committee is composed of an equal number of representatives from the labor and management, and the Committee meeting is held on a quarterly basis to plan and inspect various activities related to employee safety and health with the direct participation of employees. The members from the worker side of the committee collect and express their opinions on safety and health, and directly check whether the opinions on safety and health discussed in the Committee are reflected in company policies and implemented.

EHS Committee

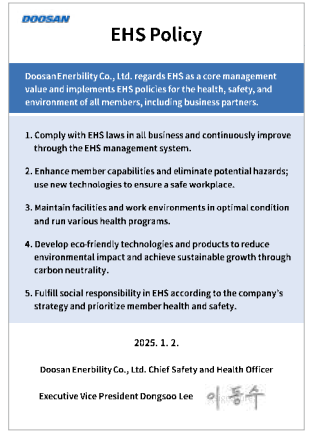
Since 2024, Doosan Enerbility upgraded the former 'EHS Session' to the EHS Committee and it now operates as our highest decision-making body for EHS. The EHS Committee has the responsibility and authority to deliberate and make decisions on our overall safety and health policies, and based on this, it monitors the implementation of the safety and health plans reported to and approved by the BOD, and the implementation of EHS targets by checking the performance of activities by business, so that our plans are practically implemented.

Board of Directors

Doosan Enerbility's Board of Directors annually receives and approves the agenda for overall safety and health management, including safety and health management policy, safety and health organization structure, safety and health budget and facility status, and safety and health activity results and plans, from the Chief Safety and Health Officer (CSHO) and the Occupational Safety and Health Committee.

02 Strategy

Doosan Enerbility is committed to creating clean and accident-free workplaces, dedicating company-wide efforts to safety and health management. Through our EHS management strategy, we focus on ensuring the safety and well-being of all stakeholders across the value chain, including employees, partners, customers, and local residents, while also protecting the environment. We are striving to enhance our safety and health management capabilities and strengthen safety culture awareness. We prioritize improvement activities and systematically manage them to effectively mitigate EHS risks. In addition to ensuring the safety of employees through serious accident prevention and improvement of working conditions and encouraging active participation of workers, we are advancing systematic management and our activities aimed at improving the operational standards of partner workplaces, thereby also enhancing the safety and health levels of our partners.



DOOSAN

EHS Policy

Doosan Enerbility Co., Ltd. regards EHS as a core management value and implements EHS policies for the health, safety, and environment of all members, including business partners.

1. Comply with EHS laws in all business and continuously improve through the EHS management system.
2. Enhance member capabilities and eliminate potential hazards; use new technologies to ensure a safe workplace.
3. Maintain facilities and work environments in optimal condition and run various health programs.
4. Develop eco-friendly technologies and products to reduce environmental impact and achieve sustainable growth through carbon neutrality.
5. Fulfill social responsibility in EHS according to the company's strategy and prioritize member health and safety.

2025. 1. 2.

Doosan Enerbility Co., Ltd. Chief Safety and Health Officer

Executive Vice President Dongsoo Lee 이동수

Doosan Enerbility EHS Policy

03 Risk Management

Site Safety Improvement Activities

Strengthening Site Safety Management

As part of the efforts to prevent major accidents, Doosan Enerbility conducts active safety inspections at both domestic and overseas construction and service sites, including the Changwon plant. We have designated five types of major accidents as management points and selected 10 safety inspection themes, further strengthening on-site safety through three-cycle (repeated) inspections.

Five Major Accidents and Ten Safety Inspection Themes

Five Major Accidents	Ten Safety Inspection Themes
1. Heavy Object Crushing/ Pinching	① Slings (wire ropes, etc.) ② Lifting Jigs (shackles, etc.) ③ Compliance with heavy object handling processes
2. High Place/Fall	④ Elevating facilities (elevating ladders, etc.) ⑤ High-place work facilities (aerial work platforms, etc.)
3. Fire/Explosion **4.** Electricity/ Electrocution	⑥ Large fire-vulnerable targets (hazardous material facilities, etc.) ⑦ Large explosion risk areas (PSM targets) ⑧ Electrical equipment (panels, welding machines, etc.)
5. Cranes/ Vehicle Collision/ Others	⑨ Forklifts, heavy equipment signalers deployment, cargo loading/unloading, etc. ⑩ Confined Space Safety Work and Chemical Management

Introducing Safety Alert

Doosan Enerbility is working to strengthen the safety management system at our sites and raise site workers' awareness and compliance with safety laws and regulations. As part of these efforts, we have produced and distributed a guideline booklet on the Serious Accidents Punishment Act to all managers at our Changwon plant and domestic construction sites for training. In addition, we also operate the Safety Alert system to quickly share cases of various types of major accidents at various industrial sites, as well as conduct preventive inspections and special trainings for all employees and workers of partner companies. In 2024, we issued a total of 30 Safety Alerts, and created and distributed a collection of serious accident cases to be used as training materials for onsite supervisors and workers.

Conducting Emergency Response Drills

Doosan Enerbility conducts emergency response drills more than 55 times a year, creating emergency scenarios that correspond to the risk factors of each department. We enhanced our capability to respond to emergency situations by conducting joint drills with the fire station in order to maintain close cooperation with external organizations, as well as company-wide drills involving all employees at the headquarters, Changwon Plant, and Doosan Tower in Bundang, in the first and second half of 2024. At the Changwon Plant, firefighters and paramedics are always on stand-by with the firetrucks and ambulances at the ready 24×7 throughout the year to swiftly respond to emergencies reported through our emergency hotline.

Conduct Employee Safety Training

To secure specialized EHS competencies at all levels, Doosan Enerbility defines roles and required competencies by position and function (executives, supervisors, workers, EHS, etc), analyzes Functional Competency (FC), and conducts customized safety trainings to set the direction of safety training. In 2024, we operated the EHS Academy to prevent chemical accidents, and we provide customized safety training to various levels, including training for experts in rope work and leadership training for supervisors.

Implementing Digital EHS

In 2024, Doosan Enerbility launched a new EHS Portal to stabilize our EHS management system. Key EHS activities such as risk assessments, near-miss incidents, work permits, and training programs were digitalized, converting existing legacy data and establishing a foundation for integrated management of safety information. Additionally, to effectively manage high-risk operations in the production process, we implemented an integrated monitoring system for high-risk work management, linked with existing production management systems such as NPIIS, MES, and DOSS. This system enables real-time monitoring of potential high-risk operations at each process stage, and strengthens the approval process by allowing direct oversight from the Nuclear EHS team and Power Services EHS team.

EHS Portal

AI-Based Accident Prediction System

From March to October 2024, Doosan Enerbility developed and implemented a system that predicts the risks of scheduled daily tasks by learning high-risk operations based on risk assessment data and combining information on work types with high accident potential—such as falls, entrapments, and slips—along with worker health status and weather information. This system enhances on-site safety management by providing supervisors with SMS alerts containing advance warnings about hazardous work and preventive measures.

AI Disaster Prediction Systems

Conducting Risk Assessments and Follow Up Activities

Doosan Enerbility conducts risk assessments to identify and improve hazards and risks in the workplace. To ensure that practical improvements can be made, we conduct risk assessments with the participation of workers who are most familiar with the hazards and risks at sites. In 2024, all 125 production departments are contributing to the prevention of industrial accidents by utilizing a self-developed risk assessment platform to proactively identify potential hazards and effectively eliminate and control them.

Accident Rate Management and Recurrence Prevention Process

Doosan Enerbility manages and discloses industrial accident-related metrics for our own operations and partners, such as the number of accident victims, LTIFR (Lost Time Injury Frequency Rate), and fatalities. To effectively prevent safety accidents, we continuously conduct various on-site safety improvement activities. In addition, for accidents that have occurred, we establish thorough recurrence prevention measures and systematically review them. Furthermore, in the event of EHS-related incidents or non-conformities, such as safety accidents or illnesses, we promptly investigate and process the results in accordance with the incident investigation and corrective action process, ensuring measures are taken to prevent recurrence.

Empowering Partner Companies to Manage Safety

When selecting partner companies, Doosan Enerbility considers factors such as compliance with the Occupational Safety and Health Act, appointment of a safety management officer, and evaluation and feedback on safety and health management practices, including training and medical examinations, when conducting new contracts. We also value and manage the safety management capabilities of partner companies as well as our own. In 2024, we participated in the Public-Small Business Safety and Health Win-Win Cooperation Project to establish a risk-assessment-based safety and health management system for internal and external partner companies, and evaluated EHS management activities for 40 internal and 11 external partner companies. In addition, we operate a behavioral observation program to identify and improve unsafe behavioral factors in high-risk tasks of partner companies to promote the establishment and upgrading of their safety management systems. In preparation for unpredictable hazardous situations and variables at sites, we implemented activities to secure the safety of our partner companies' workers by utilizing QR codes that allow workers to stop work and evacuate on their own.

Workers' Right to Refuse Dangerous Work

Promoting Employee Health

Doosan Enerbility operates various health promotion programs to support the physical and mental well-being of employees and partner company workers. We provide comprehensive medical checkups, vaccinations, clinical services through our on-site medical center, and assistance in booking appointments at top-tier hospitals and specialty clinics. To help employees cope with stress related to work, interpersonal relationships, parenting, and family matters, we run MISODAM, a psychological counseling center, as part of our "Mental Health Project." Professional counselors provide support to help employees and their families resolve personal challenges. The program is available not only to employees, but also to their families and the staff of partner companies.

Employee Health Promotion Programs

Employee Health Checkups	• Annual comprehensive health checkup offered for employees and spouses with over 5 years of service or aged 35 and above • PET-CT or brain/cardiovascular MRA examination offered for employees with over 20 years of service or aged 45 and above • Regular special health checkups and general health checkups conducted at least once a year for occupational disease management • Post-management including medication prescription, exercise therapy, and education provided through specialist consultations at the affiliated clinic for those with findings • Annual brain cardiovascular disease risk assessment conducted for management of cerebrovascular and cardiovascular diseases • Specialist consultation and post-management provided for high-risk work groups at the affiliated clinic
Vaccination	• Annual influenza vaccination offered for employees and their families (approximately 5,309 people supported in 2024) • Preventive vaccinations against endemic diseases (malaria, typhoid fever, yellow fever, etc.) by region/country to prevent infectious diseases overseas
Infectious Diseases Paid Leave	• Two days of paid leave granted upon influenza infection
In-house Clinics	• Specialists, nurses, physical therapists, and exercise therapists are stationed to provide medical treatment, medication prescriptions, physical therapy, and exercise therapy in a one-stop service for employees and partner company workers • Individual health status diagnosis and consultation provided during overseas dispatches and business trips for employees • EHS education and provision of individual first-aid kits • Medical staff including specialists regularly visit overseas sites with limited medical infrastructure to provide health consultations and offer medical services
Assistance with Medical Appointments and Medical Expenses	• Convenience in medical treatment provided to employees and their families through agreements with three major hospitals in the metropolitan area and six specialized dental/ophthalmology hospitals near workplaces • Medical expense support up to KRW 20 million per person for employees, spouses, and children, and KRW 5 million per parent in case of accidents or illnesses
Support for Internal and External Partner Companies Health Checkup	• Support provided for comprehensive health checkups at 17 hospitals nationwide under agreements, allowing internal/external partner company employees to receive health management services at discounted rates with tailored programs
Psychological Counseling Programs	• Operation of in-house/outside psychological counseling centers (Misodam) where employees and families can receive professional counseling to relieve stress and difficulties • A total of 635 expert psychological counseling sessions conducted in 2024 (240 in-house, 325 outside, 70 overseas)

04 Metrics and Target

Doosan Enerbility operates the Doosan EHS Rating System (DSRS), a voluntary safety and health management system of the Doosan Group, which quantitatively assesses our environmental, health, and safety (EHS) level based on 15 factors, including leadership, risk assessment, and risk management. We plan to build on the system and continue to drive innovative and sustainable improvements.

Doosan EHS Rating System (DSRS)

The DSRS is a framework developed to systematically evaluate and enhance the EHS management level across the Doosan Group. It consists of 15 evaluation categories and 610 assessment items, designed based on quantitative metrics ranging from EHS leadership to performance evaluation. Each component is structured based on international standards and best practices from leading companies. The system goes beyond simple compliance checks to offer a multidimensional assessment of EHS maturity and performance.

DSRS Metric Categorization

1. Leadership	**2.** Planning & Administration	**3.** Risk Evaluation	**4.** Human Resources	**5.** Compliance
6. Project Management	**7.** Training & Competence	**8.** Communication and Promotion	**9.** Risk Control	**10.** Maintenance and Inspection
11. Contractors and Suppliers	**12.** Emergency Preparedness	**13.** Incidents Investigation	**14.** Risk Monitoring	**15.** Management Review

DSRS Metrics and Target

Doosan Enerbility is managing short-, medium-, and long-term goals for DSRS, our autonomous safety and health management system. Our DSRS score target for 2024 is 70.0 points, entering the Voluntary Operation Stage, and the actual performance was 71.4 points, confirming that our autonomous risk management system is well-functioning. The target for 2025 is 72.0 points, and by 2030, we aim to reach the Creative Operation stage (80.0 points), which aligns with global level. We will continue to strengthen field-centered execution capabilities and advance the system. To achieve this goal and manage safety and health risks at the company-wide level, we set priorities and carry out improvement activities.

Level	L1	L2	L3	L4	L5	L6	L7	L8	L9	L10
Score	20	30	40	60		70		80		90
Mgmt. step	Indiffe-rence	Monitoring and Corrective Action Stage		Systematic Management Stage		Voluntary Operation Stage		Creative Operation Stage		

2022 2023 2024 Target

Year	DSRS Target
2024	71.4
2023	69.5
2022	59.5

Social

Quality Management

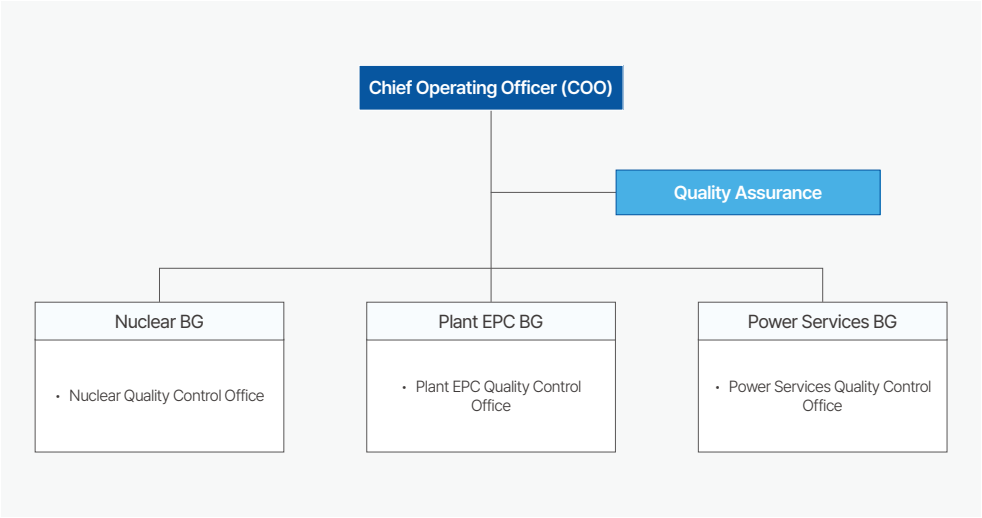
01 Governance

Doosan Enerbility possesses world-class capabilities in plant design, manufacturing, installation, and commissioning, and actively promotes quality management initiatives to further strengthen these competencies. Furthermore, we are operating a systematic quality management system in accordance with global standards to deliver high performance and defect-free products that satisfy customers' needs. In addition, all organizations and employees of our company strictly comply with the requirements of our corporate quality assurance policy.

Organization in Charge

To establish and maintain an organized and systematic quality management system in accordance with Doosan Enerbility's global standards, the COO holds overall responsibility for ensuring the effectiveness and continuous improvement of the quality management system and seeks to establish an organic communication and collaboration system with the corporate quality assurance organization and quality control offices of each Business Group.

Organizational Chart



Quality Innovation Committee

The Quality Innovation Committee serves as a control tower that plans and inspects various preventive quality activities to ensure the quality that satisfies customers. Through the continuous and systematic promotion of preventive quality activities led by management, the Quality Innovation Committee is actively responding to internal and external changes in the quality environment and requirements, such as rising customer demand for quality and the acceleration of digital transformation of the work environment.

The Quality Innovation Committee

02 Strategy

Doosan Enerbility's quality management system not only meets our company requirements, such as organizational needs, customer requirements, and the needs and expectations of relevant stakeholders, but also satisfies the various requirements specified in Global Standards. These include determining the sequence and interaction of processes, ensuring customer satisfaction in processes, and taking appropriate measures in response to QMS outcomes, products and services, and identified risks and opportunities. Moreover, the system is constantly undergoing improvement.

Quality Management System

Specialized Quality Management System and Digital Management for Preventive Quality Assurance

To secure world-class quality management and customer satisfaction, it is essential to establish an advanced quality management system. Doosan Enerbility has established and is operating specialized quality management systems in each business area to meet the requirements of the market and customers. In addition, we are striving to secure flawless quality by establishing a digital management system for quality information to keep pace with the accelerating digital environment powered by AI and to ensure preventive quality management in related businesses.

Quality System Certification

Doosan Enerbility has acquired international certifications and operates quality assurance systems and environmental and safety management systems in line with global standards. To demonstrate our competitiveness in quality management and secure customer trust, we have acquired and maintained 53 external certifications from internationally recognized organizations in the power generation fields such as nuclear, wind, and gas turbines, as well as in the aerospace industry. We also became the first Korean company to obtain nuclear quality management system certification (ISO 19443), which enabled us to export nuclear power plants to Europe.

Doosan Quality Management System (DQMS)

Doosan Enerbility has introduced the Doosan Quality Management System (DQMS) to perform preventive quality control through digitalized quality information management at all stages, from inspection planning to results confirmation, as a means of securing progress visibility and strengthening execution of quality management.

Configuring the Doosan Quality Management System (DQMS)

Quality Assurance/ Certification & Training	Quality Inspection	Quality Status/ Documentaion	Quality Prevention/ Improvement
Warranty Information	**Conduct Inspections**	**Quality Issues & Status**	**Preventive Quality**
Quality Policy/Program	Customer QIP	Managing non-conformance (QFR/NCR)	Preventive Quality Pool Management
Quality Certificates	Vendor standard QP/MPP	Corrective Action (CAR/RCA) Management	Execute/Manage Relapse Prevention Activities
Quality Assurance Plan/Manual	Item/PR QC Approval	Manage the cost of quality failures	Manage quality improvement tasks
Approved Vendor List	Accepting Inspections/ Assigning Inspectors	Analyzing corrective action (ADR)	Managing prototypes
Qualifications & Trainings	Request/Manage Inspections	**Equipment & Materials**	Manage Quality Tracking
Manage Quality Inspector Qualifications	Manage Test Runs/Results	Nondestructive Testing data by PJT	Quality Preventive Monitoring Managemen
Manage NDE Qualifications	Mold tool steel production status/inspection	Non-Destructive Equipment/ Materials Management	
Manage designer Credentials	**Reports**	**QVD Management**	
Plan and execute quality assurance training	Nondestructive Testing Reports	Registration/Acquisition of QVDs	
	Material Certificates	CMTR/COC Management	
	Certificate of Authenticity		

03 Risk Management

Product Quality and Safety

Management Quality Leadership Tour (MQLT)

Doosan Enerbility's Management Quality Leadership Tour (MQLT) is a quality management activity led by the management of each business area to inspect and supervise onsite quality in manufacturing and construction sites. Through these functional management quality leadership tours, management visits manufacturing and construction sites directly to inspect and provide feedback on quality performance. The tours focus on checking if quality processes are complied with and if major lessons learned are reflected

Management Quality Leadership Tour (MQLT)

Ensuring Nuclear Power Quality and Safety

In order to ensure the quality and safety of nuclear products, we have received international certifications such as the ASME, KEPIC, ISO, etc. to obtain international standard certifications in the fields of materials manufacturing and nuclear components (main, auxiliary) design and production. In the process of product design/production, we evaluate the soundness of products through various performance tests such as hydrostatic test, load tests and Non-Destructive Examinations (NDE) to ensure the performance and safety in the stage of use according to codes, international standards, and clients' special requirements.

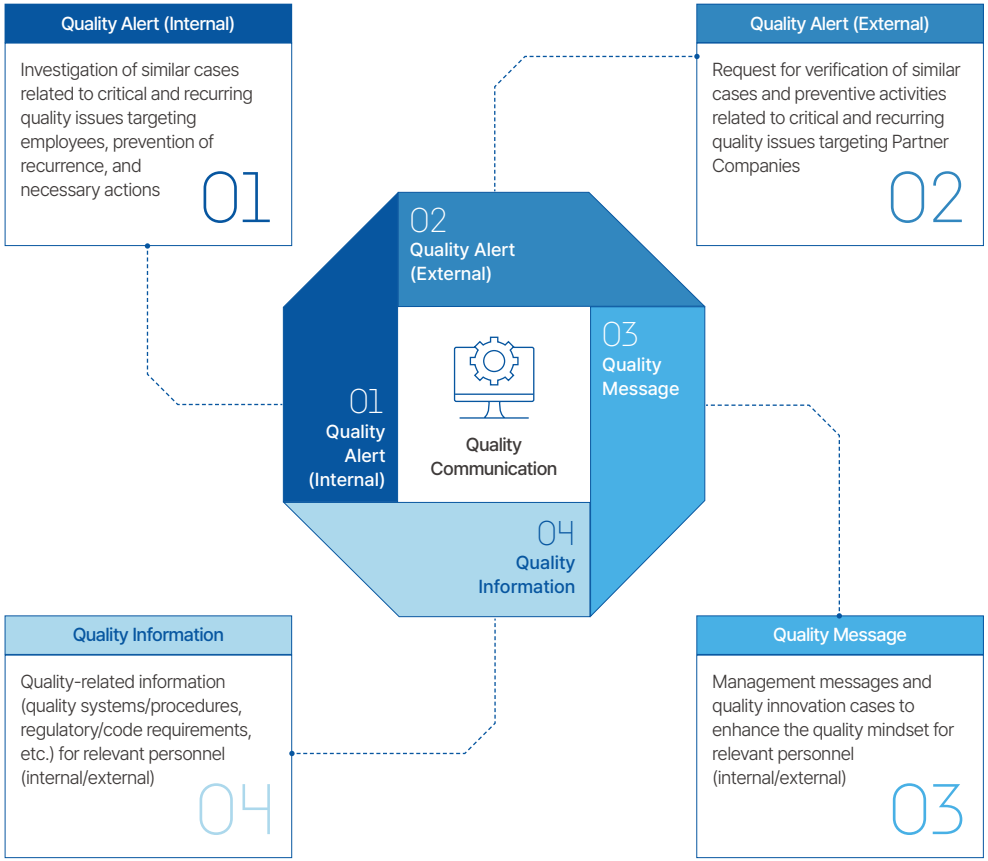
Ensuring Wind Power Quality and Safety

Doosan Enerbility has secured the quality, safety, and reliability of our wind power systems by obtaining IEC61400 certification, an international standard issued by the International Electrotechnical Commission (IEC) for our wind turbines. The certification process tests the turbine response and safety to startup, shutdown, normal operation, and fault situations to ensure performance and safety not only in the design/manufacturing of the product but also in the stage of use. It also evaluates the soundness of the actual blades against extreme loads and fatigue loads that may occur during their lifetime.

Quality Control Activities

Promotion of the Quality Mindset

Doosan Enerbility has promoted the quality mindset across all its departments and partner organizations involved in quality-related activities, aiming to establish advanced preventive quality management practices and embed a culture of quality management. We have established a 'Quality Communication System' that issues Quality Alerts to raise awareness of critical and recurring quality issues, Quality Information to provide updates on quality systems, procedures, regulatory and code requirements, and Quality Messages to promote the quality mindset through executive communications and quality innovation cases. Through this system, we are continuously reinforcing a quality mindset by providing diverse quality information, including cross-organizational quality issues and improvement cases, social issues, and direction of our quality management. Additionally, we have modernized our quality training system by developing and operating a tablet-compatible quality education app, improving both accessibility and learning effectiveness for on-site personnel. Various multimedia resources, including video-based content, are also used to support continuous training and provide regular reminders to reinforce learning.



Automation of Non-Destructive Examinations

We are developing inspection techniques and designing and manufacturing systems to apply automated and digital data-based non-destructive examinations to the welded parts of power plant main equipment. Some systems are undergoing performance verification after development, and the developed automated non-destructive examination technology will be applied to the production of new nuclear equipment such as SMRs (Small Modular Reactors), further improving the reliability of non-destructive testing.

Development and Operation of Mobile Welding Applications

We have developed and operated a mobile welding application to easily check relevant information needed for securing welding quality (welder qualifications, welder certification data, status report of outgoing welding materials release, and monitoring of welding parameters) at sites.

Development of Welding Parameter Monitoring System

Doosan Enerbility has independently developed a welding parameter monitoring system that can remotely monitor voltage, current, and preheat temperature in real-time, which are key variables during on-site welding operations. By operating this system in both internal and external factories, we are ensuring welding quality.

Development of Doosan Equipment & Material Supply Management System (DESM)

To improve work efficiency and facilitate inventory management, we have centralized the equipment & materials supply schedule into an integrated management system (DESM, Doosan Equipment & Material Supply Management System), which is shared with relevant personnel on a real-time basis, and digitized the system for receiving, storing, and dispatching site materials and equipment for efficient management.

04 Metrics and Targets

Customer Satisfaction Surveys

To enhance quality management activities and customer satisfaction, Doosan Enerbility conducts an annual customer satisfaction survey to assess and improve the current status of product quality and safety. The survey is conducted through online methods and interviews, measuring satisfaction in three areas: customer management, quality & competence, and process management including overall satisfaction. In 2024, the Customer Satisfaction Survey score was 91.5 points, up 1.6 points from 89.9 points in 2023, and we will strive to achieve 90 points in all areas to improve quality competitiveness and customer satisfaction.

Customer Satisfaction Survey Results[1)]

Process Management	Customer Management	Quality and Competence	2024 Overall Satisfaction
94.6 points	94.6 points	95.1 points	91.5 points

1) Calculate the overall satisfaction (DCSI) score by applying satisfaction levels and weights for each detailed item/category.

Social

Human Rights Management

01 Governance

As a member of the UN Global Compact (UNGC), Doosan Enerbility has established a human rights policy by applying international human rights norms such as the UN Guiding Principles on Business and Human Rights and the core conventions of the International Labor Organization (ILO), and operates a human rights due diligence process accordingly. We have also established a dedicated human rights management organization and regularly conduct human rights impact assessments to proactively identify and prevent factors that hinder or violate the human rights of our employees and stakeholders.

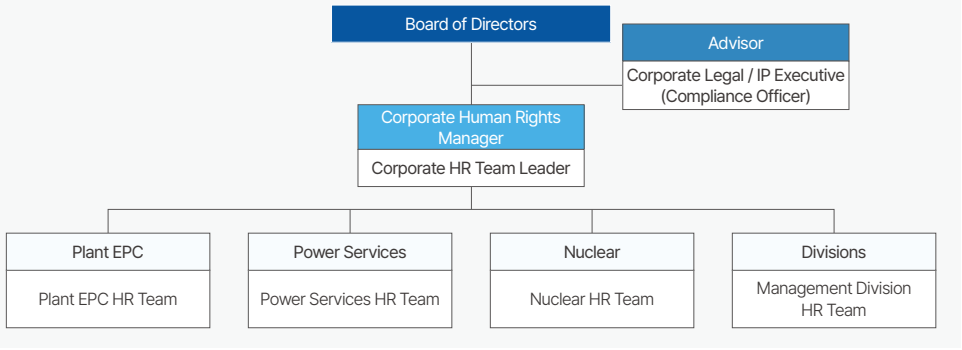
Doosan Enerbility Human Rights Policy Link

Doosan Enerbility Supply Chain ESG Guidelines Link

Organization in Charge

In the event of any human rights violation, the Human Rights Committee responds promptly in accordance with the internal grievance handling process, while upholding principles of confidentiality and protection of the complainant. The Human Rights Committee is composed of people from the Corporate and BG/Division HR teams and advisor who acts as the Compliance Officer, and plans and operates company-wide human rights management activities. In addition, through a separate Human Rights Steering Committee, with the participation of departments such as the EHS team, Quality Assurance team, and Shared Growth team, we manage the entire human rights impact assessment process, from assessing our human rights management status to establishing a human rights risk management plan, implementing the plan and monitoring the results.

Organizational Chart



02 Strategy

Establishment and Enhancing the Human Rights Management System

To manage human rights risks, Doosan Enerbility holds a corporate ESG Committee meeting, led by the COO, every year. Human rights risk is one of the core issues of the Social pillar, and thus, the status of human rights risk management and the results of human rights impact assessments are reviewed and reported every year. In 2024, the ESG Committee reported on the launch of a horizontal organizational culture, the results of the human rights impact assessment, as well as the direction of expanding employment for people with disabilities, and plans to strengthen human rights assessments and due diligence at subsidiaries.

Promoting Diversity and Inclusion

Doosan Enerbility does not discriminate against people on the basis of gender in any HR operation, such as recruitment, compensation, training and promotions. Promotions are given based on the results of a fair competency assessment, and annual salary increases are granted uniformly in accordance with company regulations. In addition, to ensure that employees are not unreasonably discriminated against during personnel evaluations due to reasons such as parental leave, the relevant division and Corporate HR conducts a thorough review process.

03 Risk Management

Human Rights Impact Assessment

Doosan Enerbility conducts periodic human rights impact assessments at our major business sites using our own checklist. The scope of the assessment includes employees of domestic and overseas subsidiaries, as well as the suppliers. The target group of the Human Rights Impact Assessment includes employees working in Korea and at our overseas subsidiaries, as well as our partner companies. The assessment is conducted annually at domestic sites and once every three years for selected overseas sites. We plan to gradually roll this out to a wider group. We plan to gradually expand the number of overseas sites to be assessed. The Human Rights Management Checklist consists of 12 categories, 50 evaluation metrics, and 182 indicators reflecting major assessment issues, such as human rights protection. For overseas business sites, we grant flexibility in applying the checklist to suit the local situation.

Human Rights Impact Assessment Areas		
① Implementation of Human Rights Management System	⑤ Prohibition of Child Labor	⑨ Ensuring of Environmental Rights
② Non-Discrimination in Employment	⑥ Ensuring of Industrial Safety	⑩ Protection of Consumer Rights
③ Freedom of Association and Collective Bargaining	⑦ Responsible Supply Chain Management	⑪ Respect and Communication
④ Prohibition of Forced Labor	⑧ Protection of Local Residents' Human Rights	⑫ Protection of Personal Privacy

Human Rights Impact Assessment Process

Conduct a Human Rights Impact Assessment	Review of Evaluation Results	Create an Improvement Plan	Implement Improvement Plans and Report Results
Identify areas of weakness and prioritize improvements	Review assessment results and consider appropriateness of prioritized improvement areas	Create an improvement plan	Report to Executives, BG Heads, and COO on improvement results

Human Rights Training Programs

We conduct workplace sexual harassment prevention, disability awareness, harassment prevention training programs every year for all the employees. Through the training programs, employees become aware of the importance of human rights. These training programs help foster a culture of mutual respect at the workplace.

Training Content

Preventing sexual harassment in the workplace

- Case examples of sexual harassment in the workplace
- How to prevent sexual harassment and the relevant laws
- Addressing sexual harassment cases (discipline/sanctions)

Improving disability awareness

- Understanding the people with disabilities and types of disabilities
- Disability discrimination prevention laws and welfare policies
- Improving disability awareness in the workplace

Prohibiting workplace harassment

- Anti-harassment concepts and case examples
- Factors for determining workplace harassment
- Remedies in the event of workplace harassment

Grievance Handling Process

Doosan Enerbility accepts reports on human rights issues and violations of ethical management through various channels, including the 'Cyber Reporting Center' on our website, in accordance with the Internal Reporting System Operating Regulations. We strictly guarantee confidentiality regarding the identity of the complainant and the contents of the report, and prohibit disadvantageous measures from being taken against those who filed reports in good faith. After verifying and investigating the facts of the report through the department in charge, the HR Committee decides whether to take disciplinary action. Upon completion of all procedures, the department in charge will report the details to the COO and notify the complainant of the outcome.

Cyber Reporting Center Link

Operation of Workplace Bullying and Sexual Harassment Prevention Center

Doosan Enerbility complies with the Labor Standards Act and the Equal Employment Opportunity and Work-life Balance Assistance Act, and respects the diversity of our employees to ensure that none of our employees are discriminated against due to external factors such as gender, disability, or religion. In addition, if a report is filed at an external professional organization, the organization conducts an initial interview to objectively verify the relevant facts, which is then followed up by our internal procedures. In particular, in cases of workplace bullying or sexual harassment, we strive to provide relief to victims, which includes taking action against the perpetrators and providing psychological treatment to victims through the in-house psychological counseling center, 'MISODAM'. We actively support victims who wish to conduct fact-finding through an external organization rather than relying on our internal process. In 2024, there was a reported case of workplace harassment that was deemed to require an especially fair investigation. An external labor law firm was engaged to conduct interviews with relevant parties. The investigation ultimately concluded that no instance of workplace harassment had occurred.

04 Metrics and Targets

2024 Human Rights Impact Assessment Results and Improvement Activitie

As a result of the 2024 Human Rights Impact Assessment, three items were improved from the previous year, resulting in positive assessment results in a total of 38 items. Noteworthy progress included the implementation of a PC agent system to help prevent forced labor, revisions to internal regulations to reinforce the prohibition of child labor and ensure the safety of pregnant employees, and the establishment of an objection procedure within the Personnel Development System (PDS). In the case of Skoda Power, a subsidiary of Doosan Enerbility, a pilot assessment was conducted to evaluate the current state of human rights management. Based on the findings, a roadmap for gradual implementation of improvement initiatives beginning in 2025 was established.

2024 Key Improvement/Mitigation Activities

Type	Identified Issue	Affected Group	Improvement/Mitigation Activities
Domestic operations	Lack of an appeals process for personnel evaluation results	Employees	• Prepare to introduce an appeal process for sessions with the PDS (Professional Development Session) rollout
	Prohibition of child labor, ensuring industrial safety for pregnant women	Employees	• Incorporation of relevant legal provisions into internal regulations and review of recruitment process
	Prohibition of overtime work for women within one year postpartum	Employees	• Incorporation of relevant legal provisions into internal regulations and implementation of working hours management through PC Agent introduction
Overseas Subsidiary (VINA)	No human rights training for security personnel	Local Employees	• Specify human rights obligations in security vendor contracts and provide human rights training to security personnel • Monitor their compliance with human rights protection

2025 Key Improvement/Mitigation Plans

Type	Identified Issue	Affected Group	Improvement/Mitigation Plans
Domestic operations	Review of evaluation items to reflect latest human rights issues	Employees	• Review and revision of evaluation items to incorporate global trends in Human Rights Management
Overseas subsidiary (Skoda Power)	Establishment of clear Human Rights Management system	Local Employees	• Declaration of human rights policy and implementation of detailed measures to institutionalize Human Rights Management
	Grievance Handling Process Establishment	Local Employees	• Establishment of grievance handling process, development of dedicated personnel, and creation of internal reporting process

Social

Talent Management

01 Governance

Doosan Enerbility has established a learning & development system aimed at cultivating highly productive employees who possess the traits defined as being characteristic to "Doosan people." We operate a wide range of programs designed to support employees' self-initiated growth and competency development, as well as programs for establishing a corporate culture that promotes equity and work-life balance for employees.

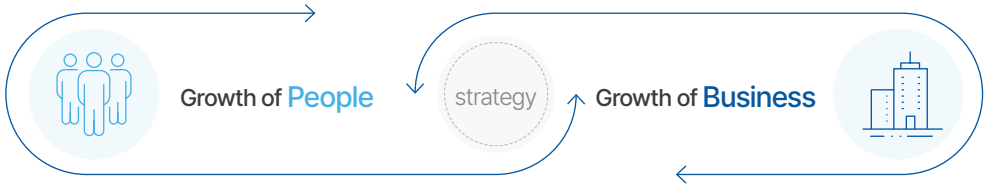
Organization in Charge

Doosan Enerbility offers training programs, led by Corporate HR, that are designed to meet the needs of employees based on their strengths and competency level to foster a well-balanced workforce that is equipped with both leadership skills and functional expertise. In addition, we offer a wide range of programs, such as self-development programs and individually customized training programs, to cultivate experts who are capable of leading the green energy business and new growth driver businesses in line with our transition to a clean business portfolio.

02 Strategy

Growth of Business through Growth of People

Doosan Enerbility's talent management strategy is rooted in our core philosophy of 2G—Growth of People, Growth of Business—which represents a virtuous cycle where people's growth drives our growth, and our growth in turn provides opportunities for individual growth. All members of Doosan are expected to take part in the development of talent, including their own, and we support this by maintaining a structured system that is continually enhanced to ensure sustainable human capital development.



Talent Development Strategy

Doosan Enerbility implements a fair recruitment process to recruit talented employees who fit our concept of talent, and we provide systematic training programs to support the early adaptation and growth of new employees. In addition, we are fostering functional experts that are in demand in the growing new business areas in consideration of the rapidly changing internal and external environment, such as the global policies established in response to climate change. We also conduct organization revitalization programs to liven up the corporate atmosphere and strengthen communication, as well as leadership and communication programs for each position.

Leadership and Job Enrichment Programs

Doosan Enerbility delivers leadership and function-specific training to employees in various roles across the organization. In particular, in 2024, we offered training on new businesses related to gas turbines, wind power, and hydrogen for all employees, including contract workers, to strengthen their functional competencies as we expand our portfolio into the green energy business. Doosan Enerbility operates learning academies for the various stages of the value chain, and we help employees secure basic competencies and expertise by offering a step-by-step program consisting of the Basics-Advanced-Experts course. Employees' overall satisfaction level regarding training is quite high (4.6 out of 5.0), and we plan to raise the satisfaction rate even further through continuous content restructuring to increase employee engagement. These programs not only support individual growth and skill enhancement but also contribute to reducing organizational risk and strengthening overall competitiveness. We also organized leadership programs for existing and incoming leaders, as well as prospective leaders, by devising leadership training programs for various positions.

Key Leadership Programs

Course	Training Objectives	Training Group
Orientation Program	Doosan Credo internalization and softlanding support for new hires	New Hires (new/experienced)
Introduction to New Roles	Gaining the mindset and skillset needed to take on new leadership roles	New Leader
New Leadership Assimilation Program	Share the vision, goals, and leadership style of new leaders to facilitate the effective operation of the organization.	Organization Heads
Leadership Reflection Course	Understand the direction of the shift to a horizontal culture and the role of leaders, and have leaders reflect on their personal leadership style and create their own Development Plans	Executives / Team Leads
Online Leadership Course	Support employees' self-initiated learning and development by offering a variety of year-round programs related to leadership, management and foreign languages	All Employees

Job Enrichment Programs

Course	GT Academy [Basic]	Wind Power Academy [Basic]	Hydrogen Academy [Basic]
Purpose	To increase the overall understanding of the GT/combined cycle power plant projects and business processes	To gain a better understanding of the wind power business, our products and technologies	To gain a comprehensive understanding of the hydrogen business characteristics and technologies for storage, transportation, utilization, as well as ammonia synthesis/ extraction
Job Enrichment Programs	Stronger collaboration and work efficiency between GT and related departments by gaining a good understanding of the work processes and interrelationships across GT/combined cycle power plant projects	Enhancement of job performance capabilities by gaining an understanding of the key products, technologies, tasks, and processes in the wind power business	Enhance practical work capabilities required for transition to hydrogen-related business
Number of Participants	66 people	27 people	59 people

Evaluation and Reward System

Competency Evaluation (DCM) and Performance Management (MBO) Schemes

Doosan Enerbility operates a two-pronged evaluation and compensation system - the Doosan Competency Model (DCM), which is used to systematically evaluate the competencies/behaviors of Doosan employees, and the MBO scheme, which is used to establish individual performance goals in alignment with our mid-to-long term strategy and annual operating plan, and by which the annual performance is managed and evaluated. In the case of the MBO scheme, team goals are set to support our annual goals at the beginning of each year, and team goals are cascaded down to each team member through Goal Review Meetings held between the team leader and team members, and some additional goals for individual priority tasks are established along with the team goals through mutual consultation. For the established goals, continuous feedback is provided through regular coaching and interim checks, and accordingly, fair and clear competency evaluations and performance management are carried out through a process that encompasses the following steps: Goal Setting - Year-Round Coaching and Mid-Year Review - Year-End Review - Feedback on Evaluation Results.

Reward System

Doosan Enerbility implements a comprehensive compensation system for all employees, linking individual competencies with organizational and personal performance. Individual Competency Evaluation (DCM) results are reflected in salary adjustments and promotion decisions, while Organizational/Individual Performance Evaluations (MBO) determine short-term bonuses (or incentives) and also factor into promotions. We provide personalized feedback on these evaluations to motivate employees, fostering competency development and performance improvement. For executives, a distinct Long-Term Incentive (LTI) program tied to company stock value is in place, aimed at driving long-term organizational success. We strictly adhere to wage-related regulations, including the Minimum Wage Act and Labor Standards Act, ensuring no gender-based wage disparities.

Reward System Details

Category	Evaluation Criteria	Number of Evaluations	Target
Annual Salary	Competency evaluation (DCM) results, job grade, individual role/responsibility, etc. considered comprehensively	Once per year	All employees
Short-term Incentive/ Bonus	Organization/individual performance evaluation (MBO) results		All employees
Promotion	DCM, MBO results, job expertise, etc. considered comprehensively		Full-time
Encouragement Pay	Performance evaluation (MBO) results (organization/individual)		Executives
Special Incentive	Special performance and achievement in individual projects	When special performance occurs	All employees

* The salary system follows the standards agreed upon between labor and management.

03 Risk Management

Creating a Culture of Self-Initiated Learning

Doosan Enerbility operates various learning programs to support employees' self-initiated growth and competency development. Through the Global Cultural Experience Program, we help employees gain experience of overseas cultures to enhance their global mindset and communication capabilities. We offered foreign language programs and provided financial support on foreign language proficiency tests for 343 employees who are scheduled to be dispatched overseas and who are working on global projects. We operate online learning contents that can be utilized by all employees, such as online audiobooks/special lectures and an e-library, and support employees' active learning through the operation of in-house learning clubs and support the participation in external training programs. In addition, we activated non-face-to-face training by supporting live video transmissions and streaming services of employee-led trainings, and developed online training contents introducing our major products and technologies (i.e., BPI: Business Product Introduction) to support the employees' year-round learning. We also provide congratulatory payments to all employees (including contract workers) who newly acquired advanced technical certifications designated by us. And if deemed necessary for the conduct of our business, we strive to foster a culture of self-initiated learning among our employees by providing a fixed monthly allowance set per grade to holders of certain certifications through a selection process.

Retiree Support

Doosan Enerbility operates a re-employment training program for full-time retirees over the age of 50. We offer post-retirement change management, life planning, self-development, job and business skills development programs, and support the retirees' successful life planning and career transition by helping them create personalized career plans after the training. Going forward, we will continue to make efforts to help employees in their life and career planning.

Major Retiree Support Program

Training Programs

- Retirement Procedures and System Guide
- Health Management
- Post-Retirement Asset Management

Career Assessment/Counseling

- Create a career plan

Arranging Re-employment

- Conducting Reemployment Needs Assessment Counseling
- Providing Recruitment Information in Areas of Interest

Key Employee Benefits

Activities for Work-Life Balance

Doosan Enerbility operates various programs and facilities to promote good work-life balance for all employees. To ensure that female employees do not have their careers interrupted by pregnancy and childbirth, we have introduced maternity leave and family care systems. Beginning in 2025, we have actively introduced enhanced benefits such as increased childbirth congratulatory payments and maternity gifts, extended spousal paternity leave and childcare leave, expanded financial incentives for employees taking parental leave, the introduction of supporter subsidies for childcare leave, and new childcare allowances for employees with children in specific age groups. To foster a more flexible working environment, we have implemented systems such as remote office programs, flexible working hours, and PC On/Off monitoring agents. Starting in 2025, additional measures such as a selective working hours system have been introduced to help employees better harmonize their work and personal lives. In recognition of our efforts, we have been awarded the Family-Friendly Certification by the Ministry of Gender Equality and Family, and we are also a participant in the Work-Life Balance Program organized by the Ministry of Employment and Labor. This family-friendly culture contributes to the employees' happiness by providing increased job satisfaction, less stress, and improved quality of life.

Family Friendly Certification

A system that grants certification to companies and public institutions that operate exemplary family-friendly policies, such as providing support for childbirth and parenting, implementing flexible work arrangements, and fostering a family-friendly workplace culture, through an evaluation process, whch has a positive impact on job satisfaction.

Work-Life Balance Campaign

A campaign aimed at improving work methods and culture to support employees in fully utilizing their abilities, while simultaneously enhancing our productivity and competitiveness and helping achieve work-life balance.

Key Welfare Programs for Employees

Maternity protection system, such as maternity leave and reduction of working hours during pregnancy

Operate various maternity benefits in accordance with applicable laws

- Paternity leave (generally 90 days; 100 days for premature infants; 120 days for multiple births)
- Parental leave (statutory 1 year + additional 6 months + company support 1 year)
- Reduced hours during parental leave (basic 1 year; up to 2 years if parental leave is not used)
- Reduced hours during pregnancy (2 hours per day reduction for women within 12 weeks of pregnancy and after 32 weeks)
- Changing the work hours for a pregnant worker by changing the time they clock in and out
- Paid prenatal care time

Pregnancy Period	Up to 28 weeks	From 29 weeks to 36 weeks	After 37 weeks
Billable Counts	Once every 4 weeks	Once every 2 weeks	Once every 1 week

- Miscarriage and Stillbirth Leave

Pregnancy Period	Within 15 weeks	More than 16 weeks to less than 21 weeks	More than 22 weeks to less than 27 weeks	28 weeks or more
Vacation Period	Up to 10 days from miscarriage/stillbirth date	Up to 30 days from miscarriage/stillbirth date	Up to 60 days from miscarriage/stillbirth date	Up to 90 days from miscarriage/stillbirth date

* Same as maternity leave pay system (initial 60 days paid, 30 days unpaid) / Article 75 of the Employment Act

- Spouse Maternity Leave (based on working days)
  - Government Support: 20 days of paid leave within 120 days from the date of childbirth
  - Company Support: Effective January 1, 2025, 10 days within one month from the last day of statutory maternity leave (5 days annual leave + 5 days paid leave)
- Infertility Treatment Leave: 6 days (first 2 days paid, remaining 4 days unpaid)
- Provision of Pregnant Employee Rest Room and Nursing Room (paid nursing time of at least 30 minutes twice daily available)

Provision of In-house Childcare Facilities

- Operation of workplace childcare facilities in Changwon/Bundang to support work-family balance
  - Provision of age-specific specialized childcare programs and special activities through child development and education experts

Financial Support on Treatment forInfertility

- Support for costs within KRW 1 million per instance, in addition to government subsidies, for infertility treatment procedures

Work-from-Home

- Telecommuting available as needed for disease prevention according to the EHS Guide, before/after overseas business trips to ensure work efficiency, or in other urgent situations

Flexible Working Hours

- Selective Working Hours System: Employees autonomously design their working hours within the required monthly work hours to secure flexibility, thereby improving work efficiency and productivity.
  - Core time of 4 hours per day (10:00 to 15:00, excluding 1-hour break) set as a mechanism for collaboration.
- Remote Office: To enhance employee concentration, strengthen self-directed work capabilities, and prevent loss of work time due to commuting, Remote Office is operated within Doosan Tower in Dongdaemun for metropolitan area employees (Bundang/Dongtan).
- Staggered Working Hours: To enable efficient work performance and work-family balance, employees can change their basic commuting times set individually or by organization for a certain period (e.g., 7 to 4, 8 to 5, 9 to 6).
- One part-time contract employee currently employed (as of December 31, 2024)

Support of Medical Expenses,e.g. surgery for spouse / children

- Support for surgery expenses for employees, spouses, and children
  - For surgeries/procedures due to illness or injury outside of work, as well as diagnoses of cancer, brain diseases, cardiovascular diseases, or intractable diseases, support up to KRW 20 million per case is provided without minimum claim amount restrictions for personal expenses
  - For employees' own parents or spouse's parents (legal marriage), support up to KRW 5 million per case is provided
- For employees' children under 20 years old with disability grade 3 or higher, monthly treatment support of KRW 200,000 is provided

Tuition Support for Children

- Tuition support for employees' children including elementary school students and university students
  - Fixed tuition support for employees' children aged 3 years and older through elementary school
  - Full coverage of entrance fees, tuition fees, and development fees for middle and high school students
  - Support for entrance fees and tuition fees for university students (up to three children)

Provision of dormitories for employees' children

- Operation of apartment dormitory in Seoul (Doosan Dormitory) to provide housing convenience for employees working outside the metropolitan area whose children attend universities (4-year) located in the metropolitan area (support up to 2 years)

Family Care Plan (not including parental leave)

- Employees may apply for up to 10 days of Family Care Leave and up to 90 days of Family Care Leave of Absence annually as stipulated by relevant laws (If Family Care Leave was taken, this will be counted together with the annual Family Care Leave of Absence).

License & Certification Rewards

- A fixed lump-sum acquisition incentive is paid to employees who newly obtain advanced technical certifications designated by us.
- Monthly fixed allowances are paid according to certification levels when certifications are used or appointed for various sales purposes by us.

Employee psychological counseling program

- Operation of the in-house comprehensive counseling center 'Misodam' where employees can consult with professional counselors to relieve stress and difficulties.
- Employees' families can access external counseling center visits.
- Available to all employees including dispatched and contract workers.

Spreading the Corporate Culture

Implementation of Programs Aimed at Promoting Horizontal Organizational Culture

We conducted a Leadership Reflection course for all executives and team leaders in Korea and overseas to facilitate the shift to the horizontal organizational culture that Doosan aspires to achieve. Through this course, we strived to build a healthy and desirable organizational culture by providing an understanding of the main characteristics of a horizontal organizational culture and defining the role of leaders in promoting a horizontal organizational culture.

Establishment of Sound Labor-Management Relations

Doosan Enerbility has been a labor dispute-free workplace for 19 consecutive years (2006-2024) owing to continuous efforts we have made in establishing a culture of mutual growth between labor and management and improving working conditions. In 2024, we held a collective bargaining agreement signing ceremony in December after 30 rounds of collective bargaining, all of which was possible due to the trust shared by labor and management. We continue to discuss improvements to be made to the work environment and welfare benefits through various consultative bodies, such as the Labor-Management Council and the System Improvement Committee. We also operate individual communication channels and grievance committees within the Business Groups to reflect employees' concerns and opinions on system improvement in our policies to promote labor-management harmony.

Internal Communication Promoting Activities

New Leader Communication Program

Whenever a new leader was appointed, the New Leadership Assimilation Program (NLAP) was implemented to enable the new leader to share the organization's vision and goals that were determined based on changes in the internal/external business environment and his/her leadership style with the employees to encourage mutual understanding, so that the organization could be operated more effectively. The new leaders shared their leadership messages, and then, the employees suggested their own thoughts on ways of working to the leaders to promote mutual understanding and two-way communication.

Fostering Internal Coaching

Doosan Enerbility has cultivated in-house professional coaches certified by the Korea Coach Association (KCA) as part of our strategy to establish a coaching-based organizational culture. Through this, we aim to create a two-way communication culture based on trust and respect among members, going beyond simple one-way communication.
Going forward, Doosan Enerbility plans to systematically spread a communication-centered corporate culture based on coaching, and build a healthy organizational culture that can flexibly respond to changes and lead sustainable growth.

04 Metrics and Targets

To build a horizontal corporate culture, Doosan Enerbility conducts employee surveys and Focus Group Interviews (FGIs) to understand the organizational culture and the needs/current status of employees. In Phase 1, conducted in 2023, we implemented five changes to establish a horizontal culture, including streamlining employees' business titles to two titles, operating an autonomous remote working system, conducting a 360 Survey for leaders, establishing a mindset that supports a horizontal organizational culture, and strengthening readiness checks for new leaders. In 2024, as part of Phase II, we further reduced our existing five-tier grade system (staff, assistant manager, manager, deputy general manager, general manager) to a two-tier structure based on roles and expertise. Promotion and compensation systems were also revised to better support the adoption of a horizontal culture. To this end, FGIs for improving the Professional Development Session (PDS)/ Leadership Development Session (LDS) were conducted in January 2025. The participants included volunteers and some additionally selected individuals, totaling 113 from across the group, with 25 from Doosan Enerbility. As a result, along with positive evaluations of these systems, the following areas for improvement were identified: process simplification, clarification of the self-directed development concept, refinement of evaluation criteria, and challenges in providing feedback on session results. We continue to improve and operate these systems based on these findings.

2024 Implementation Items

Grade System Reorganization (effective from February 21)	• The existing five-tier grade system based on position (staff-assistant manager-manager-deputy general manager-general manager) was reduced and changed to P1 Grade (associate-level, requiring expertise development) and P2 Grade (senior manager-level, job-specific functional expert). • The existing team leader position was changed to P3 Grade. • The method of awarding promotion merit was changed to align with the grade system, but the total amount of promotion merit remains unchanged.
Promotion System Reorganization	**1) To strengthen team members' expertise development, P2 qualification assessment (Professional Development Session) was introduced to support self-directed development activities.** • A 'self-recommendation system' was introduced to reinforce 'self-directed development.' • During P2 qualification assessment, 'multi-dimensional diagnosis' and 'expertise interviews' were introduced. **2) To strengthen readiness checks for newly appointed team leaders, P3 qualification certification assessment (Leadership Development Session) was introduced to support self-directed development activities.** • A 'self-recommendation system' for team leader readiness certification was introduced to reinforce 'self-directed development.' • During team leader candidate assessment, 'multi-dimensional diagnosis' and 'leadership interviews' were introduced.

Social

Supply Chain Management

01 Governance

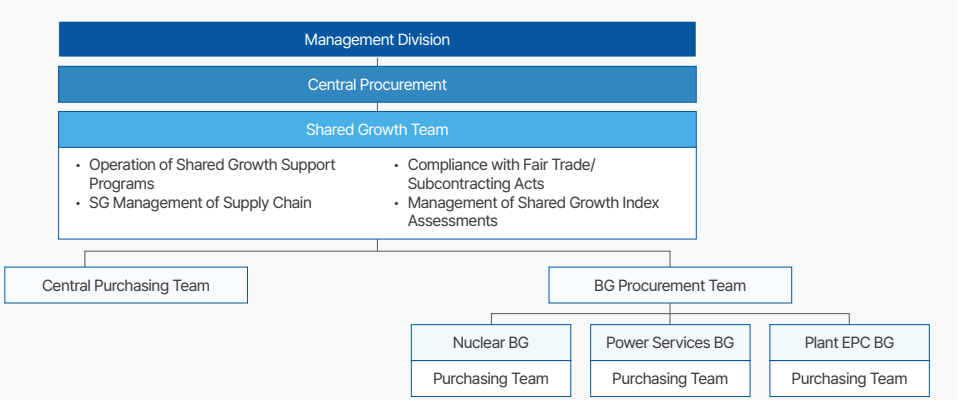
Doosan Enerbility is continuously identifying and managing companies with outstanding capabilities through transparent and fair procedures to ensure sustainable growth. We evaluate partners based on quality and delivery timelines, establishing and operating a corresponding reward system. Furthermore, we strive to establish a sustainable supply chain by assessing the ESG management levels of partner companies and supporting their improvement. Partner companies wishing to do business with us must comply with our supply chain ESG guidelines concerning human rights, labor, environment, anti-corruption, and conflict minerals.

Doosan Enerbility Supply Chain ESG Guidelines Link

Organization in Charge

Supply chain management is overseen by the executive of the Central Procurement and the Shared Growth Team is responsible for activities such as operating programs to support shared growth, fair trade, and supply chain ESG management. The quality and delivery time of the supply chain are managed by the quality control organization and business management organization under the Business Group that conducts business, and new companies are discovered and existing companies are managed through branches in various countries including Asia, Europe, and the Americas. In particular, the ESG assessment of the supply chain is reported to the top management for decision-making on follow-up measures. The results and goals of supply chain management activities are shared through the ESG Committee.

Supply Chain and Shared Growth Management Organization Chart



02 Strategy

Creating Virtuous Cycle–Based Partnership

Doosan Enerbility strives to build virtuous cycle-based partnership by helping partners strengthen their technological capabilities and upgrade their business systems. This approach leads to enhanced competitiveness of the overall supply chain system. By sharing the resulting achievements back with partner companies, we can effectively promote their growth. Through this process, we have established a virtuous cycle-based target, where the growth of partner companies leads to our own growth.

Supply Chain Management

Partner Registration

- Register new partner companies
- Evaluate finance/performance/quality/ personnel and equipment, etc.
- If necessary, conduct on-site inspections

Partner Evaluation/Compensation

- Regular partner companies evaluation (annual)
- Providing incentives to excellent partners
  - Reducing/exempting securities guarantees
  - Promoting negotiated contracts

Sanctions/deliberation

- Sanctions on companies with quality/ integrity issues
- Sanctions through the Shared Growth Deliberation Committee
  - Transaction suspension/restriction/ warning, etc.

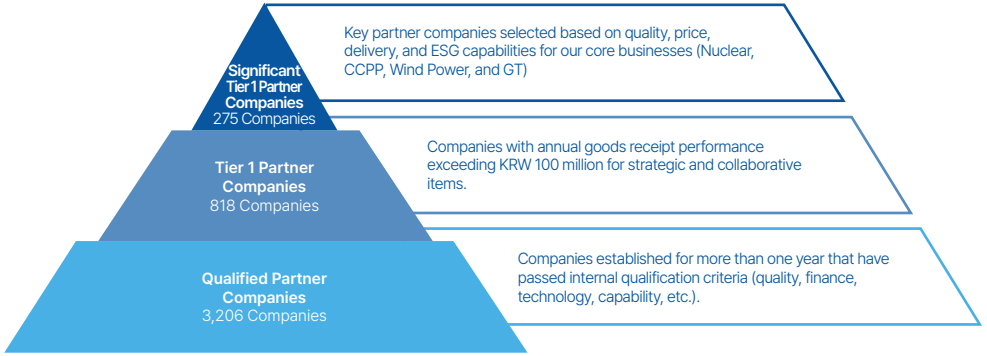
Partner Companies Classification

Doosan Enerbility selects and manages significant Tier 1 partner companies by comprehensively considering their strategic importance and ESG risk exposure. Strategic importance is evaluated based on the business impact of the supplied items (core items), transaction size, and transaction continuity, while ESG risk exposure is evaluated based on partner companies' overall score and sub-scores for environment, social, and governance categories in the ESG due diligence evaluation. Significant partner companies are selected based on the integrated assessment of strategic importance and ESG risk exposure, and the list of significant partner companies is updated annually to reflect the supply chain assessment results and their transaction performance.

Significant Tier 1 Partner Companies Selection Criteria

- Transaction Items (Strategic Core Items)
- Quality
- Transaction Size (Price)
- On-time Delivery
- ESG Evaluation Results

Partner Companies Classification



03 Risk Management

Subcontract Monitoring

Doosan Enerbility operates an internal monitoring system on a quarterly basis to prevent unfair practices that may occur during subcontracting transactions with partner companies. Additionally, we operate a Shared Growth Call Center to allow all stakeholders to freely consult and report on issues such as unfair subcontracting and violations of voluntary fair trade compliance. All registered reports are handled promptly and fairly based on the principle of confidentiality.

Shared Growth Call Center Link

Management of Compliance with Fair Transactions in Subcontracting Act

Doosan Enerbility has conducted briefing sessions for employees and added a variable subcontract price management function to the procurement system in response to the enactment of the mandatory variable subcontract price system. In addition, Doosan Enerbility is managing the compliance with the subcontracting law by operating a continuous training and management system to prevent the misuse/leakage of technical data from SMEs and to manage the issuance of technical data request letters. Every year, we conduct trainings on FSTA compliance for employees to maintain fair business relationships with suppliers, and in 2024, 465 employees from 22 construction sites participated in the education.

Supply Chain ESG Evaluation

Doosan Enerbility conducts annual ESG assessments of our partner companies to identify and remediate potential supply chain ESG risks. The assessment items cover all areas of the environment, social, and governance (ESG) pillars. The assessment is conducted by a third-party ESG evaluation organization and includes three stages: Self-Assessment Questionnaire (SAQ), document-based evaluations by third-party institutions, and Due Diligence Assessment through on-site audits to closely diagnose the overall ESG level of our partner companies. Professional consulting firms perform the document reviews and site audits to ensure objectivity.

Evaluation Overview

Evaluation Items	Assess partner companies' management level across ESG areas	
	E	Environmental Management Policy, Environmental Management Promotion, Compliance with Environmental Regulations, Energy/Greenhouse Gas Management, Resource Management, Hazardous/Toxic Emissions Management, etc.
	S	Human Rights Management, Human Resources Management, Industrial Safety, Information Protection, Social Contribution, Partner Management, etc.
	G	Compliance Management, Ownership Structure, Board of Directors/Audit, Information Disclosure, etc.
Evaluation Frequency	Annually	
Evaluation Target	Tier 1 partner companies[1]	

1) Including significant Tier 1 partner companies

Supply Chain ESG Evaluation Process

Self-Assessment	Document-based Assessment[1]	On-Site Assessment[1]
Conduct primary diagnosis by having partner companies complete checklists	Review and evaluate external disclosures and documents submitted by partner companies	Among partner companies undergoing general assessment, representative companies are selected for face-to-face (on-site) assessment - Provide simplified consulting on assessment indicators

1) Methodologies from global supply chain initiatives such as RBA and EcoVadis are referenced.

All evaluation results are communicated to partners, and those receiving low ratings are required to submit improvement plans and take corrective actions. Partners participating in our ESG assessment are given additional points in internal partner evaluations, providing benefits such as exemptions and reductions in various contract-related securities. Furthermore, through the annually held Partners' Day, we award outstanding ESG partners and offer incentives such as recommending them for our shared growth fund.Partners who fail to respond or demonstrate improvement may face penalties, including exclusion from the partner list, suspension from bidding, and disqualification from incentive programs. We also provide training to improve and internalize ESG awareness in the supply chain, and the results of the ESG assessment of the supply chain are shared through the ESG Committee and reported to the top management.

Supply Chain ESG Practice Academy

Doosan Enerbility operates the Supply Chain ESG Practice Academy for the CEOs and working-level employees of the SMEs participating in ESG assessments. The academy explains the purpose of ESG management and the supply chain ESG assessment standards, and shares execution plans to help the management and the working-level employees of each SME learn how to respond to the assessment. The academy is operated in small classes with around 5 participants per session, In 2024, 91 individuals from 68 companies participated. Most of the partner companies participating in the training expressed positive feedback, stating that they could easily understand ESG concepts and that the program would be highly beneficial in their actual business operations. We will continue to provide training through the Supply Chain ESG Practice Academy, striving to internalize ESG practices throughout the supply chain.

04 Metrics and Targets

Shared Growth Index Evaluation Results

Doosan Enerbility has been managing related performance in accordance with the Fair Trade Agreement Evaluation of the Fair Trade Commission and the Shared Growth performance and evaluation metrics of the Korea Commission for Corporate Partnership. We have obtained a rating of 'Excellence' for five consecutive years from 2019 to 2023, and were awarded the highest rating of 'Outstanding' in 2024.

Shared Growth Index Evaluation Results

Accomplishments in Supporting Partner Companies

Doosan Enerbility operates programs in various areas to promote shared growth with partner companies: competitiveness enhancement support, financial support, communication enhancement, and overseas expansion support. Furthermore, through regular and ad-hoc communication with partner companies, Doosan Enerbility receives grievances and suggestions not only from primary but also from secondary partners, and actively strives to resolve them.

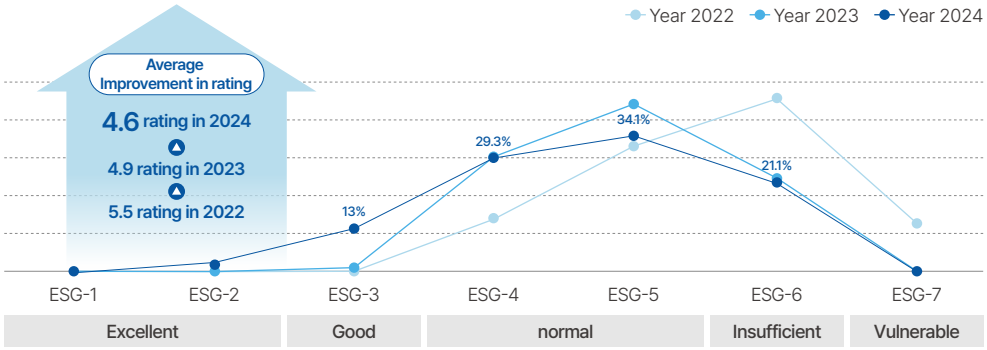
Category	Key Achievements in 2024
Enhancing Partner Companies' Competitiveness	• Technology Escrow System: 28 cases • Benefit-Sharing System: 27 cases identified, 7 cases approved • National Human Resource Development Consortium Project: 108 companies, 489 personnel • Quality guidance and improvement training for suppliers: 180 companies, 246 M/D
Strengthening Communication with Partner Companies	• Partners Day: held once • Providing New Year/ Chuseok(Korean Thanksgiving) gifts to employees of partner companies: 1,486 recipients annually • Communication activities with 1st and 2nd tier partner companies (listening to difficulties/suggestions): 148 companies (MQLT[1]) 38 sessions, 1st tier 70 companies, 2nd tier 40 companies) • Support for partner companies' safety management costs, safety certification costs, safety training, and safety consulting
Financial Support for Partner Companies	• Shared Growth Fund: KRW 89 billion (operating scale as of end of 2024) • Nomubi.com: KRW 92.3 billion (first-tier and below partner companies) • Win-Win Partner Loan: KRW 160.5 billion (Win-Win Payment System) • Direct Support: KRW 1.69 billion

1) MQLT: Management Quality Leadership Tour

2024 Supply Chain ESG Evaluation Results

In 2024, Doosan Enerbility conducted ESG assessment for a total of 123 partner companies, encompassing not only Tier 1 partner companies but also 59 new partners in the nuclear power sector. As a result of the assessment, although the average rating improved compared to the previous year, potential risks were identified for 34 companies (28%). We will continue to strengthen the ESG capabilities of our partner companies by managing improvement issues through guidance on visits and providing related written materials. We will also strive to improve the ESG capabilities of our partner companies by sharing the results of the supply chain ESG assessment with partner companies who participated in the assessment and providing various ESG information for benchmarking among partner companies, such as best corporate practices and major achievements in each area.

Supply Chain ESG Assessment Results



2024 ESG Rating Awards

Top performers and year-over-year
Awards for improved ESG ratings

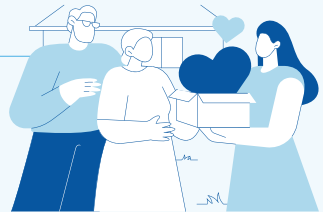
Goals

Doosan Enerbility will continue to steadily increase the number of partner companies subject to ESG evaluation, and will minimize supply chain risks by actively supporting not only immediate improvement tasks, but also mid- to long-term tasks of suppliers.

2025 Supply Chain Management Goals
Increase the number of partner companies subject to ESG evaluation : **123 → 135**
50% improvement for partner companies with identified supply chain risks in 2024
Conduct **100%** training visits to partner companies targeted for ESG rating improvement
Include major partner companies in CCPP, wind power, gas turbine sectors in the evaluations

Social

Social Contribution



01 Governance

Organization in Charge

Doosan Enerbility operates the Social Contribution Committee, our highest decision-making body for social contribution, to ensure transparency in the management of donations and sponsorships and to assess whether all corporate social responsibility activities are aligned with our broader social value strategy. The Social Contribution Committee, centering around the chairman of the ESG Committee, assesses the overall transparency of the selected beneficiary organizations and donations/ sponsorships and checks to see whether the support is in line with our social contribution strategy.

Social Contribution Committee Organizational Chart

02 Strategy

Social Contribution Principles

Doosan Enerbility is committed to contributing to the local community and enhancing corporate value through promoting social contribution activities linked to our business. Based on the three guiding principles of social contribution activities—Business Oriented, Community Focused, and Employee Engagement—we conduct activities to solve social problems through community cooperation and participation and contribute to fostering future human resources so that we and local communities can grow sustainably. In 2024, Doosan Enerbility continued to expand and operate the DELIGHT (Doosan Enerbility LIGHT) program launched in 2023, thereby strengthening social contribution activities closely linked to our business and identity. Through this program, we continue our efforts for mutual growth with local communities.

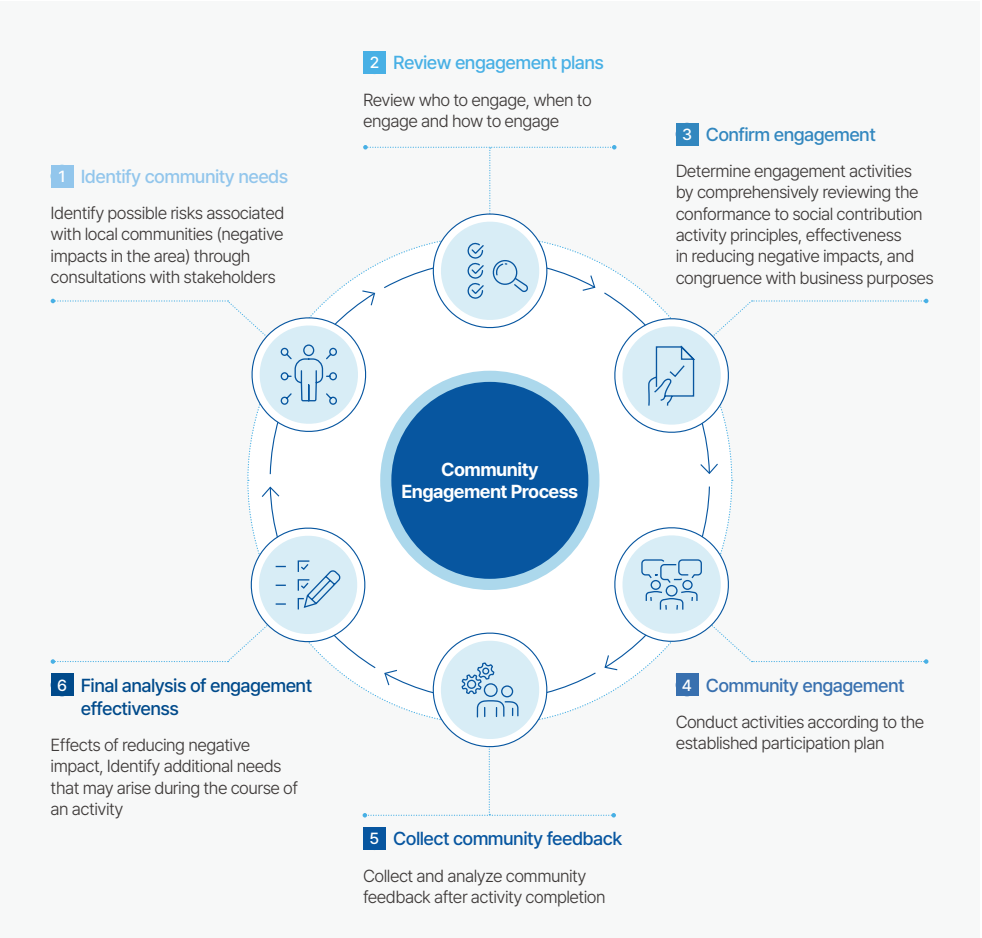
Goal	Contribution to local communities and enhancement of corporate value		
Principles	Business Oriented	Community Focused	Employee Engagement
Activity Areas	**Talent development** • Reflecting the nature of the engineering business and securing technical talents • Contributing to cultivating future talents in the community	**Supporting the underprivileged** • Building social safety nets to prevent and solve social issues	**Community engagement** • Expanding community collaboration network • Facilitating stakeholder engagement
Themes	DELIGHT | DELIGHT(Doosan Enerbility LIGHT)		

03 Risk Management

Community Impact Assessment

Community Engagement Process

In the process of conducting social contribution activities that affect the local communities, Doosan Enerbility listens to the needs of local communities through close communication with various institutions and organizations. Based on this communication, we devise policies for engagement to minimize negative impacts and maximize positive impacts on local communities.



04 Metrics and Target

Mid- and Long-Term Goals

Doosan Enerbility is conducting activities engrained with integrity to secure sustainable growth in harmony with society, and has established two mid- to long-term goals.
The first goal is 'Promoting Sustainable Activities'. We seek to contribute to fundamentally solving social issues through continuous efforts rather than providing temporary support.
The second goal is 'Contributing to Society in the Best Way We Can'. By implementing social contribution activities that reflect the characteristics of our business, we aim to contribute to local communities and enhance our corporate value.

Goals and 2024 Achievements by Activity

Supporting the Underprivileged Facing Energy Poverty

Energy purchase costs were provided to four-person households belonging to energy-vulnerable groups in Changwon City, alleviating their economic burden during the winter season.

Category	Talent Development, Underprivileged Groups
Goal	100% support for four-person families in energy-vulnerable groups in Changwon
Achievements in 2024	Support for 1,450 families

Support for Gyeongsangnam-do Center for Creative Economy & Innovation

Doosan Enerbility supports the growth of small and venture businesses in the Gyeongsangnam-do region through the 'Big Star Innovation Growth Partners' program.

Category	Local Community
Goal	Provide continuous support for growth of local small and venture businesses
Achievements in 2024	Continuous support for 2 years since 2023

Supporting Child Welfare Facilities

As part of the social contribution agreement with Changwon City, Doosan Enerbility has continuously supported local children's centers for 13 years.

Category	Talent Development, Underprivileged Groups
Goal	100% Support for Local Community Child Welfare Facilities
Achievements in 2024	Support for 71 Locations in Changwon, 4 Locations in Seongnam

Safe Pathway Project

In alignment with our core business themes of "light" and "energy," Doosan Enerbility installed solar-powered LED streetlights and improved safety infrastructure such as stairways and ramps. These enhancements were aimed at ensuring the safety of residents and pedestrians in designated neighborhoods.

Category	Underprivileged Groups, Local Community
Goal	Provde continuous local improvement activities selected through community engagement processes
Achievements in 2024	Changwon: Lower Jangcheon Village Seongnam: Jeongdeun Underpass

Gyeongsangnam-do Eco-Nuri Voucher

Following an agreement with Gyeongsangnam-do, Doosan Enerblity provides underprivileged groups opportunities to experience the province's outstanding natural environment and participate in ecological learning programs.

Category	Underprivileged Groups, Local Community
Goal	Provide continuous support to offer ecological learning experiences for underprivileged groups
Achievements in 2024	Support starting from 2024

Tea of Love

Doosan Enerbility donated comfort items, known as Tea of Love, to our partnered military unit, the Republic of Korea Naval Logistics Command.

Category	Local Community
Goal	Provide continuous Support of comfort Items (Coffee, etc.) for Partnered Military Units
Achievements in 2024	Continuous Support for 20 Years Since 2004

Support for Children with Mobility Disabilities

Through an employee step-donation campaign, Doosan Enerbility provided financial support to children with mobility disabilities. The donations were used to fund surgeries, medical treatments, and rehabilitation equipment, contributing to the children's recovery and independence.

Category	Underprivileged Groups, Local Community
Goal	Provide continuous support for children with mobility disabilities in local communities
Achievements in 2024	Support for 4 children in Changwon and 4 children in Seongnam; continuous support for 4 years since 2021

Medical Volunteer Services with Chung-Ang University Hospital

In collaboration with Chung-Ang University Hospital, Doosan Enerbility provides medical consultations, check-ups, and prescriptions to underserved areas with limited access to healthcare.

Category	Underprivileged Groups, Local Community
Goal	Provide continuous medical volunteer services near overseas construction sites
Achievements in 2024	Continuous activity for 14 years since 2009, targeting 1,030 people across 5 regions in 2024

Energy Scholarship

Scholarships are provided to university students majoring in nuclear energy-related fields in Korea to foster the next generation of energy professionals.

Category	Talent Development
Goal	Provide Continuous Support for Nuclear Power Excellence Scholarships
Achievements in 2024	Continuous Support for 12 Years Since 2012

Improving Energy Efficiency of Partner Companies

Doosan Enerbility signed a business agreement with Korea Electric Power Corporation (KEPCO) to promote low-carbon ESG management systems. As part of our carbon reduction initiatives, we collaborated with KEPCO to jointly support small and mid-sized partner companies in replacing outdated equipment with high-efficiency alternatives.

Category	Local Community
Goal	Meet partner companies' needs for high-efficiency equipment replacement
Achievements in 2024	Support starting from 2024

Young Carers

Doosan Enerbility provides growth support programs for young carers (youth responsible for family care duties).

Category	Talent Development, Underprivileged Groups, Local Community
Goal	Support growth of young carers until adulthood
Achievements in 2024	Changwon: Support for 3 young carers Seongnam: Support for 6 young carers

Support for Young Golf Talents

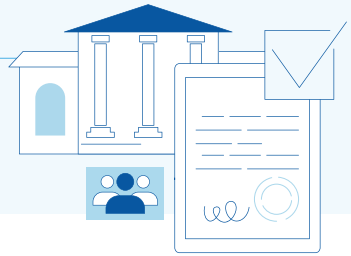
Scholarships are provided to nurture young golf talents

Category	Talent Development
Goal	Provide Continuous Support of Scholarships for Nurturing Young Golf Talents
Achievements in 2024	Continuous Support for 11 Years Since 2013

Governance

Governance

Governance



01 BOD Composition

Composition and Appointments

BOD Independence

Doosan Enerbility's Board of Directors (BOD) is composed of three inside directors (standing), including the CEO, and four outside directors (non-standing) who possess diverse industry experience, totaling seven members. The CEO serves as the chairman of the BOD to enhance the efficiency of managerial decision-making and business execution and realize responsible management, and to ensure independence in the composition and operation of the BOD, the proportion of outside directors in the BOD is more than the majority (50%). In addition, we have specified the requirements for appointing outside directors in accordance with relevant laws and regulations, the Articles of Incorporation, and the BOD Regulations.

BOD Transparency

Doosan Enerbility protects the rights and interests of stakeholders by disclosing BOD-related information, such as the operating status of the BOD, rules for appointing directors, minutes of BOD meetings, and changes related to the BOD, through our website, business reports, and corporate governance reports.

BOD Expertise and Diversity

Doosan Enerbility strives to apply a broad perspective when forming the BOD, to ensure our independence and expertise, without committing any discrimination based on gender, religion, nationality, race, disability or political affiliation. To enhance the expertise of our outside directors, we have designated the IR Team as a dedicated team to help the directors understand the business and offer training programs to provide a status overview following the restructuring of the business portfolio. In addition, we appointed a new female outside director at the 60th Annual General Meeting of Shareholders, which was held in March 2023, contributing to the diversity of the BOD.

Current Composition of the Board of Directors[1)]

Category	Name	Responsibilities	Gender	Term	Major Career
Inside Director	Park, Geewon	Chairman & CEO, Chairman of the Board of Directors	Male	March 21, 2008 ~ March General Meeting of Shareholders 2026	- Current) Chairman & CEO of Doosan Enerbility Co., Ltd. - Current) Vice Chairman of Doosan Group
	Jung, Yeonin	Vice Chairman & COO	Male	March 28, 2019 ~ March General Meeting of Shareholders 2028	- Current) Vice Chairman & COO of Doosan Enerbility Co., Ltd. - Former) Head of Doosan VINA
	Park, Sanghyun	President & CFO	Male	March 30, 2021 ~ March General Meeting of Shareholders 2027	- Current) President & CFO of Doosan Enerbility Co., Ltd. - Former) CEO of Doosan Bobcat Co., Ltd.
Outside Director	Lee, Eunhyung	Audit Committee Member	Female	March 29, 2023 ~ March General Meeting of Shareholders 2026	- Current) Professor, Department of Business Administration, Kookmin University - Former) Member, Industrial Development Deliberation Committee, Ministry of Knowledge Economy
	Choi, Taehyun	Audit Committee Member	Male	March 29, 2023 ~ March General Meeting of Shareholders 2026	- Current) Advisor at Kim & Chang Law Office - Former) Secretary to the President for Civil Affairs
	Lee, Eunhang	Chairman of Audit Committee	Male	March 26, 2024 ~ March General Meeting of Shareholders 2027	- Current) Tax Accountant at Samhwan Tax Corporation - Former) Deputy Commissioner of National Tax Service
	Chung, Jintaek	Audit Committee Member	Male	March 31, 2025 ~ March 2028 General Meeting of Shareholders	- Current) Professor, Department of Mechanical Engineering, Korea University - Former) President, Korea University (20th)

1) The Board of Directors is composed of all the directors. (Reference Date: March 31, 2025)

02 BOD Operation

Operating Principles of BOD

The BOD of Doosan Enerbility is operated based on the four principles - responsible leadership, operational efficiency, fair remuneration, and stakeholder-centered approach. To ensure the fairness of the BOD's operations, directors with special interests in BOD resolutions are restricted from voting, and BOD resolutions are passed through an affirmative majority vote where the majority of directors are present. The BOD establishes an annual schedule for holding the BOD meetings by referring to the next year's internal financial settlements and the general shareholders' meeting schedule, and holds regular BOD meetings in accordance with relevant regulations. In addition, a BOD meeting can be convened if one-third or more of the directors jointly request a meeting by stating the purpose of the meeting and the date they wish to hold the meeting.

BOD Performance

Doosan Enerbility's BOD shares important issues in our management, including economic, environmental, and social aspects, and seeks solutions. In accordance with the Articles of Incorporation, three BOD subcommittees are established and operated to facilitate quick and efficient decision-making. In 2024, a total of 12 BOD meetings were held to consider 25 agenda items for resolution (general meeting of shareholders, BOD, investment and planning management, accounting and financial management, and other major management-related matters) and 8 agenda items for report. Through our business reports, we disclose key matters related to the operation of the BOD, including the number of meetings held and the contents of major agenda items, attendance rate of internal and outside directors, and whether they voted for or against the agenda items.

Board Operation Performance[1)]

(Unit: Times, Cases)

Category	2022	2023	2024
No. of Meetings Convened	14	11	12
No. of Agenda Items for Resolution	32	27	25
No. of Agenda Items for Modification	0	0	0
No. of Agenda Items for Report	8	7	8

1) The Compensation Committee was established in March 2025, so it is not included in the 2024 board operation performance.

Board of Directors Attendance Rate[1)]

(Unit: %)

Category	2022	2023	2024
BOD Attendance	88.9	95.1	94.1
Outside Directors' Average Attendance	87.5	97.6	97.6

1) The Compensation Committee was established in March 2025, so it is not included in the 2024 board of directors attendance rate

BOD Subcommittees

The BOD has established the Audit Committee, Internal Transaction Committee, and Outside Director Candidates Nominating Committee under the Articles of Incorporation and Operating Regulations, and delegates specialized authority to enhance the effectiveness of the BOD's operations. The Audit Committee is chaired by an expert in the field of accounting and finance to ensure our expertise, and is composed entirely of outside directors to ensure our independence. The Compliance Team is a support organization for the Audit Committee and is responsible for internal audits, internal accounting control system operation and evaluations. The Internal Transaction Committee is responsible for preventing internal transactions aimed at the private interests of the management or controlling shareholders and reviewing and approving internal transactions between subsidiaries, and is composed entirely of outside directors to ensure independent decision-making. The Outside Director Candidates Nominating Committee selects outside director candidates who are suitable for establishing transparent governance and enhancing the expertise of the BOD from among those recommended by a separate Outside Director Candidate Nomination Advisory Group composed of three outsiders. Outside director candidates recommended by the Committee are elected by the shareholders at the general meeting. To ensure independent operation, the Committee is composed entirely of outside directors, and the appointment and removal of members is determined by resolution of the BOD. The Committee may receive opinions from related executives and employees, outside persons or experts as necessary, and submits this at the general meeting of shareholders, including candidates recommended by minority shareholders in accordance with the Commercial Act. As such, Doosan Enerbility appoints outside director candidates suitable for establishing transparent governance and enhancing the expertise of the BOD through appropriate procedures that comply with the Commercial Act and internal regulations.

Establishment of an Independent Compensation Committee

Doosan Enerbility executes executive remuneration in accordance with board-approved regulations, and director compensation limits are approved annually by the general meeting of shareholders. Recognizing the need to enhance independence in the decision-making process due to the board approval structure that included inside directors, we established a Compensation Committee in March 2025 through a Board of Directors (BOD) resolution. This committee, composed entirely of outside directors (four members), aims to strengthen the transparency and objectivity of executive compensation. The detailed aspects of establishing Doosan Enerbility's Compensation Committee comply with the guidelines set by the Korea ESG Standards Institute. The agenda items for the committee were determined as follows: directors' remuneration limits to be proposed at the general shareholders' meeting, methods and amounts of long-term performance-based compensation, and matters related to the preparation of proposals for establishing or amending regulations on executive compensation. A dedicated regulation defines the committee's authority, duties, composition, terms of service, meeting procedures, and decision-making rules. The committee will be operated independently in accordance with these regulations.

Board of Directors Committees

Types of Committees	Main Activities	Purpose of Establishment
Audit Committee	Performs audit tasks on our accounting and business operations	Strengthen Board oversight functions based on accounting/financial expertise
Internal Transaction Committee	Conducts review and approval of internal transactions with related parties	Enhance transparency
Outside Director Candidates Nominating Committee	Recommends outside director candidates to be appointed at the general shareholders' meeting	Strengthen Board independence
Compensation Committee	Approves remuneration and performance-related matters for executive officers	Enhance transparency and objectivity of executive remuneration

BOD Training

We support various programs to help outside directors acquire an understanding of our business, objectively monitor management, and make effective decisions. For inside directors, lectures on major ESG issues are conducted by the ESG Committee every year to help them practice sustainability management more effectively.

Outside Director Training

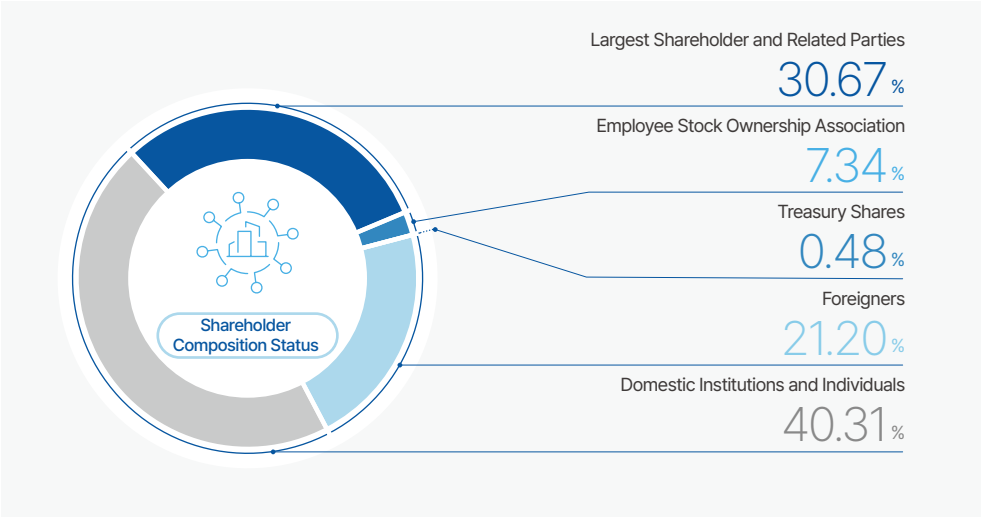
Training Period	Main Training Content / Attending Outside Director	Attending Outside Director
May 2024	Introduction to major business areas and Board status for new outside directors / Outside Director Eunhang Lee	Lee, Eunhang, Outside Director

03 Shareholder Rights

Shareholders and Capital Structure

The largest shareholder of Doosan Enerbility is Doosan Corporation, and foreign/institutional/general shareholders account for more than a majority of the shareholders. According to the Articles of Incorporation, the total number of shares that can be issued is 2,000,000,000 (par value of 1 share: KRW 5,000), and all issued shares are common shares with one voting right granted per share. As of December 31, 2024, Doosan Enerbility had 640,561,146 issued shares, and excluding 95,978 treasury shares with restricted voting rights and 25,740 shares of public interest corporations, the number of shares entitled to exercise voting rights was 640,439,428, or 99.98% of the issued shares.

Shareholder Composition Status (As of December 2024)



Protecting Shareholder Rights

Doosan Enerbility is striving to create a shareholder-friendly management environment. We announce the convening notice online and offline three weeks before the general meeting of shareholders, one week earlier than the standard date for convening the general meeting of shareholders under the Commercial Act (two weeks before the general meeting of shareholders), and disclose the audit report and business report one week before the general meeting of shareholders. To encourage shareholders to exercise their voting rights, we have introduced and implemented the written voting system, electronic voting (including electronic proxy), and proxy solicitation system. Doosan Enerbility prepares and submits the financial statements, the accompanying notes and the business reports to the Audit Committee at least six weeks prior to the Annual General Meeting of Shareholders for final approval at the Annual General Meeting of Shareholders, and the Articles of Incorporation stipulate this procedure.

Shareholder Return Policies, including Dividends

Doosan Enerbility may pay out dividends in cash and shares based on the Articles of Incorporation, and the BOD may set a reference date for determining the shareholders to receive dividends and announce it two weeks before the reference date. Quarterly dividends can be paid in cash and are resolved by the BOD within 45 days after each reference date (quarter end date).
However, we are unable to implement shareholder return policies such as dividends and share buybacks/extinguishments at this time due to the lack of distributable earnings under the Commercial Code, resulting from the accumulated losses amidst the rapid changes in the business environment in recent years. We are making every effort to secure distributable earnings and dividend resources through continuous improvement of our financial structure and transitioning to a sustainable environmental and high-yield business portfolio without being swayed by domestic and international conditions. In the future, when some distributable profits are secured, we will closely examine and actively communicate with our shareholders to determine whether paying dividends, however small, or reinvesting in future growth engines will better contribute to increasing shareholder value. We will do our best to review and implement various viable options to increase corporate value and return to shareholders.

Communication with Shareholders

To provide shareholders and potential investors with timely and useful information related to their investments, Doosan Enerbility discloses information through our official website and electronic disclosure system. We actively communicate with stakeholders through regular quarterly earnings briefings for domestic and foreign analysts and institutional investors, one-on-one face-to-face meetings, conference calls, non-deal roadshows (NDRs), participation in securities company conferences, and plant tours. We also communicate directly with shareholders by responding to general shareholder inquiries received through the Contact Us board on our official website and answering phone calls from individual shareholders.

2024 Major Shareholder and Investor Communication Activities

Category	Target	Key Content	Timing
Earnings Call	Analysts	Quarterly Business Performance Announcement	4 times (quarterly)
NDR	Institutional Investors	Quarterly Business Performance Announcement	8 times (4 domestic, 2 Hong Kong, 2 Singapore)
Tour Meetings	Analysts and Institutional Investors	Performance/Industry Updates	As needed
Conference Call Meetings	Analysts and Institutional Investors	Performance/Industry Updates	As needed
Conferences	Analysts and Institutional Investors	Securities Company Conferences	4 times (quarterly)
Plant Tours	Analysts and Institutional Investors	Product/Technology Explanation	3 times

04 Management Evaluation and Remuneration

Management Remuneration Policy

Doosan Enerbility calculates and pays remuneration to our directors in accordance with the ceiling amount set through the resolution by the General Meeting of Shareholders, the stipulated BOD regulations and regulations for internal executives, and transparently discloses the information.

Remuneration Criteria for Outside Directors

Outside directors are paid a fixed monthly compensation that is calculated by comprehensively considering the level of responsibility for performing their duties and the level of compensation paid within the same industry, with no separate performance or severance pay being paid to ensure the independence of outside directors and transparency of management. Doosan Enerbility strives to set and pay outside directors an appropriate remuneration amount, so that they may effectively fulfill their duties.

Remuneration Criteria for Inside Directors

Compensation for inside directors consists of a fixed base salary, variable short and long-term incentives tied to performance, and severance pay. Their annual salary increase rate is set in consideration of our ability to pay, market competitiveness, etc. but is set annually at a level similar to the annual salary increase rate of employees. The payout rate for performance-based bonuses is based on the Doosan Group's common score indicators, and in the event of exceptional reasons for payment, the payment is reported and approved by the BOD. For short-term incentives, the payout rate is calculated by multiplying the annual salary of the previous year by a score based on a comprehensive evaluation of quantitative and non-quantitative metrics of the previous business year.
Long-term performance-based compensation tools designed to encourage long-term management performance include Performance Units (PU), Restricted Stock Units (RSU), and Phantom Stock Plans (PSP). Long-term incentives can be granted annually within the range of 20-40% of the base salary for each grade according to the Performance Unit Operating Regulations. These incentives are paid in cash three years after the granting point, following a three-year performance evaluation. If the payment conditions based on the evaluation results are not met, the incentive will not be paid.
For restricted stock units (RSUs) and phantom stock plans, the number of shares granted is determined according to the executive performance compensation regulations, reflecting individual and organizational performance. Only executives who meet the requirement of remaining in service for a certain period (three years) from the granting point will receive the equivalent amount in shares or cash. Additionally, if an executive causes significant damage to us through intentional misconduct or negligence, the granting can be canceled, or the payment in cash can be restricted in full or in part according to related regulations, thereby reinforcing responsible management. Severance pay is calculated according to the separate executive severance pay regulations resolved at the general shareholders' meeting.

Inside Director Performance Evaluation

When evaluating the performance of inside directors, Doosan Enerbility reflects not only financial performance but also non-financial evaluation results in KPIs. Financial performance metrics include order intake, EBIT, FCF, OCF, and debt ratio. Non-financial evaluation metrics include our growth, market/economic conditions, portfolio improvement, EHS impact, and potential for sustainable growth from an ESG perspective. In particular, we evaluate the degree of contribution to the achievement of performance and contribution to identifying potential ESG issues and preparing strategies for sustainable growth from an ESG perspective.

Remuneration Criteria for CEO

The CEO's performance evaluation-based compensation generally reflects the results of financial metrics, such as order intake, operating profit, and free cash flow(FCF), as well as non-financial performance evaluation results, such as growth, market conditions, and portfolio improvement, and is executed transparently and fairly by going through the BOD reporting and resolution process as needed.As of 2024, the CEO's total remuneration was KRW 5,654 million, consisting of KRW 1,634 million in base salary, KRW 4,019 million in bonus, and KRW 1 million in other earned income such as welfare benefits. For the base salary, the amount was determined by comprehensively considering the positions held as Chairman & CEO and Representative Director in accordance with the internal regulations enacted by the BOD, and was divided into 12 equal monthly installments. For bonuses, short-term incentive was paid in consideration of the expansion of growth driver businesses and improvements in business structure. Long-term incentives (Performance Units), which are paid after performance evaluation three years from the time of grant, were based on the 2021 grant agreement. The payment was made after evaluating the achievement rate against the three-year plan.Separately, pursuant to the Operating Regulations of the Phantom Stock Plan established by the Board of Directors, which grants phantom shares to reflect individual and organizational performance, 97,564 phantom shares of Doosan Enerbility were granted to the CEO in March 2024, with the final payment to be determined based on the stock price at the time of payment three years after the grant date.

2024 Board of Directors Average Remuneration Amount[1)]

(Unit: persons, KRW million)

Category	Number of People	Total Remuneration Amount	Average Remuneration per Person
Inside Director	3	9,728	3,243
Outside Director[2)]	5	296	59

1) The disclosure criteria for the 2024 Business Report.
2) As of December 31, 2024, there are a total of four Outside Directors; however, in calculating remuneration, income up to the retirement date of one Outside Director who retired on March 26, 2024, was additionally reflected.

2024 Board of Directors Remuneration Payment Status

(Unit: persons, KRW million)

Category	Inside Director	Outside Director	Employees	Inside Director·Employee Remuneration Ratio
Average Remuneration per Person	3,243	59	95	34.1 times

2024 CEO Remuneration Payment Status

(Unit: persons, KRW million)

Category	CEO Remuneration	Average Employee Remuneration	CEO·Employee Remuneration Ratio
Amount Paid	5,654	95	59.51 times

Governance

Ethics and Compliance Management

01 Governance

Organization in Charge

To promote corporate ethics, Doosan Enerbility has established the Doosan Group Code of Conduct and applies and enforces it to all employees to enhance our competitiveness and fulfill our corporate social responsibilities through Inhwa, customer-centered business philosophy, transparent management, and innovation.
A Compliance Officer appointed by the BOD is leading Doosan Enerbility's ethics and compliance efforts. The Legal Team, an organization directly under the Compliance Officer, provides support and compliance guidance for compliance with laws such as the Anti-Graft Act, the Personal Information Protection Act, and the Fair Trade Act, and conducts various ethics compliance management activities, including ethics training for employees of the headquarters and subsidiaries, as well as partner companies. In addition, the Compliance Team, which reports directly to the CFO, conducts internal audit activities in accordance with internal control standards and reports to the Audit Committee under the BOD to ensure independence.

02 Strategy

Doosan Enerbility is constantly operating an ethics and compliance management system that involves actions, such as establishing internal guidelines based on relevant laws and regulations, building support systems and infrastructure, and regularly training employees in order to conduct transparent and fair business activities. In addition, we provide ethics training to raise awareness and internalize ethical management among employees, and disclose the results of the training in our annual Integrated Report. In addition, we operate an internal reporting center to fulfill our social responsibilities with our stakeholders, including our employees, customers, and partner companies, and strive to grow as a trusted company.

03 Risk Management

Activities to Strengthen Ethics and Compliance Management

Activities to Raise Ethics and Compliance Awareness Among Employees

Doosan Enerbility quarterly sends out Compliance Officer letters to employees that contain information on major laws, systems and guidelines to encourage the employees to help establish a culture of ethics and compliance management. We send letters reminding all employees and partner companies to comply with the Code of Conduct during every holiday season. Additionally, white-collar employees who are subject to ethics training are required to sign a pledge of compliance with the Code of Conduct.

Status of Compliance Officer Newsletter Distribution

Date Sent	Content
March 11, 2024	Subcontracting Act Amendment Passed by National Assembly Limiting Compensation for Technology Misappropriation
May 10, 2024	Sharing Case Studies on Enforcement of Management Responsibility for Major Accidents
September 11, 2024	Up to 70% Reduction in Penalties for Voluntary Correction of Violations Following Enforcement Decree of Subcontracting Act
December 17, 2024	Statistics on Handling of Anti-Graft Act Cases and Recent Major Cases

Operating the Cyber Reporting Center

We operate a cyber reporting center to manage violations of laws and regulations, the Doosan Credo and Code of Conduct, or any other internal regulations. The Cyber Reporting Center, which is operated by a third party, allows reports to be filed under one's real name or anonymously, and the identity of the reporter and the contents of the report are kept strictly confidential and the imposing of penalties on good faith reporters is prohibited. The center offers services in 36 languages to encourage reporting of ethics violations and is open to all internal and external stakeholders.

Cyber Reporting Center Link

Strengthening Ethical Management of Partner Companies

Doosan Enerbility introduces the Code of Conduct to our partner companies and provides information on how to report violations so that they can check for potential issues and report on non-compliance. In addition, we send out letters every holiday reminding partner companies to comply with the Code of Conduct and add a clause on compliance with the Code of Conduct in all contracts signed with partner companies. New suppliers must agree to the "Supply Chain ESG Guidelines" to be registered as partner companies, which strengthens ethical and compliance management. In addition, we accept online inquiries and reports regarding unethical subcontracting or violations of fair trade principles, and all submissions are processed promptly and fairly under confidentiality safeguards. Furthermore, we institutionalize activities to ensure compliance with ethical management by specifying compliance regulations when signing contracts with overseas business agents, thereby prohibiting illegal acts and legal manipulations.

Conducting Ethics Training

Doosan Enerbility conducts ethical management training programs every year to raise the ethical awareness of employees. Ethics training programs are conducted annually for employees at the headquarters and overseas subsidiaries, including Doosan VINA. The ethics training provides the basis for making correct judgments on ethical dilemmas that may arise in the course of business. In 2024, we provided ethics code training to 2,975 domestic white-collar employees. In addition, we started planning the establishment of a compliance system in 2023 to strengthen compliance management, and we delivered compliance training in 2024 for new executives and team leaders. This training focused on four key areas—sales activities, listed company regulations, employee protection, and anti-corruption—enhancing participants' understanding of corporate regulatory obligations. In addition, specialized "Transparency Training" for executives addressed misconduct cases within our company and at peer firms, criminal and civil liability, internal HR regulations for executives, and disciplinary procedures, reinforcing management accountability. To prevent collusion, sales teams received targeted training on fair trade practices, including case-handling procedures, field investigation response, and documentation protocols.

Status of Ethical Compliance Management Training Implementation

Category	Unit	2022	2023	2024
No. of target people[1]	Persons	2,746	2,875	3,057
No. of participants	Persons	2,696	2,830	2,975
Participation rate	%	98.2	98.4	97.3

1) Targeted office Employees eligible for online training (excluding contract Employees)

Internal Controls

Doosan Enerbility has established compliance control standards in accordance with relevant regulations, including Article 542(13) of the Commercial Act, and appointed a compliance officer through the resolution of the BOD. In addition, we have established company regulations in accordance with the relevant laws and regulations, aiming to protect shareholders and investors from the risk of financial loss and damage to corporate image due to business activities and to strengthen the internal accounting management and disclosure systems. We conduct compliance support activities in accordance with the Compliance Control Standards, operate the internal accounting management system in accordance with the Internal Accounting Control Regulations and the Internal Accounting Management Guidelines, and operate internal procedures to ensure that accurate information is disclosed in a timely manner in accordance with the Disclosure Information Management Regulations. We also report on the evaluation results of the internal accounting management system's effectiveness for all business sites, including subsidiaries, as well as the internal audit plans and performance results to the Audit Committee every year.

04 Metrics and Targets

Doosan Enerbility regularly checks on the status of our ethics and compliance as part of our continuous efforts to improve our ethical management. Doosan Enerbility will continuously strive to practice transparent ethics and compliance management by adopting a multifaceted approach.

Key Ethical Compliance Management Activities in 2024

Category	Item	Main Activities	Frequency
Personal Information	Checking on compliance with personal information protection	• Check compliance with the Personal Information Protection Act and internal regulations	Ongoing
	Personal Information Protection Liability Insurance Liability Insurance Subscription	• Reflecting Article 39-9 of the Personal Information Protection Act	Quarterly
	Conducting Security Training for Personal Information Handlers	• Reflecting Article 28 of the Personal Information Protection Act	Quarterly
Compliance	Compliance checks across the company's overall business operations	• Compliance checks related to new and existing businesses • Including trade secrets, unfair competition prevention, fair trade areas, and prohibition of improper solicitation	Ongoing
	Compliance Training for Employees	• Code of Conduct education and collection of compliance pledges • Workplace sexual harassment prevention and disability awareness improvement training • Workplace bullying prevention training • Information security training • Prohibition of improper solicitation and bribery training • Sending letters urging compliance with the Code of Conduct during holidays (Lunar New Year/Chuseok) • Newsletter distribution to employees regarding legal enactments/amendments	Once a year or ongoing
	Conducting Customs Act Training	• Tax price declaration and Customs Act training for purchasing staff	Ongoing
	Quarterly Subcontracting Monitoring	• Review of subcontract payment determination, reduction, cancellation, and delayed payment practices	Ongoing
	Conducting Subcontracting Act Training	• Subcontracting Act training for relevant departments	Ongoing
	Compliance Training for New Executives and Team Leaders	• Corporate law education for managers	Ongoing
	Conducting Compliance Sessions for Executives	• Compliance sessions conducted by compliance officers for all executives	Ongoing
Workers Rights	Working Hour Adjustment Rights During Pregnancy	• Reflecting Article 75 of the Equal Employment Opportunity and Work-family Balance Assistance Act	Ongoing
	Implementation of Job-Related Invention Compensation	• Worker Rights Protection Activities Specified in the Invention Promotion Act	Ongoing
	Senior Reemployment Support Service	• Article 21-3 of the Act on Prohibition of Age Discrimination in Employment and Promotion of Employment of Older Persons	Quarterly
Others	ESG Committee Activities	• Review and consultation on domestic and international laws related to environment, human rights, governance, etc. • Anti-Corruption/Ethics Subcommittee activities within the ESG Committee	Ongoing
	Unfair Competition Prevention Act Compliance Training	• Training and inspection activities related to unfair competition and trade secret protection	Ongoing
	Survey on Institutions Holding National Core Technologies	• Article 17 of the Act on Prevention of Divulgence and Protection of Industrial Technology (Survey for Industrial Technology Protection) • Enforcement Decree Article 22 (Survey for Industrial Technology Protection)	Quarterly

Governance

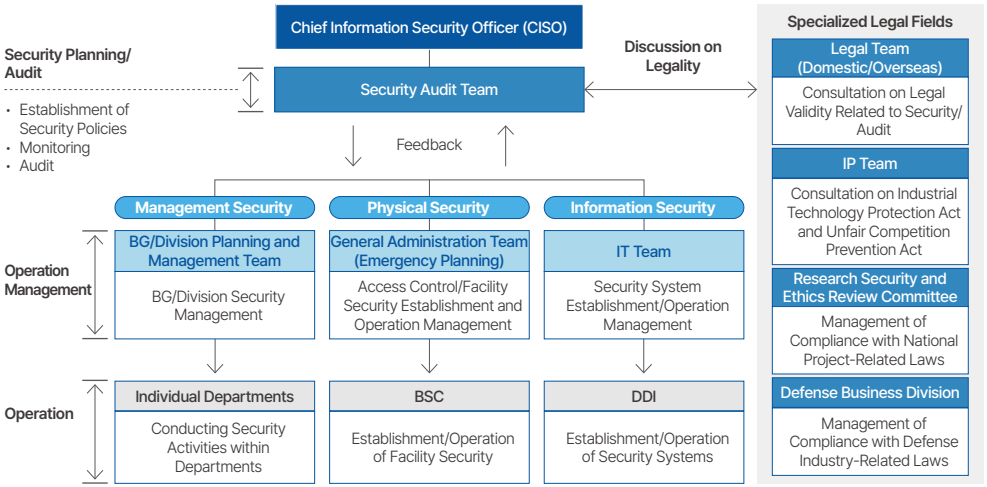
Information Security

01 Governance

Information Protection Organization and Roles

To protect our trade secrets, technical information related to research and development, the personal information of employees and various stakeholders, and intellectual property rights, Doosan Enerbility has established internal policies in accordance with information protection laws and regulations, and has also established an advanced information protection system based on continuous monitoring and security control activities. We have appointed a Chief Information Security Officer (CISO), who meets the qualification criteria stipulated in the Act on Promotion of Information and Communication Network Utilization and Information Protection and related regulations, who is under the Chief Financial Officer (CFO). The CISO is granted independent authority and responsibility for the information protection tasks. He currently holds dual posts as both the CISO and Chief Privacy Officer (CPO) at our company. The CPO has more than 20 years of work experience under his belt in the areas of information protection and information & communications, and thus, far exceeds the criteria level required by the relevant laws and regulations. The CISO is responsible for establishing information protection strategies and policies necessary for the stable operation of our information assets, complying with relevant laws and regulations, conducting protection management activities, and establishing and implementing information protection measures based on risk management.

Information Security Organizational Chart



Data Protection Policy and Compliance

Scope of the Data Protection Policy

Doosan Enerbility has information protection policies and regulations set up for all areas of security management, including human resources, facilities, trade secret management, information assets, personal information, and national core technologies protection, which all employees must comply with in order to promote the importance of information protection and protect customer values. These policies are accessible to all employees via our internal network. For overseas subsidiaries, the same standard policy is applied, but protection policies that are in line with local laws and internal environments are separately established and managed, so that we may comply with the relevant security laws and regulations as befits a company in this line of business.

02 Strategy

Information Security Certification

Doosan Enerbility has obtained ISO 27001, an international standard information protection certification, and undergoes annual audits to maintain our certification. In accordance with the ISO 27001 framework, we have developed and documented systematic processes to protect the confidentiality, integrity, and availability of our information assets. Regular audits of IT systems are conducted to identify and remediate vulnerabilities and areas for improvement.

Plans for Strengthening Security at Sites and Plants

Protection of Core Technologies

As the world's fifth company to develop and manufacture large gas turbines, Doosan Enerbility possesses a range of proprietary core technologies. To securely protect core technologies and prevent the leakage of trade secrets in advance, we have newly redefined the classification of information assets into three categories: Highly Confidential, Confidential, and General. Based on this classification, we operate a system to identify and protect against risks that may occur during the creation, utilization, storage, distribution, and deletion of information assets. Specifically, information assets labeled as Highly Confidential are subject to stringent controls, including restricted external distribution. We are also expanding this protection framework to cover core technologies across our nuclear and renewable energy businesses, such as wind power. These efforts are expected to further strengthen Doosan Enerbility's overall trade secret management system.

03 Risk Management

Information Security Enhancement Activities and Programs

Security Incident Response & BCM

Doosan Enerbility operates a crisis response organization to respond quickly in the event of a security incident. In the event of a security incident, such as malware or ransomware infection, we have a process established for rapid resolution so that we can take immediate action against information protection issues. In addition, in order to stably maintain core operations and quickly recover from unexpected disasters or accidents, we establish and operate plans according to the BCM (Business Continuity Management) process. We regularly conduct mock exercises at the company-wide level to check our actual response capabilities and continuously improve the effectiveness of our plans. BCM was last revised in May 2024, further strengthening the effectiveness of our response system. In this way, we are doing our best to secure customer trust and business continuity and protect our stakeholders.

Global Security Control (Global SOC)

Doosan Enerbility has a real-time security threat monitoring & response system that is based on a constantly-running global operating system, and a standardized security incident response process devised based on AI technology and automation platforms, which enables the swift detection of IT security threats and risk analysis & response, all of which serve as the basis of our advanced security control system.

Security Control Key Tasks

Hack Detection and Monitoring

- 24×365 Security Event Monitoring
- Notification when signs of a breach occur (Email)

Reports

- Reporting on security control operations and daily checks of security systems
- Emergency reporting, including breach reporting

Incident Response Support

- Analyzing the cause and impact of a hack incident
- Support for coordinated response with external organizations (KISA, National Cybersecurity Center, etc.)
- Support for establishing recovery and prevention measures for security incidents

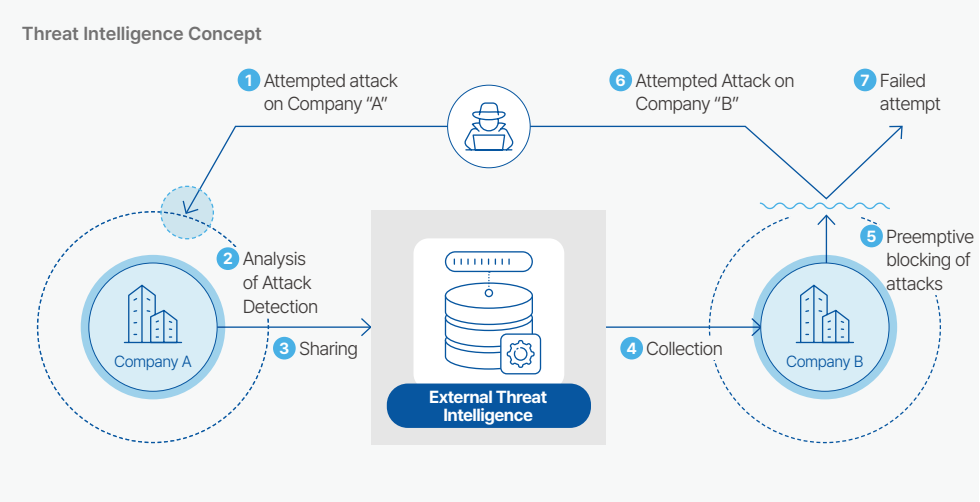
Help Desk

- 24×365 response to security questions
- Responding to inquiries regarding various security issues, etc.

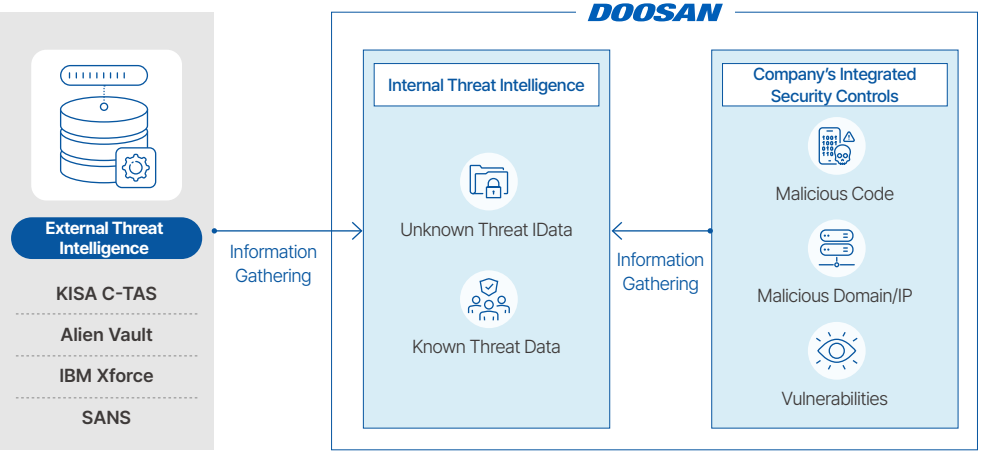
Security Controls with External Organizations

Doosan Enerbility collaborated with the Korea Internet & Security Agency (KISA), which conducts security control activities by applying threat intelligence (TI) technology based on big data, to build a Korean-type threat intelligence system (C-TAS: Cyber Threat Analysis and Sharing). By systematically collecting 'cyber threat information' and automating the results analysis and sharing of information among related organizations, we have strengthened our prevention and response to external infringement threats.

Threat Intelligence Conceptual Diagram



Threat Intelligence Architecture



Information Security Awareness Activities

Security Training

Doosan Enerbility conducts "Information Security Online Training" for all employees every year on topics such as email security, trade secrets management, PC management and personal information management, and provides information security training for the new hires, new department heads, and departmental security officers. In addition, we seek to raise information protection awareness by announcing changes made to our security policies and news regarding the occurrence of security issues through our internal portal and emails.

Cybersecurity Drills

Reflecting the latest trends in hacking incidents, Doosan Enerbility conducts malicious email simulation drills three times a year to strengthen security awareness among employees, assuming situations such as ransomware distribution, wire transfer fraud, and information theft.

Disclosure in the Event of an Incident/Accident Involving Data Breach

Owing to Doosan Enerbility's commitment to information protection, there has been no violation of information protection and privacy laws or damage caused by information leakage in the past four years.

Number of Data and Privacy Breaches

Category	2022	2023	2024
Company data	0	0	0
Personal information	0	0	0

Security Checks and Audits

Doosan Enerbility conducts regular and ad-hoc security checks to review the level of security policy implementation and identify areas for improvement. We identify and address security vulnerabilities through internal inspections (such as our own industrial security audits, life security inspections, and email hacking drills) and vulnerability diagnosis for IT systems, and enhance security objectivity and reliability through regular external audits (such as the National Core Technology Survey and the Defense Technology Protection Survey). In particular, starting from 2024, we have applied enhanced security standards to work systems and mobile applications that can be accessed externally, preparing against external information security breaches.

Internal Inspections

Inspection Entity	CISO		Group Security Organization
Content	Basic Security Checks	Company's Security Audits	Phishing Drills
Frequency	Once every quarter	Once a year	3 times per year
Target	All Employees	IT Dept.	All Employees

External Audit

Audit Entity	Ministry of Trade, Industry and Energy	Defense Acquisition Program Administration (Defense Counterintelligence Command)
Content	Survey on the current status of national core technologies	Survey on the current status of defense technology protection
Frequency	Once a year	Once a year
Target	Company-wide	Defense Acquisition Program Department

Status Review of Information Security Investments

Information Security Investments

In 2024, Doosan Enerbility has invested approximately 7% of our total investment in the information technology sector on information security, and the main activities include applying global security control (GSOC), applying standard security products (NAC, firewall) at global overseas sites, applying 2FA(two-factor authentication) to headquarters' partner companies and global employees, diagnosing/improving IT infrastructure and system vulnerabilities, conducting online information security training for all employees, and obtaining personal information liability insurance.

04 Appendix

Performance Metrics

Economic Performance Data

Summary Income Statement

Non-consolidated Basis

(Unit: KRW Million)

Subject	End of 60th term	End of 61st term	End of 62nd term
1. Sales	5,284,439	6,651,862	6,320,304
2. Cost of Goods Sold	4,781,158	5,802,617	5,479,395
Gross Profit	503,281	849,246	840,909
3. SG&A Expenses	417,976	394,388	447,482
Operating Profit	85,305	454,858	393,427
4. Financial Income or Losses	(231,910)	(137,207)	(149,054)
5. Other Non-Operating Income or Losses	(1,173,885)	(552,350)	(417,459)
Corporate Tax Revenue	(1,320,490)	(234,698)	(173,086)
6. Non-consolidated Basis	(108,647)	(130,519)	(2,781)
Net Income	(1,211,843)	(1,211,843)	(170,305)

Consolidated Basis

(Unit: KRW Million)

Subject	End of 60th term	End of 61st term	End of 62nd term
1. Sales	15,421,058	17,589,888	16,233,055
2. Cost of Goods Sold	12,865,181	14,572,887	13,503,336
Gross Profit	2,555,877	3,017,001	2,729,719
3. SG&A Expenses	1,449,756	1,549,683	1,712,119
Operating Profit	1,106,121	1,467,318	1,017,600
4. Financial Income or Losses	(477,603)	(267,951)	(181,252)
5. Other Non-Operating Income or Losses	(584,512)	(422,197)	(199,053)
6. Equity Method Income or Losses	(230,486)	(38,688)	20,484
Profit or Loss before Tax	(186,480)	738,482	657,779
7. Income Tax Expenses	146,997	220,960	263,090
8. Income from Discontinued Operations	(119,673)	-	-
Net Profit for the Period	(453,150)	517,522	394,689
Ownership Interest in Controlled Entities	(772,492)	55,598	111,365
Non-Controlling Interest	319,342	461,924	283,324

Summary Financial Statement

Non-consolidated Basis

(Unit: KRW Million)

Subject	End of 60th term	End of 61st term	End of 62nd term
1. Current Assets	3,537,609	4,051,762	4,048,371
2. Non-Current Assets	9,651,931	9,632,747	9,708,503
Total Assets	13,189,540	13,684,509	13,756,874
1. Current Liabilities	5,059,305	6,317,892	5,687,590
2. Non-Current Liabilities	2,016,603	1,441,868	2,332,951
Total Debt	7,075,908	7,759,760	8,020,541
1. Capitalization	3,256,061	3,267,327	3,267,327
2. Capital Surplus	2,812,160	1,675,106	1,525,844
3. Other Equity Items	(1,749)	(1,961)	(2,135)
4. Accumulated Other Comprehensive Income	1,071,928	1,007,940	1,042,900
5. Retained Earnings	(1,024,769)	(23,663)	(97,603)
Total Equity	6,113,631	5,924,749	5,736,333
Debt and Equity Totals	13,189,539	13,684,509	13,756,874

Consolidated Basis

(Unit: KRW Million)

Subject	End of 60th term	End of 61st term	End of 62nd term
1. Current Assets	8,098,894	9,641,568	10,049,022
2. Non-Current Assets	14,950,888	14,999,266	16,265,813
Total Assets	23,049,782	24,640,834	26,314,835
1. Current Liabilities	8,059,456	9,596,750	8,945,820
2. Non-Current Liabilities	4,910,036	4,202,575	5,707,923
Total Debt	12,969,492	13,799,325	14,653,743
1. Capital	3,256,061	3,267,327	3,267,327
2. Capital Surplus	2,870,068	1,712,764	1,572,095
3. Other Equity Items	45,676	46,057	46,766
4. Accumulated Other Comprehensive Income	882,653	906,691	1,215,926
5. Retained Earnings	58,814	1,184,532	1,394,448
6. Non-Controlling Interest	2,967,018	3,724,138	4,164,530
Total Equity	10,080,290	10,841,509	11,661,092
Debt and Equity Totals	23,049,782	24,640,834	26,314,835

Policy Spending[1)]

(Unit: KRW Million)

Subject	End of 60th term	End of 61st term	End of 62nd term
Total Spending	1,603	2,190	2,522
Lobby	-	-	-
Political Donation	-	-	-
Membership Fee	1,603	2,190	2,522
Membership Fee Details			
Overseas Construction Association	363	417	429
Changwon Chamber of Commerce and Industry	183	306	345
EPRI (Electric Power Research Institute)	164	158	102

1) No record of donations to political organizations, lobbyists, etc.

R&D Investments[1)]

Classification	Unit	2022	2023	2024
Total R&D investment	KRW Million	371,199	397,657	393,111
R&D Expenses to Sales Ratio	%	2.44	2.30	2.46

1) Consolidated Accounting Standards

Environmental Performance Data

Energy Consumption[1)]

※ Consolidated Basis

Classification		Unit	Doosan Enerbility (Domestic business sites)			Doosan Enerbility (Overseas Construction Sites)			Doosan VINA			Doosan Bobcat[2)]			Doosan SKODA	
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
Total Energy Consumption		MWh	1,132,778	1,299,722	1,250,074	107,222	47,778	102,668	28,389	25,000	24,502	399,611	441,361	475,944	20,000	20,630
Energy Consumption (Direct)		MWh	418,611	486,667	508,282	100,556	38,056	75,033	7,694	4,722	6,641	N/A	N/A	N/A	1,667	2,001
Energy purchases (Indirect)	Subtotal	MWh	715,278	813,611	741,792	6,667	10,833	27,635	20,694	20,556	17,861	N/A	N/A	N/A	18,611	18,629
	Electricity	MWh	713,889	809,722	738,237	N/A	N/A	27,635	N/A	N/A	17,861	N/A	N/A	N/A	N/A	5,556
	Steam-Heat(hot water)	MWh	1,111	3,611	3,556	N/A	N/A	-	N/A	N/A	-	N/A	N/A	N/A	N/A	12,778
Renewable Energy consumption		MWh	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1) The total energy consumption is derived by truncating the decimal in the site unit, which may cause slight discrepancies with the sum of direct/indirect consumption.
2) The energy consumption of Doosan Bobcat is self-calculated.

Emission of Greenhouse Gas

※ Consolidated Basis

Classification	Unit	Doosan Enerbility (Domestic business sites)			Doosan Enerbility (Overseas Construction Sites)			Doosan VINA[1)]			Doosan Bobcat			Doosan SKODA[2)]	
		2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
Total GHG emissions[3)]	tCO_2-eq	214,554	246,296	235,253	29,300	16,700	25,353	12,600	15,400	14,319	137,301	150,071	135,784	6,800	6,491
Direct GHG emissions (Scope 1) subtotal	tCO_2-eq	91,384	106,296	107,624	25,100	9,600	17,547	1,800	4,700	5,013	45,496	52,458	65,760	400	508
Indirect GHG emissions (Scope 2) subtotal	tCO_2-eq	123,170	140,000	127,631	4,200	7,100	7,807	10,800	10,700	9,306	91,805	97,613	70,024	6,400	5,983

1) Utilized emission factors from the IPCC guidelines according to the Vietnamese power emission coefficients from Climate Transparency (2021 Report) and domestic emissions trading system guidelines.
2) Used emission factors from the IPCC guidelines according to GHG Emission Factors for Electricity Consumption (EU) and domestic emissions trading system guidelines.
3) The total emissions are derived by truncating the decimal in the site unit, which may cause slight discrepancies with the sum of direct/indirect consumption.

Energy Intensity, Costs, Reduction Amount

※ Non-consolidated basis

Classification	Unit	Doosan Enerbility		
		2022	2023[4]	2024
Energy Intensity[1]	MWh/KRW 100 million	23.5	20.3	21.4
Engergy Costs	KRW Million	78,460	92,233	89,753
Cost Reduction	KRW Million	1,026	1,421	1,723
Total energy savings[2]	MWh	17,778	6,111	6,389

1) Energy Intensity = Total Energy Consumption / Sales Revenue (Non-consolidated Sales Revenue for each fiscal year)
2) Detailed Energy Reduction Methods: Introduction of high-efficiency equipment, operational method optimization, etc
3), 4) Recalculated to include overseas construction sites.

Greenhouse Gas Emission Intensity

※ Non-consolidated basis

Classification	Unit	Doosan Enerbility		
		2022[2]	2023[3]	2024
Greenhouse Gas Emission Intensity (Market-based)[1]	tCO_2-eq/KRW 100 million	4.6	4.0	4.2
Scope 1 intensity	tCO_2-eq/KRW 100 million	2.2	1.7	2.0
Scope 2 intensity	tCO_2-eq/KRW 100 million	2.4	2.2	2.1

1) Market-Based Greenhouse Gas Emission Intensity = Total Market-Based Greenhouse Gas Emissions / Sales Revenue (Non-consolidated Sales Revenue for each fiscal year)
2), 3) Recalculated to include overseas construction sites.

Emission of Greenhouse Gas (Scope 3)[1]

※ Non-consolidated basis

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Total Other Indirect GHG emissions (Scope 3)[2]	tCO_2-eq	22,375	37,157	52,801
Category 2 (Purchasing capital goods)	tCO_2-eq	436	354	314
Category 3 (Fuel and energy not included in Scopes 1, 2)	tCO_2-eq	17,361	19,678	28,880
Category 4 (Upstream transportation and distribution)	tCO_2-eq	N/A	5,686	11,431
Category 5 (Job-generated waste)	tCO_2-eq	2,404	3,796	2,347
Category 6 (Business travel)	tCO_2-eq	568	4,931	5,577
Category 7 (Employee Commuting)	tCO_2-eq	1,606	1,145	1,529
Category 9 (Downstream transportation and distribution)	tCO_2-eq	N/A	1,569	2,724
Scope 3 intensity[3] (unit load emissions)	tCO_2-eq/KRW 100 million	0.4	0.6	0.8

1) Categories 13 (Downstream Leased Assets) and 14 (Franchises) are not applicable.
2) Differences compared to previous year's emissions may occur due to the addition of categories (4, 9) and the enhancement of the emission calculation method after 2023
3) Scope 3 Intensity = Total Scope 3 Greenhouse Gas Emissions / Sales Revenue (Separate Sales Revenue for each fiscal year)

Air Pollutant Emissions

※ Based on the Changwon Plant

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
NOx Emissoins	Ton	111.0	137.8	131.5
SOx Emissions	Ton	5.1	12.7	11.8
VOC (Volatile Organic Compound) Discharge Amount	Ton	23.8	10.9	2.5
HAP (Hazardous Atmosphere Pollutants) Discharge Amount	Ton	-	-	-
PM (Particulate Matter) Discharge Amount	Ton	8.1	7.6	6.8
Mercury Emissions	Ton	-	-	-
Ozone-Depleting Substance Emissions (CFC-eq)	Ton	-	-	-

Water Withdrawal, Use, and Recycling

※ Based on Domestic Business Sites

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Total Water Witdrawal		Ton	1,167,566	1,326,052	1,219,832
Quantity to Take For Each Supply Source	Surface layer water	Ton	-	-	-
	Underground water	Ton	60,284	60,307	9,473
	Rainwater	Ton	-	-	-
	Wastewater from other business sites	Ton	-	-	-
	Water supply or other water support systems	Ton	1,107,282	1,265,745	1,204,151
	Production Quantity	Ton	-	-	-
	Other	Ton	-	-	6,208
Total water consumption[1]		Ton	227,079	23,015	41,723
Quantity of Recycled water		Ton	-	-	-
Quantity of Alternative water		Ton	-	-	12,480

1) Water Consumption = Water Withdrawal - Total Wastewater and Sewage Discharge
2) Includes Rainwater Intake at Construction Sites.

Water Withdrawal by Major Business Sites[1]

Classification		Unit	2024		
			Changwon Business Site	Domestic Construction Sites	
				Suncheon Trimage PJT	Samcheok Thermal Power PJT
Total Water Withdrawal		Ton	1,093,130	16,205	12,953
Quantity to Take For Each Supply Source	Surface layer water	Ton	-	-	-
	Underground water	Ton	2,772	-	-
	Rainwater	Ton	-	-	-
	Wastewater from other business sites	Ton	-	-	-
	Water supply or other water support systems	Ton	1,090,358	16,205	12,953
	Production Quantity	Ton	-	-	-
	Other	Ton	-	-	-
Total water Consumption		Ton	224,134	-	-

1) Top 3 business sites in terms of water withdrawal among all domestic business sites

Wastewater and Sewage Discharge

※ Based on Domestic Business Sites

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Total Discharged Amount of Wastewater and Sewage		Ton	940,487	1,303,037	1,178,109
Discharged Amount of wastewater[1]		Ton	247,495	504,539	469,034
Discharged Amount of sewage		Ton	692,992	798,498	709,075
Water Quality of Discharged Wastewater[2]	TOC	mg/L	4.5	3.4	2.9
	SS	mg/L	2.6	3.2	3.9
	N-H	mg/L	-	0.1	-
	Fe	mg/L	0.1	0.2	0.2
	T-N	mg/L	3.4	3.3	2.9
	T-P	mg/L	-	-	-

1) Final wastewater discharge site based on Changwon Plant: Dukdong Wastewater Treatment Center wastewater treatment method, physicochemical treatment, etc.
2) Changwon Plant Wastewater Discharge Quality

Use and Recycling of Raw Materials

※ Based on the Changwon Plant

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Total raw material consumption		Ton	167,173	200,283	169,194
Non-renewable raw materials[1]		Ton	105,117	131,631	111,195
Renewable materials[2]	Subtotal	Ton	62,056	68,652	57,999
	Recovered Iron	Ton	53,919	58,583	49,704
	Scrap	Ton	8,137	10,069	8,295
Percentage of recycled materials used		Ton	37.1	34.3	34.3

1) Includes non-recyclable materials in addition to recyclable materials like scrap steel and ferroalloys
2) Recyclable Materials

Waste Generation, Disposal, and Recycling[1)]

※ Based on Domestic Business Sites

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Total waste generated		Ton	64,590	88,499	82,440
Hazardous waste total		Ton	3,360	3,977	3,805
Fertilization		Ton	-	-	-
Incineration	Without energy recovery	Ton	532	493	524
	With energy recovery	Ton	-	-	-
Landfill		Ton	2,172	2,625	2,391
Other		Ton	5	7	197
Recycling		Ton	651	852	692
Recycling rate		%	19.4	21.4	18.2
General Waste Total		Ton	61,231	84,522	78,635
Fertilization		Ton	-	-	-
Incineration	Without energy recovery	Ton	695	588	591
	With energy recovery[2)]	Ton	-	-	-
Landfill		Ton	486	1,524	1,019
Field storage		Ton	-	-	-
Other		Ton	13,077	28,453	32,306
Recycling		Ton	46,973	53,957	44,719
Recycling rate		%	76.2	63.3	56.9

1) No Radioactive Waste Generation from 2022 to 2024 (Based on Changwon Business Site)
2) Data correction for 2022 and 2023 due to change in calculation criteria

Hazardous Chemical Emissions[1)]

※ Based on the Changwon Plant

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Number of substances	Cases	3	4	5
Amount of Hazardous Chemicals Used	Ton	111	118	84

1) No harmful chemicals released externally from 2022 to 2024

Total Expenses for Environment

※ Based on Domestic Business Sites

Classification	Unit	Doosan Enerbility		
		2022[1)]	2023[2)]	2024
Total environmental costs	KRW Million	4,173	4,078	11,469
Amount of environmental investment	KRW Million	810	787	5,508
Expanse of cosigned water treatment	KRW Million	1,863	1,841	3,128
Clean air	KRW Million	909	999	2,162
Water quality	KRW Million	591	451	671
Sale revenue of waste	KRW Million	1,368	1,294	1,322

1), 2) For 2022 and 2023, based on the Changwon site

Purchasing Environmental Products

※ Non-consolidated

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Purchased amount	KRW Million	21,570	73,279	51,518

Violations of Environmental Laws[1)]

※ Non-consolidated

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Number of environmental incidents	Cases	-	-	-
Fines imposed due to incidents	KRW Million	-	-	-

1) Only the number of violations of domestic environmental laws and regulations with fines of KRW 10 million or more was reported, and there were no such incidents in 2022-2024.

Social Performance Data

Employee Status

※ Consolidated Basis

Classification		Unit	Doosan Enerbility			Doosan VINA			Doosan Bobcat			Doosan SKODA	
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
Total number of employees		Person	5,816	5,965	6,174	1,561	1,523	1,426	9,546	9,879	9,621	990	1,053
By employment type	Full-time	Person	4,510	4,540	4,603	1,561	1,523	1,426	9,128	9,566	9,377	941	989
	Male	Person	4,331	4,346	4,368	1,373	1,340	1,248	7,296	7,614	7,490	768	809
	Female	Person	179	194	235	188	183	178	1,832	1,952	1,887	173	180
	Contract Workers	Person	1,306	1,425	1,571	-	-	-	418	313	224	49	64
	Male	Person	1,185	1,295	1,398	-	-	-	301	204	152	33	47
	Female	Person	121	130	173	-	-	-	117	109	92	16	17

Status of Managerial Positions[1)2)]

※ Consolidated Basis

Classification			Unit	Doosan Enerbility			Doosan VINA			Doosan Bobcat			Doosan SKODA	
				2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
Management level	Top/Senior management	Male	Person	69	68	71	1	1	1	52	53	63	5	5
		Female	Person	1	1	2	-	-	-	3	4	4	-	-
	Middle management	Male	Person	2,962	3,312	364	106	112	63	1,229	1,315	1,431	29	28
		Female	Person	131	140	5	30	39	11	236	251	289	5	5
	Junior management	Male	Person	352	293	3,102	169	176	205	1,185	1,415	1,570	104	107
		Female	Person	35	27	152	96	95	19	413	525	636	11	11
Non-Management Level		Male	Person	2,133	2,036	2,229	1,097	1,051	979	5,131	5,035	4,578	661	716
		Female	Person	133	157	249	62	49	148	1,297	1,281	1,050	173	181

1) Management positions are categorized according to our internal hierarchy.
2) Changes in personnel for 2024 due to revisions in the grading system, which altered the classification criteria for managerial and non-managerial positions.

Status of Female Employees[1)2)]

※ Consolidated Basis

Classification		Unit	Doosan Enerbility			Doosan VINA			Doosan Bobcat			Doosan SKODA	
			2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
All Employees	Percentage of female employees	Person	300	324	408	188	183	178	1,949	2,061	1,979	189	197
	Percentage of female employees	%	5.2	5.4	6.6	12.0	12.0	12.5	20.4	20.9	20.6	19.1	18.7
Management Level	Percentage of female employees	Person	167	168	159	126	134	30	652	780	929	16	16
	Percentage of female employees	%	4.7	4.4	4.3	31.3	31.7	10.0	20.9	21.9	23.3	10.4	10.3
Top/Senior management	Percentage of female employees	%	1.4	1.4	2.7	-	-	-	5.5	7.0	6.0	-	-
Middle management	Percentage of female employees	%	4.2	4.1	1.4	22.1	25.8	14.9	16.1	16.0	16.8	14.7	15.2
Junior management	Percentage of female employees	%	9.0	8.4	4.7	36.2	35.1	8.5	25.8	27.1	28.8	9.6	9.3
Non-managerial positions	Percentage of female employees	%	5.9	7.2	10.0	5.3	4.5	13.1	20.2	20.3	18.7	20.7	20.2
Managerial positions of revenue-generating functions	Number of female employees	Person	98	88	94	79	81	16	N/A	N/A	N/A	9	9
	Number of male employees	Person	2,883	2,997	3,149	N/A	N/A	237	N/A	N/A	N/A	132	135
	Percentage of female employees	%	3.3	2.9	2.9	23.9	23.5	6.3	N/A	N/A	N/A	6.4	6.3
STEM-related jobs[3)]	Number of female employees	Person	167	182	223	N/A	N/A	77	N/A	N/A	N/A	1	1
	Number of male employees	Person	4,633	4,708	4,778	N/A	N/A	1,094	N/A	N/A	N/A	28	27
	Percentage of female employees	%	3.5	3.7	4.5	5.6	5.6	6.6	N/A	N/A	N/A	3.4	3.6

1) Including contract workers
2) Changes in personnel for 2024 due to revisions in the grading system, which altered the classification criteria for managerial and non-managerial positions.
3) Science, Technology, Engineering, Mathematics

New Hires and Turnover

※ Consolidated Basis

Classification	Unit	Doosan Enerbility			Doosan VINA			Doosan Bobcat			Doosan SKODA	
		2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
New Hires Total	Person	159	185	193	26	19	12	2,126	1,768	911	107	119
Turnover total	Person	181	172	55	137	57	108	N/A	N/A	N/A	88	75

Employee Training

※ Consolidated Basis

Classification	Unit	Doosan Enerbility			Doosan VINA			Doosan Bobcat			Doosan SKODA	
		2022	2023[1)]	2024	2022	2023	2024	2022	2023	2024	2023	2024
Total training hours	Hour	46,504	85,423	83,979	8,362	6,353	11,874	65,378	270,071	480,217	19,812	26,641
Average training hours for all employees	Hour	8.0	14.3	13.6	5.4	4.2	8.3	7.0	27.0	50.0	20.0	25.3

1) The data for 2023 has been updated.

Status by Employee Age, Rank/Group

※ Non-consolidated basis

Classification			Unit	Doosan Enerbility		
				2022	2023	2024
By age	Under 30 years old	Male	Person	353	455	532
		Female	Person	68	86	142
	30-50 years old	Male	Person	3,544	3,470	3,312
		Female	Person	223	230	250
	Age 50 or older	Male	Person	1,619	1,716	1,922
		Female	Person	9	8	16
By position/ role	Executive[1)]	Male	Person	69	68	71
		Female	Person	1	1	2
	Senior Manager	Male	Person	2,572	2,594	2,682
		Female	Person	124	133	148
	Associate	Male	Person	1,388	1,530	1,591
		Female	Person	175	190	258
	Blue Collar Worker	Male	Person	1,487	1,449	1,422
		Female	Person	-	-	-

1) Including professional executives

Employees by Nationality

※ Non-consolidated basis

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Domestic	Person	5,395	5,320	5,373
Overseas	Person	421	645	801

Employee Breakdown by Nationality

※ Non-consolidated basis

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Korea	Number of employees	Person	5,796	5,942	6,153
	Percentage of employees	%	99.7	99.6	99.7
	Number of managerial positions	Person	3,541	3,829	3,683
	Percentage of managerial posisions1)	%	99.8	99.7	99.6
Ukraine	Number of employees	Person	7	7	7
	Percentage of employees	%	0.1	0.1	0.1
	Number of managerial positions	Person	6	7	7
	Percentage of managerial posisions[1)]	%	0.2	0.2	0.2
India	Number of employees	Person	4	7	4
	Percentage of employees	%	0.1	0.1	0.1
	Number of managerial positions	Person	-	-	-
	Percentage of managerial posisions[1)]	%	-	-	-
Other	Number of employees	Person	9	9	10
	Percentage of employees	%	0.2	0.2	0.1
	Number of managerial positions	Person	3	5	6
	Percentage of managerial posisions[1)]	%	0.1	0.1	0.2

1) Percentage of managerial posisions= Number of managerial positions by nationality / Total number of managerial positions

Employee Diversity and Inclusion

※ Non-consolidated basis

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Employment diversity	Disabled	Person	66	64	73
	Percentage of the disabled	%	1.1	1.1	1.2
	National Merit	Person	109	110	109
	Percentage of National Merit	%	1.9	1.8	1.8

Detailed Status of New Hiring and Job Transfers[1)]

※ Non-consolidated basis

Classification			Unit	Doosan Enerbility		
				2022	2023	2024
New Hires	By gender	Male	Person	125	164	153
		Female	Person	34	21	40
	By age	Under 30	Person	87	135	148
		30-50 years old	Person	67	46	44
		Age 50 or older	Person	5	4	1
	Open positions filled by internal candidates (internal hire)		%	85.2	87.8	85.6
	Cost per hire		Won	2,529,732	3,287,662	4,686,544
Turnover	By gender	Male	Person	167	164	52
		Female	Person	14	8	3
	By age	Under 30	Person	11	23	23
		30-50 years old	Person	79	49	26
		Age 50 or older	Person	91	100	6
	Turnover rate[2)]		%	4.0	3.8	1.2
	Number of voluntary turnover		Person	85	74	52
	Voluntary turnover rate[3)]		%	1.9	1.6	0.8
Average years of employment	Male employees		Year	17.4	17.4	17.5
	Female employees		Year	10.6	10.4	9.4

1) Counted full-time (white-collar, technical employees)
2) Turnover Rate = Number of Departures / Number of Full-time Employees
3) Voluntary Turnover Rate = Number of Voluntary Departures (excluding retirees and those dismissed due to disciplinary action) / Average Number of Employees

Employee Training[1)]

※ Non-consolidated basis

Classification			Unit	Doosan Enerbility		
				2022	2023[2)]	2024
Average training hours per person	By gender	Male	Hour	7.6	13.9	12.8
		Female	Hour	14.9	22.2	24.9
	By age	Under 30	Hour	18.7	38.2	41.0
		30-50 years old	Hour	8.1	13.9	12.0
		Age 50 or older	Hour	5.0	7.7	7.0
	By training	Leadership Training	Hour	10.5	9.5	12.5
		Functional training	Hour	1.9	1.0	1.1
	By position	Management	Hour	8.6	13.9	13.0
		Non-management	Hour	7.0	14.6	14.5
Training cost	Training & Development Total Amount		KRW Million	7,926	10,260	12,231
	Average training cost for all employees		KRW/Person	1,362,759	1,719,963	1,981,006
Percentage of employees participating in training			%	39.4	33.7	35.0

1) Including contract workers
2) The data for 2023 has been updated.

Return on Investment (HC ROI)

※ Consolidated bssis

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Total revenue (A)	KRW Million	5,284,439	6,651,862	6,320,304
Total operating expenses (B)[1)]	KRW Million	5,199,134	6,197,004	5,926,877
Total employee-related expenses (C)[2)]	KRW Million	1,949,175	2,057,065	2,288,126
HC ROI[3)]	-	1.04	1.22	1.17

1) Total Operating Expenses = Cost of Goods Sold + Selling and Administrative Expenses
2) Total Employee-related Costs: Sum of Salaries, Severance Pay, Welfare Expenses, and Training Expenses
3) HC ROI = (A-(B-C))/C

Percentage of Workers Covered by Collective Agreement

※ Non-consolidated basis

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Number of Workers for Membership[1]		Person	1,741	1,635	1,612
Labor Unions, Labor-Management Committeee	Number of Memberships	Person	1,449	1,428	1,343
	Ratio of Membership	%	83.2	87.3	83.3
Number of Collective Bargaining Negotiations		Case	37	28	30

1) The scope of the collective agreement includes all eligible employees

Equal Pay Table[1]

※ Non-consolidated basis

Classification			Unit	Doosan Enerbility		
				2022	2023	2024
Executive level	Base Salary	Ratio[2]	%	99.0	99.1	99.1
	Base Salary + Cash Incentive, such as performance bonus	Ratio[2]	%	98.0	98.9	99.8
Management level	Base Salary	Female	KRW Million	74	81	83
		Male	KRW Million	76	80	85
		Ratio[2]	%	97.4	101.3	97.6
	Base Salary + Cash Incentive, such as performance bonus	Female	KRW Million	82	88	102
		Male	KRW Million	84	88	106
		Ratio[2]	%	97.6	100.0	96.2
Non-management level	Base Salary	Female	KRW Million	61	53	56
		Male	KRW Million	61	53	58
		Ratio[2]	%	100.0	100.0	96.6

1) Not discriminating against men and women in promotions and compensation for the same position and job function
2) Ratio = Male wage(Amount) / Female Wage(Amoung)

Parental Leave Status[3]

※ Non-consolidated basis

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Number of employees eligible to receive parental leave[1]	Male	Person	1,618	1,668	1,339
	Female	Person	89	97	93
Number of employees who have used parental leave	Male	Person	53	33	26
	Female	Person	19	14	16
Number of employees who have returned to work after parental leave	Male	Person	48	45[4]	22
	Female	Person	19	18	9
Parental leave return rates	Male	%	94.1	91.3	100.0
	Female	%	100.0	100.0	90.0
Number of employees who have worked continuously for 12 months after returning from parental leave	Male	Person	43	45	44
	Female	Person	18	16	18
Ratio of employees who worked for 12 months continuously after returning from parental leave[2]	Male	%	86.0	93.8	97.8
	Female	%	100.0	84.2	100.0

1) Criteria for parental leave eligibility: Employees with children under the age of 9 by the end of the respective year.
2) Retention rate of employees who return from parental leave and remain for at least 12 months: (Number of employees who maintained employment for 12 months after returning to work in the reference year / Number of employees who returned to work in the previous reporting period) × 100.
3) Discrepancies with the business report may exist due to differences in calculation timing.
4) The data for 2023 has been updated.

Identification of Partner Companies

※ Non-consolidated basis

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Number of Tier 1 Partner Companies	EA	775	853	818
Number of Core Tier 1 Partner Companies	EA	119	111	275[1]
Share of Purchases from Core Tier 1 Partner Companies (%)	%	13.1	11.5	15.4
Number of Tier n Partner Companies	EA	65	89	83
Number of Core partner Companies	EA	184	200	358

1) Starting in 2024, the criteria for key primary partners have been expanded to include not only those with previous year's transaction records but also those with no transaction records but a high probability of future transactions

Major Negative Environmental & Social Impacts in Supply Chain and Actions Taken

※ Non-consolidated basis

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Number of partner companies assessed for supply chain ESG	Number	72	104	123
Percentage of core partner companies with ESG assessments	%	39.1	32.0	30.2
Number of partner companies identified as supply chain risk (or identified as having actual/potential negative impact)[1]	Number	45	34	34
Percentage of partner companies with identified supply chain risks with whom we have discussed improvements[2]	%	93.3	44.1	91.2
Number of providers with significant actual/potential negative impact terminated	Number	-	22	11
Number of partner companies subject to disciplinary actions	Case	-	1	-
Number of partner companies with environmental impact assessments	Number	N/A	104	123
Number of partner companies participating in empowerment programs[3]	Number	N/A	N/A	91

1) Changes have been incorporated to reflect the enhancement of risk standards
2) Updated with the ratio of partners with whom final agreements were completed in 2022 and 2023
3) The capability enhancement program started in 2024, with 42 companies completing participation as of the end of May 2024

Safety and Health of Employees[1]

※ Non-consolidated basis

Classification			Unit	Doosan Enerbility		
				2022	2023	2024
Employees	LTIFR[2]	Total	LTIFR	0.66	1.28	0.61
		Domestic	LTIFR	1.84	1.82	1.42
		Overseas	LTIFR	-	-	-
	ODR[3]	Total	ODR	0.35	0.43	0.10
		Domestic	ODR	1.02	0.61	0.24
		Overseas	ODR	-	-	-
	LWSR[4]	Total	LWSR	423.3	185.8	21.3
	Number of Disasters	Domestic	Case	18	18	18
		Overseas	Case	18	18	18
		Total	Case	-	-	-
Partner companies	LTIFR[2]	Domestic	LTIFR	0.90	0.77	0.74
		Overseas	LTIFR	3.10	4.07	2.00
		Total	LTIFR	-	-	-
	LWSR[4]	Domestic	LWSR	324.7	117.3	297.7
	Number of Disasters	Overseas	Case	40	53	20
		Total	Case	39	52	19
		Domestic	Case	1	1	1

1) LTIFR, ODR, and the number of accidents are calculated based on all domestic and overseas sites, while LWSR is calculated based on all domestic sites.
2) LTIFR (Lost Time Injuries Frequency Rate) = (Total number of lost-time accidents/Total working hours)×1,000,000
3) ODR (Occupational Disease Rate) = ((Number of occupational diseases + Work-related illnesses) / Total working hours)×1,000,000
4) LWSR (Lost Workday Severity Rate) = (Total lost workdays/Total working hours)×1,000,000

Product Safety

※ Non-consolidated basis

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Number of safety-related recall incident	Case	-	-	-
Total number of products returned due to issue of safety-related recall	EA	-	-	-
Amount of financial sanctions in relation to product safety (fines, penalties, etc.)	Won	-	-	-

Customer Satisfaction

※ Non-consolidated basis

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Customer satisfaction surveys	Point	88.1	89.9	91.5

Human Rights Assessment

※ Consolidated basis (major subsidiaries)

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Internal Business Activities (employees)	Total assessment rate for past 3 years (A)	%	20.0	20.0	22.2
	Rate of severe risk identified among the assessed sites (B)	%	11.0	8.8	4.4
	Rate of cases where mitigable/ remedial measures were taken among the sites where risks were identified (C)	%	100.0	75.0	100.0

Participation in Volunteer Work

※ Based on domestic business sites

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Number of activities		Case	27	17	22
Employee Participation	Number of Participants	Person	1,169	1,053	1,358
	Participation rate[1]	%	20.1	17.7	22.0
Volunteer hours	Total volunteer hours	Hour	9,465	7,436	8,479
	Volunteer hours per person[2]	Hour	1.6	1.2	1.4

1) Participation rate = Number of participants / Total number of employees
2) Volunteer hours per person = Total volunteer hours / Total number of employees

Social Impact Spending

※ Non-consolidated basis

Classification		Unit	Doosan Enerbility		
			2022	2023	2024
Amount of Expenses	Cash	KRW 100 million	4.6	5.2	5.9
	Goods	KRW 100 million	0.7	0.7	2.4
	Operation costs	KRW 100 million	0.1	0.1	0.1
	Total	KRW 100 million	5.4	6.0	8.4
Spending details	Charitable donations	KRW 100 million	0.5	0.3	0.3
	Community investment	KRW 100 million	4.9	5.7	8.1
	Commercial initiatives	KRW 100 million	-	-	-
Activity Areas	Talent development	KRW 100 million	3.3	2.6	0.4
	Supporting the underprivileged	KRW 100 million	0.6	0.7	3.3
	Closely supporting local communities	KRW 100 million	1.5	2.7	4.7

Governance Performance Data

Status of BOD

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
BOD headcount total	Person	7	7	7
Inside Directors	Person	3	3	3
Outside Directors	Person	4	4	4
Other Non-Executive Directors	Person	-	-	-
Male	Person	7	6	6
Female	Person	-	1	1
Average tenure	Year	5	5	5
Number of BOD meetings	Time	14	11	12
Board attendance rate	%	90	95	94
Average outside director attendance rate	%	90	98	98
Agenda items for resolutions	Case	32	27	25
Agenda items for amendment	Case	-	-	-
Reporting agenda	Case	8	7	8

Board and Executive Compensation

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
BOD compensation total	Person	5,293	4,845	10,024
Inside Directors	Person	5,260	4,573	9,728
Outside Directors (Excluding auditors)	Person	33	-	-
Auditors	Person	193	272[1)]	296[1)]
Audit Committee Members	Person	-	-	-
Average total compensation per person	Person	784	606	1,253

1) There is a total of four directors in the Audit Committee as of December 31st of each year, but for the calculation of remuneration, the income of one outside director who has restired is additionally reflected until retirement.

Ethics Training Completion Status

※ Based on domestic business sites.

Classification	Unit	Doosan Enerbility		
		2022	2023	2024
Number of people[1)]	Person	2,746	2,875	3,057
Number of employees who have completed anti-corruption (ethics) training	Person	2,696	2,830	2,975
Completion rate	%	98.2	98.4	97.3

1) For office employees who are eligible for online training, excluding contract positions, etc.

Ethics Management Reporting and Handling Status

※ Non-consolidated basis

Classification			Unit	Doosan Enerbility		
				2022	2023	2024
Total Number of Reported Incidents			Case	18	27	93
Cyber reporting center report totals			Case	15	20	88
Reporting Entity	Identified Whistleblowers	Employees	Case	2	2	2
		Partner Companies	Case	4	3	4
		Clients	Case	6	4	57
		Other	Case	-	3	3
	Anonymous Whistleblowers	Employees	Case	-	1	-
		Partner Companies	Case	-	2	1
		Clients	Case	-	-	18
		Other	Case	3	5	3
Other paths (HR & Shared Growth, etc.) Report total			Case	3	7	5
Total Actions			Case	18	26	93
Throughput rate			%	100.0	96.3	100.0
Human rights violations (discrimination, grievances, reporting and handling, etc.)	Number of Reports		Case	5	9	7
	Number of actions	Offender discipline	Case	1	4	1
		Victim compensation	Case	-	-	-
		Not Charged/ Closed	Case	2	5	5
		Other actions (team moves, etc.)	Case	2	-	1
		Under review	Case	-	-	-
	Total Actions		Case	5	9	7
	Throughput rate		%	100	100	100

Classification			Unit	Doosan Enerbility		
				2022	2023	2024
Corruption and unfairness (corruption, bribery, unfairness, monopolization, collusion, conflicts of interest, money laundering)	Number of Reports		Case	7	13	4
	Number of Disciplinary Actions		Case	2	-	1
	Number of cases handled	Number of cases where contracts with business partner companies were terminated or not renewed	Case	-	-	-
		Number of legal actions	Case	-	-	1
		No charges/closed	Case	5	12	2
		Under Review	Case	-	1	-
	Total Actions		Under Review	7	12	4
	Throughput rate		%	100	92	100
Information Protection (including customer privacy data breaches)	Number of Reports		Case	-	-	2
	Number of cases handled	Number of Disciplinary Actions	Case	-	-	-
		No charges/closed	Case	-	-	2
		Under Review	Case	-	-	-
	Total Actions		Case	-	-	2
	Throughput rate		%	-	-	100
Other (such as complaints about apartment construction sites)	Number of Reports		Case	6	5	80
	Number of cases handled	Closed	Case	6	5	80
		Under Review	Case	-	-	-
	Total Actions		Case	6	5	80
	Throughput rate		%	100	100	100

Environmental Management Policy Guideline

Doosan Enerbility is operating and continuously improving upon its environmental management system to identify and minimize environmental impacts caused by its management activities, based on the corporate philosophy of establishing an advanced management system centered around people and nature.

1 Environment Management of Production and Business Facilities

Doosan Enerbility systematically manages efficient environmental control of production and business facilities by utilizing over 12 directives including procedures for goal management, training, document and record management, internal audits, as well as environmental impact assessments, air quality management, and waste management.

2 Product and Service Development

Doosan Enerbility recognizes opportunities and risks related to various environmental issues associated with climate change affecting our business, and actively pursues research and development to minimize environmental impacts during product and service development stages.

3 Distribution Chain and Logistics

Doosan Enerbility develops, distributes, and monitors a supply chain ESG code of conduct to reduce environmental impacts arising not only from raw materials and external processes but also from transportation.

4 Waste Management

Doosan Enerbility promotes recycling and reuse of waste generated at domestic and international sites and strives to establish a company-wide culture of waste separation. To improve recycling rates, it identifies specialized recycling companies to minimize incineration and landfill waste and enhance recycling. A waste management directive is developed and implemented to systematically operate and manage the entire process from waste generation to final disposal.

5 Supply Chain Management

Doosan Enerbility provides guidelines for establishing systematic management structures and systems for suppliers to respond to climate change and protect the environment. We conduct ESG evaluations, including environmental aspects, for major partners and regularly educate them on environmental regulatory standards and compliance. These efforts aim to reduce environmental risks throughout the supply chain.

6 Engineering and Maintenance

Doosan Enerbility provides environmental guidelines to minimize pollution that may occur during the operation and maintenance of installed power plants. These guidelines include instructions to fundamentally prevent environmental pollution caused by abnormal operations. Additionally, operation and maintenance manuals tailored to each power plant's characteristics are provided to minimize environmental impacts during operation.

7 Due Diligence in Mergers and Acquisitions

Doosan Enerbility conducts pre-due diligence on target companies before mergers and acquisitions to identify environmental risks and implement preemptive measures.

8 New Projects

Doosan Enerbility identifies and manages risks to minimize negative impacts such as local biodiversity when promoting new projects.

9 Biodiversity Protection

Doosan Enerbility strives to prevent biodiversity risks throughout our management activities and to minimize or mitigate impacts on biodiversity. During business processes, it conducts environmental impact assessments on biodiversity and various improvement activities in collaboration with stakeholders such as partner companies and clients.

10 Prevention of Deforestation

Doosan Enerbility evaluates the necessity of forest clearing in advance throughout all business processes to minimize deforestation. For sites assessed to have deforestation risks, we comply with internal regulations and obligations. Furthermore, we aim to extend these efforts to business partners such as the supply chain.

11 Raw Material Management

Doosan Enerbility collaborates with stakeholders including partner companies and public institutions to expand the use of recycled raw materials and certified products. It manages resources efficiently to minimize negative social and environmental impacts.

Health and Safety Policy Guideline

Doosan Enerbility is operating and continuously improving upon its occupational safety and health management system to create a zero-accident, environment-friendly workplace and ensure the safety of employees, partner companies, customers, and the local community, based on a people-centered management philosophy and technologies that enhance the value of Earth.

1 Setting Health & Safety Targets and Management Policies

Doosan Enerbility establishes management policies reflecting the management's occupational health and safety goals and commitment to improvement, sets measurable goals to assess the implementation level of the safety and health management system, and manages them. The policies and goals are formulated by listening to on-site workers' opinions, setting quantitative targets, publicly disclosed for awareness and practice by all, and reported to and approved by the Board of Directors in accordance with relevant laws.

2 Operation of Health & Safety Management System

Doosan Enerbility establishes, documents, implements, and maintains the safety and health management system based on ISO 45001 requirements and management policies. To ensure effective on-site safety and health management, procedures and instructions for goal management, risk assessment, education and training, document and record control, internal audits, etc., set operational management standards and work procedures that are strictly followed.

3 Employee Engagement

Doosan Enerbility adheres to the principle of transparency by disclosing all information related to safety and health management. It establishes procedures for participation by worker representatives in the Occupational Safety and Health Committee and allows individual employees to propose safety and health issues or improvement plans. By fostering this culture, workers can participate in all processes of the safety and health management system.

4 Identification, Elimination, Substitution, and Control of Risk Factors

Doosan Enerbility conducts risk assessments identifying hazards related to all activities, products, services, hazardous locations, machinery/equipment/facilities, determining acceptability. It prioritizes targets for improvement, establishes measures for elimination, substitution, and control, and develops comprehensive countermeasures.

5 Emergency Preparedness and Response

Doosan Enerbility operates comprehensive processes including risk-specific emergency preparedness/response planning, education/training, and follow-up actions to minimize damage to employees and assets in case of emergencies arising from production activities, products, personnel, equipment, or services at the workplace.

6 Securing Health and Safety for Contracted/Outsourced Work

Doosan Enerbility ensures occupational safety and health not only for our employees but for all members within the workplace. To select partner companies with industrial accident prevention capabilities, it evaluates safety and health standards, specifies necessary conditions for safety and health assurance through EHS standard terms, and promotes shared growth through periodic safety and health activity evaluations as well as budgetary and technical support.

7 Evaluation and Improvement

Doosan Enerbility conducts internal audits to verify that all safety and health activities are systematically performed according to documented procedures under the safety and health management system. It evaluates the performance of the system in achieving safety and health goals. Corrective actions are implemented for incidents and nonconformities related to the system, with continuous improvement of effectiveness and efficiency.

GRI Content Index

Mandatory Reporting

Statement of use	Doosan Enerbility is reporting the information on sustainable management for the period from January 1, 2024, to December 31, 2024, in accordance with the GRI Standards 2021 principles.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	Since the GRI Sector Standards corresponding to GICS and industry classification criteria have not been issued as of the publication date, they were not applied.

Subject	Metric	Disclosure	Report Page
GRI 2: General Disclosures 2021	2-1	Organizational details	5-7
	2-2	Entities included in the organization's sustainability reporting	2
	2-3	Reporting period, frequency, and contact point	2
	2-4	Restatements of information	Marked with a comment
	2-5	External assurance	95-96
	2-6	Activities, value chain, and other business relationships	9-19
	2-7	Employees	79-84
	2-8	Workers who are not employees	79
	2-9	Governance structure and composition	21, 63
	2-10	Nomination and selection of the highest governance body	64
	2-11	Chair of the highest governance body	63
	2-12	Role of the highest governance body in overseeing the management of impacts	21-22
	2-13	Delegation of responsibility for managing impacts	21-23
	2-14	Role of the highest governance body in sustainability reporting	21-23
	2-15	Conflicts of interest	63, 2024 Corporate Governance Report [304000]
	2-16	Communication of critical concerns	21, 63, 64, 86, 2024 Corporate Governance Report [304100]
	2-17	Collective knowledge of the highest governance body	63
	2-18	Evaluation of the performance of the highest governance body	64, 66
	2-19	Remuneration policies	64, 66
	2-20	Process to determine remuneration	64, 66
	2-21	Annual total compensation ratio	66, 86
	2-22	Statement on sustainable development strategy	4
	2-23	Policy commitments	31-32, 39-41, 44, 47-48, 50, 52-53, 56, 59, 67, 69
	2-24	Embedding policy commitments	37, 42, 46, 49, 51, 55, 58, 60, 68
	2-25	Processes to remediate negative impacts	22-23
	2-26	Mechanisms for seeking advice and raising concerns	63-64, Business Report p.385
	2-27	Compliance with laws and regulations	78, 85, 87
	2-28	Membership associations	94
	2-29	Approach to stakeholder engagement	93
	2-30	Collective bargaining agreements	83
GRI 3: Material Topics	3-1	Process to determine material topics	24-25
	3-2	List of material topics	26-27

Material Topic: Transitioning the Business Portfolio and Managing Greenhouse Gas Emissions

Subject	Metric	Disclosure	Report Page
GRI 3: Material Topics	3-3	Management of material topics	26
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	75
	305-2	Energy indirect (Scope 2) GHG emissions	75
	305-3	Other indirect (Scope 3) GHG emissions	76
	305-4	GHG emissions intensity	76
	305-5	Reduction of GHG emissions	41, 76
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	76

Material Topic: Safety and Health Management

Subject	Metric	Disclosure	Report Page
GRI 3: Material Topics	3-3	Management of material topics	26
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	44-46
	403-2	Hazard identification, risk assessment, and incident investigation	44-46
	403-3	Occupational health services	46
	403-4	Worker participation, consultation, and communication on occupational health and safety	46
	403-5	Worker training on occupational health and safety	45
	403-6	Promotion of worker health	46, 54
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	45-46
	403-8	Workers covered by an occupational health and safety management system	44
	403-9	Work-related injuries	84
	403-10	Work-related ill health	84

Material Topic: Product Quality Considering Safety in Use Phase

Subject	Metric	Disclosure	Report Page
GRI 3: Material Topics	3-3	Management of material topics	26
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	47-49
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	85

Material Topic: Ethical and Compliance Management

Subject	Metric	Disclosure	Report Page
GRI 3: Material Topics	3-3	Management of material topics	27
GRI 205: Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	67-68
	205-3	Confirmed incidents of corruption and actions taken	67-68
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	87
GRI 415: Public Policy	415-1	Political contributions	74

Material Topic: Supply Chain Management

Subject	Metric	Disclosure	Report Page
GRI 3: Material Topics	3-3	Management of material topics	27
GRI 308: Supplier Environmental Assessment	308-2	Negative environmental impacts in the supply chain and actions taken	84
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	57-58
	414-2	Negative social impacts in the supply chain and actions taken	84

Material Topic: Human Rights Management

Subject	Metric	Disclosure	Report Page
GRI 3: Material Topics	3-3	Management of material topics	27
GRI 401: Employment	401-1	New employee hires and employee turnover	80
	401-3	Parental leave	83
GRI 404: Training and Education	404-1	Average hours of training per year per employee	82
	404-2	Programs for upgrading employee skills and transition assistance programs	52-55
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	50, 63
	405-2	Ratio of basic salary and remuneration of women to men	83
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	50, 87

SASB Index

Topics	Code	Metric	Report Page
Energy Management	RT-EE-130a.1	(1) Total energy consumed	75
		(2) Percentage of grid electricity	Not Applicable
		(3) Percentage renewable	Not Applicable
Hazardous Waste Management	RT-EE-150a.1	(1) Amount of hazardous waste generated	78
		(2) Percentage recycled	78
	RT-EE-150a.2	(1) Number of reportable spills	78
		(2) Aggregate quantity of reportable spills	78
		(3) Quantity recovered	78
Product Safety	RT-EE-250a.1	(1) Number of recalls issued	78
		(2) Total units recalled	78
	RT-EE-250a.2	Total amount of monetary losses as a result of legal proceedings associated with product safety	78
Product Lifecycle Management	RT-EE-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Not Applicable
	RT-EE-410a.2	Percentage of eligible products, by revenue, certified to an energy efficiency certification	Not Applicable
	RT-EE-410a.3	Revenue from renewable energy-related and energy efficiency-related products	Not Applicable
Materials Sourcing	RT-EE-440a.1	Description of the management of risks associated with the use of critical materials	22-23
Business Ethics	RT-EE-510a.1	(1) Description of policies and practices for prevention of corruption and bribery	67-68
		(2) Description of policies and practices for prevention of anti-competitive behavior	67-68
	RT-EE-510a.2	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	87
	RT-EE-510a.3	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	87
Activity Metrics	RT-EE-000.A	Number of units produced by product category	Not Applicable
	RT-EE-000.B	Number of employees	79-81

TCFD Index

Subject	Disclosure	Report Page
Governance	a) Describe the board's oversight of climate-related risks and opportunities	38
	b) Describe management's role in assessing and managing climate-related risks and opportunities	38
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	39-42
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	39-42
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	39-42
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks	39-42
	b) Describe the organization's processes for managing climate-related risks	39-42
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	22, 39-42
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	42
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	42, 75-76
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	26-27, 42

UNGC Index

UN Global Compact 10 Principles

Subject	Disclosure	Report Page
Human Rights	Principle 1. Businesses should support and respect the protection of internationally proclaimed human rights; and	50-51
	Principle 2. make sure that they are not complicit in human rights abuses.	50-51
Labor Rules	Principle 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	83
	Principle 4. the elimination of all forms of forced and compulsory labor;	50
	Principle 5. the effective abolition of child labor; and	50
	Principle 6. the elimination of discrimination in respect of employment and occupation.	50
Environment	Principle 7. Businesses should support a precautionary approach to environmental challenges;	31-42
	Principle 8. undertake initiatives to promote greater environmental responsibility; and	31-42
	Principle 9. encourage the development and diffusion of environmentally friendly technologies.	9, 12-15, 19
Anti-Corruption	Principle 10. Businesses should work against corruption in all its forms, including extortion and bribery.	67-68

Stakeholder Communications

Doosan Enerbility defines shareholders, clients, employees, partner companies, local communities, governments, and competitors as major stakeholder groups, and operates communication channels for each group to collect opinions smoothly. In addition, we actively refer to and respond to stakeholders' valuable opinions in corporate management to build relationships based on trust.

Group	Key Stakeholders	Key Concerns	Communication Channels	Number of Sessions
Shareholders	• Doosan Corporation • Foreign Investors • Institutional Investors • Minority Shareholders	• Stable Mid-to-Long-Term Growth • Increase Shareholder Value	IR (Investor Relations)	Regular
			Conferences	As required
			Overseas NDR (Non-Deal Roadshow)	If necessary
Customers	• Domestic Public Power Company • Domestic Private Power Company • International Clients	• Increase Customer Satisfaction • Improve Product Quality and Safety	Roadshow	If necessary
			Technical Briefing	If necessary
			VOC (Voice of Customer)	As required
			Attendance at Private Power Company Safety Training	If necessary
			Technology Exchanges and Seminars	1 to 2 times per year (once every six months)
			Customer Satisfaction Survey	Annual
Employees	• Labor Unions • Head Office Employees • Overseas subsidiary and Office Employees • Overseas Subsidiary Employees	• Establishment of a Horizontal Labor-Management Culture • Work-Life Balance	Occupational Safety and Health Committee	Quarterly, as needed
			Labor-Management Council	Quarterly
			Training for Overseas Site Dispatches	If necessary
			Mandatory Safety and Health Education	Regular
			BG Management Performance Meeting	Monthly
			Management Status Briefing	Quarterly
			CTO Meeting	At least 4 times a year
			Research Security and Ethics Review Committee	Once every two years
Community	• Local Residents • Academia • Research Institutions • NGOs	• Strategic Social Contribution Activities • Deployment • Coexistence with Local Communities	Social Welfare Center and Local Children's Center Linked Programs	If necessary
			Doosan Enerbility Volunteer Group Council	If necessary
			Social Contribution Related Organizations (Gyeongsangnam-do, Changwon, Beneficiary Organizations)	If necessary
			Local Community Contribution Related Council	If necessary

Group	Key Stakeholders	Key Concerns	Communication Channels	Number of Sessions
Partner Companies	• 1st and 2nd tier partner companies	• Establishment of a Shared Growth Ecosystem • Supporting Partner Companies' Sustainability	Doosan Enerbility Partners Day	Annual
			Doosan Enerbility Partners Association Steering Committee	Annual
			Shared Growth Primary Partner Companies Meeting	Semi-Annual
			Partner Companies' Representatives Safety and Health Council	Monthly
			Korea Machinery Industry Shared Growth Promotion Foundation	Annual
Government	• Government • Municipalities • Authorities	• Compliance with Social and Legal Responsibilities • Paying taxes	Fair Trade Commission	As required
			Fair Trade Mediation Agency	As required
			Korea Commission for Corporate Partnership	As required
			Foundation for Large and Small Enterprises and Agriculture-Fishery Cooperation	As required
			Gyeongnam Center for Creative Economy and Innovation	As required
			Gyeongnam PSM Council	Quarterly
			Gyeongsangnam-do Provincial Government Voluntary Agreement on Fine Dust Reduction	Semi-Annual
			Fire Service Development Council	Monthly
			Gyeongsangnam-do & Changwon City	As required
			Entrusted Executive-Type Quasi-Governmental Agencies (KETEP, KIAT, etc.)	As required
			Gyeongsangnam-do Sustainable Development Council	Semi-Annual
			Changwon City Public-Private Agreement to Save Masan Bay's Clear Sea	Once a Year
			Changwon Coast Guard Regional Oil Spill Response Council	As required
			Gyeongnam Environmental Technicians Association	Semi-Annual
Competitors	• Power generation equipment manufacturers • Desalination and water treatment companies	• Enabling Fair Trade and Fair Competition	Technology Exchange Meetings	As required

Association

Membership in Key Associations and Organizations

Criteria Items	List of Associations
Common	Korean Society of Mechanical Engineers, Korea Association of Machinery Industry, Korea Association of Standards and Testing Organization, Korea Engineering & Consulting Association, Korea Industrial Technology Association, Korea Chamber of Commerce and Industry, Korea Enterprises Federation, Korea International Trade Association, UNGC (UN Global Compact) Network Korea, Korea Listed Companies Council, Korea Association for Intellectual Property Services, Korea Customs Logistics Association, Korea AEO Association, Korea Plant Industry Association, Institute of Electronics and Information Engineers, Institute of Control, Robotics and Systems, Korea Aerospace Industries Association, Korean Society of Metals and Materials, Korea New & Renewable Energy Association, Korea Society of Waste Management, Korean Society of Environmental Engineers, Green Ammonia Council, Korean Society for Prognostics and Health Management
Supply Chain	Korea Fair Competition Federation
New Business	H_2KOREA (Hydrogen Convergence Alliance), Green Ammonia Council, H_2 Business Summit
Plant EPC	Korea Construction Association, Korea Mechanical Equipment Construction Association, Korea Housing Builders Association, Korea Electrical Contractors Association, Korea Information and Communication Contractors Association, Korea Fire Protection Association, Korea Construction and Transportation Technology Association, Korea Construction Management Association, KPDA (Korea Desalination Plant Association), Overseas Construction Association
Power Services	Korean Society of Fluid Machinery Industry, Korean Wind Energy Society, Jeonnam Wind Power Industry Association, Energy Transition Forum, Summer Annual Conference of Korean Society of Fluid Machinery, ACGT, Power Generation Research Group, The Korean Institute of Electrical Engineers, Korea Wind Energy Association, Korean Society for Propulsion Engineers, Korea Project Management Association
Nuclear Power	Korea Nuclear Industry Association, Korea Nuclear Export Industry Association, Korean Nuclear Society, Korean Radioactive Waste Society, Korea Hydropower Industry Association, Korean Pressure Vessel Engineering Society, Korea Defense Industry Promotion Association, Korean Society of Fluid Machinery
Quality	Korean Society for Non-Destructive Examination (NDE), Korea Quality Masters Association, Masters of the Republic of Korea, NIAC, Korean Standards Association, Korea Electrical Association

Third-Party Assurance Statement

Sustainability Report Verification

Dear Stakeholders

Korean Foundation for Quality (hereinafter 'KFQ') has been engaged to independently verify the 2025 Sustainability Report (hereinafter 'the Report')[2] of Doosan Enerbility Co., Ltd.[1] (hereinafter 'the Company'). KFQ is responsible for providing an independent third-party verification opinion on the report based on the verification criteria and scope specified below. The responsibility for the preparation of this report lies with the Company's management.

1) Organization Address (based on headquarters) : 22, Doosan Volvo-ro, Seongsan-gu, Changwon-si, Gyeongsangnam-do, South korea
2) Data Collection Period : January 1 to December 31, 2024, and for some data, the first half of 2025

Verification Purpose

The purpose of this verification is to ensure the reliability of the data and information stated in the Company's report.

Verification Scope

1. Verification Boundary: Headquarters, Bundang office and overseas subsidiaries.

2. Verification Items (Based on the GRI Standards 2021)

Category	GRI Standards	
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	• GRI 205 (Anti-corruption) • GRI 302 (Energy) • GRI 303-5 (Water and Effluents) • GRI 305 (Emissions) • GRI 306-5 (Waste) • GRI 308 (Supplier Environmental Assessment) • GRI 401 (Employment)	• GRI 403 (Occupational Health and Safety) • GRI 404 (Training and Education) • GRI 405 (Diversity and Equal Opportunity) • GRI 406 (Non-discrimination) • GRI 414 (Supplier Social Assessment) • GRI 415 (Public Policy) • GRI 416 (Customer Health and Safety)

3. Excluded Items from Verification: The following items are not included within the scope of verification

1) Performance and reporting practices of subsidiaries, affiliates, partners, and third parties
2) Items related to other sustainability initiatives not based on the GRI Standards 2021 presented in the report
3) Other related information such as periodic disclosure reports and financial statements

Verification Criteria

This verification has been conducted based on [AA1000AS (v3)], [AA1000AP (2018)], and [Type 2 – Moderate].

Verification Method

The audit team reviewed relevant procedures, systems, and control mechanisms, along with available performance data, to verify the reliability of the report's content based on the aforementioned criteria. The documents reviewed during the verification process are as follows:

- **Non-financial Information**: Data provided by the company, disclosed Business Reports, and information obtained from media and/or the internet.
- **Financial Information**: Data disclosed in the electronic disclosure system (dart.fss.or.kr) of the Financial Supervisory Service and data posted on the homepage.

※ However, the contents of the above data are not included in the verification scope.

The verification was conducted through document review, on-site visits, and interviews with the responsible personnel. The validity of the materiality assessment procedure in the Report, the selection of material issues considering stakeholders, the data collection, management, and report preparation procedures, as well as the accuracy of the descriptions, were evaluated through interviews with the responsible personnel. However, interviews with internal/external stakeholders were not conducted. Subsequently, it was confirmed that any errors, inappropriate information, or unclear expressions identified in the above steps were appropriately corrected before the publication of the Report.

Verification Limitations

This verification inherently contains limitations that may arise in the process of applying the criteria and methodology.

Competency and Independence

The audit team for this verification was duly composed in accordance with KFQ's internal regulations. KFQ has no conflicts of interest that could compromise the independence and impartiality of the verification, apart from providing third-party verification services.

Third-Party Assurance Statement

Verification Opinion

As a result of the verification, it is the opinion of KFQ that:

1) It has been confirmed that the Report was prepared in compliance with the four principles of AA1000AP (2018)

- **Inclusivity**
  The company has appropriately defined stakeholder groups and communicates with them through tailored communication channels that consider the characteristics of each group. The audit team did not identify any missing key stakeholders in this process and confirmed that the company is making efforts to incorporate stakeholder feedback into its management strategy.
- **Materiality**
  The company has identified material issues through an appropriate process and has thoroughly reviewed the relevant impacts to enhance the validity of its materiality assessment. The audit team confirmed that the identified material issues were given due emphasis in this report and that all material issues recognized during the materiality assessment process were reported without omission.
- **Responsiveness**
  The company strives to respond promptly to stakeholders' requirements and key concerns. The audit team did not find any evidence indicating that the organization's response activities and performance regarding material issues were inappropriately reported.
- **Impact**
  The company identifies and monitors the impact of stakeholder-related material issues across its business activities and reports the findings to the extent possible. The audit team did not find any evidence indicating that the impact of material issues was inappropriately measured or reported.

2) The report has been appropriately prepared in accordance with the applicable reporting standards, such as (GRI Standards (2021) – Accordance, SASB, TCFD)

3) The data and information used for verification were limited to the provided materials and were found to be appropriate, with no significant errors or omissions that could affect the verification opinion.

4) Therefore, an "Unmodified Opinion" is provided for the company's 2025 Sustainability Report.

kfq Korean Foundation for Quality

AA1000 Licensed Report 000-80/V3-NQ8F7

June 26, 2025

Ji Young Song, CEO

Korean Foundation for Quality (KFQ)

Ji Young Song

GHG Assurance Statement

Scope 1, 2 Report Verification (Domestic)

Verification Target

Korean Foundation for Quality (hereinafter 'KFQ') has conducted a verification of GHG report of Doosan Enerbility Co., Ltd.[1] (hereinafter 'Company') for 2024.

1) Organization address (based on headquarters): 22 Doosan Volboro, Seongsan-gu, Changwon-si, Gyeongsangnam-do, Republic of Korea

Verification Purpose

The purpose is to ensure the reliability of the company's GHG Report in relation to the operation of the Emissions Trading Scheme.

Verification Scope

KFQ's verification covered all facilities and emission sources under the operational control and organizational boundary of Company during 2024.

Verification Criteria

The verification process was based on [Rule for emission reporting and certification of GHG emission trading Scheme[2]], [Rules for verification of operating the GHG emission trading scheme3)] and [ISO14064-3:2019] for every applicable part.

2) Notification No. 2025-28 of Ministry of Environment 3) Notification No. 2024-169 of Ministry of Environment

Level of Assurance

The Verification has been planned and conducted as the 'Rules for verification of operating the GHG emission trading scheme', and the level of assurance for verification shall be satisfied as reasonable level of assurance. And it was confirmed through an internal review whether the entire process of verification was conducted effectively.

Verification Limitation

The verification shall contain the potential inherent limitation in the process of application of the verification criteria and methodology.

Conclusion

KFQ present the following conclusions regarding the GHG emissions data included in the GHG Report.

1) GHG emissions have been appropriately calculated according to the "Rule for emission reporting and certification of GHG emission trading Scheme" and "ISO14064-1" methodologies.
2) The company's GHG emissions are less than 5,00,000 tCO2-eq, complying with the materiality threshold of below 5% of total emissions.
3) Thus, KFQ concludes that GHG Emissions of Company in 2024 is correctly calculated and reported in accordance with "Rule for emission reporting and certification of GHG emission trading Scheme".

Unit : tCO_2eq

Scope 1	Scope 2	Total
107,624.293	127,631.841	235,253

* The totals in this verification do not match the totals in emission trading scheme because the total emissions of each facility are calculated by truncating to integer units

Korean Foundation for Quality

National Institute of Environmental Research

June 26, 2025

Ji Young Song, CEO

Korean Foundation for Quality (KFQ)

Ji Young Song

GHG Assurance Statement

Scope 1, 2 Report Verification (Overseas)

Verification Target

Korean Foundation for Quality (hereinafter 'KFQ') has conducted a verification of Scope 1, 2 Greenhouse Gas Emissions (hereinafter 'GHG emissions') for the overseas subsidiaries of Doosan Enerbility[1] (hereinafter 'Company') for 2024. KFQ is responsible for providing an assurance statement on the GHG emissions based on the verification scope and criteria described below, while the responsibility for the claims made regarding the GHG emissions rests with the company.

1) Address (based on headquarters): 22, Doosan volvo-ro, Seongsan-gu, Changwon-si, Gyeongsangnam-do

Verification Purpose

The purpose is to provide an independent verification opinion on the company's voluntary GHG emissions inventories.

Verification Scope

KFQ's verification scope covered facilities and emission sources at twelve overseas subsidiaries[2] under the operational control and organizational boundary of the company during 2024.

2) Doosan VINA, Doosan SKODA, 10 Overseas Construction Sites

Verification Criteria

The verification was carried out at the request of the company using:

- ISO14064-1:2018, ISO14064-3:2019
- 2006 IPCC Guidelines for National Greenhouse Gas Inventories
- Rule for emission reporting and certification of greenhouse gas emission trading Scheme (Notification No. 2025-64 of Ministry of Environment)

Verification Approach

The verification has been conducted in accordance with the verification principles and standards of the 'ISO14064-3:2019' under the limited verification level. The verification shall contain the potential inherent limitation in the process of application of the verification criteria and methodology.

Conclusion

Based on the criteria and guidelines stated above, KFQ's verification opinion is as follows.

1) GHG emissions Company were properly calculated according to the verification standards.

2) The data and information used in calculating the GHG emissions were appropriate, reasonable, and no significant errors or omissions could affect verification statement were not found. The materiality assessment result of GHG emissions has met the agreed-upon criterion of less than 5%.

3) Accordingly, KFQ provides a verification opinion that is "Unmodified".

Category			Scope 1	Scope 2	Total
GHG Emissions (Unir:tCO_2eq)	An overseas Branch	VINA	5,013.076	9,305.59	14,319
		SKODA	508.203	5,982.544	6,491
	10 Overseas Construction Sites		17,546.535	7,806.532	25,353
Energy Usage (Unit:TJ)	An overseas Branch	VINA	23.907	64.3	88
		SKODA	7.203	67.064	74
	10 Overseas Construction Sites		270.118	99.485	370

* Because total emissions from each site are rounded, the company's total emissions may differ from the actual values by ±1

kfq Korean Foundation for Quality

National Institute of Environmental Research

June 26, 2025

Ji Young Song, CEO

Korean Foundation for Quality (KFQ)

Ji Young Song

GHG Assurance Statement

Scope3 Report Verification

Verification Target
Korean Foundation for Quality (hereinafter 'KFQ') has conducted a verification of Scope 3 Greenhouse Gas Emissions (hereinafter 'GHG emissions') of Doosan Enerbility[1] (hereinafter 'Company') for 2024. KFQ is responsible for providing an assurance statement on the GHG emissions based on the verification scope and criteria described below, while the responsibility for the claims made regarding the GHG emissions rests with the company.

1) Address (based on headquarters): 22, Doosan volvo-ro, Seongsan-gu, Changwon-si, Gyeongsangnam-do

Verification Purpose
The purpose is to provide an independent verification opinion on the company's Scope 3 emissions.

Verification Scope
The verification covered seven emission categories[2] selected by the company during 2024.

2) Category 2, 3, 4, 5, 6, 7, 9

Verification Criteria
The following criteria and coefficients used by the company were applied.

- Criteria
  - WBCD/WRI, Corporate Value Chain (Scope 3) Accounting and Reporting Standard
  - ISO14064-1:2018
  - GHG Protocol Corporate Standard
  - Rule for emission reporting and certification of greenhouse gas emission trading Scheme
  - ISO14064-3:2019
- Coefficient
  - Environmental Product Declaration evaluation coefficient (2021)
  - EPA GHG Emission Factors Hub(2025)

Level of Assurance
The verification has been conducted in accordance with the verification principles and standards of the 'ISO14064-3:2019' under the limited verification level.

Verification Limitation
GHG emissions verification involves inherent limitations that may arise depending on the organization's data characteristics, calculations and estimates, sampling method, and limited assurance level. Additionally, this verification does not include responsibility for the accuracy of the original data provided by the company.

Conclusion
Based on the criteria and guidelines stated above, KFQ's verification opinion is as follows.

1) GHG emissions of the company for 2024 were properly calculated based on the materials provided, and no material errors or omissions that could affect the verification opinion were identified.
2) The criteria and process established by the company for calculating GHG emissions were transparently documented in the internal calculation process to prevent potential misunderstandings.
3) Accordingly, KFQ provides a verification opinion that is "Unmodified".

Appendix A. 2024 Scope3 Report Verification

Organization : Doosan Enerbility
Emission calculation period : The emission calculation period is from January 1st to December 31st, 2024.

Company Scope 3 GHG Emission Results Unit : tCO_2eq

Category		Total emissions
2	Capital goods	314.245
3	Fuel and Energy-related activities not included in Scope 1+2	28,879.721
4	Upstream transportation and distribution	11,431.389
5	Waste generated in operations	2,346.578
6	Business travel	5,576.890
7	Employee commuting	1,528.789
9	Downstream transportation and distribution	2,723.709
13	Downstream leased assets	N/A
14	Franchises	N/A
Total		52,801.321

kfq Korean Foundation for Quality

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June 26, 2025

Ji Young Song, CEO

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