

DOOSAN

ENERGY TOWARD SUSTAINABILITY

2026 Integrated Report of 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.

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, 2025, to December 31, 2025, and includes some performance data for the first half of 2026 which were considered material to our stakeholders’ decision-making. Some quantitative results include past three-year 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 00–00. 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.

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Prepared By ESG Team

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CEO Message

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We will further expand opportunities for growth centered on environmentally friendly, high-value-added businesses, based on our accumulated technological capabilities and responsible management.

”



Dear valued stakeholders,

We would like to extend our sincere gratitude to all stakeholders for your continued interest and support, which enable us to achieve sustainable growth in the future-oriented energy market. Through this Integrated Report, we aim to present our growth strategy centered on environmentally friendly, high-value-added businesses, as well as our efforts and progress toward a sustainable future amid a rapidly changing global energy environment. As external uncertainties continue to rise, driven by geopolitical conflicts, policy shifts in major economies, and other global challenges, we remain committed to achieving sustainable growth with solid fundamentals beyond mere expansion in scale by pursuing three key strategic priorities.

First, we will expand our environmentally friendly, high-value-added business portfolio.

Our environmentally focused business portfolio has evolved beyond simple scale expansion into a portfolio of high-value-added businesses. In the gas turbine sector, we will proactively strengthen our production capabilities and ensure stable supply management to effectively respond to domestic and international market expansion. In the nuclear business, we will strive to ensure the successful execution of the Czech nuclear power project while translating emerging large-scale nuclear export opportunities into tangible results. As the SMR (Small Modular Reactor) business advances into the manufacturing stage, we will establish a mass production system by applying advanced manufacturing technologies, thereby further strengthening our position as a leading SMR Foundry.

Second, we will enhance the competitiveness of our growth businesses and foster high-profit new businesses.

We will promote new businesses by creating synergies between technology and business based on strong linkages with our existing growth businesses, while prioritizing areas with high profitability potential. In the aviation sector, we will deepen our participation in unmanned aerial vehicle engine development by leveraging the technological capabilities accumulated through gas turbine development. At the same time, we will strengthen our technological foundation through in-house development of core materials technologies, including superalloys. Additive Manufacturing (AM) is a key technology for enhancing manufacturing competitiveness. We will establish a mass production system to support the expansion of the gas turbine business and broaden its application to hydrogen turbines and aircraft engines.

Third, we will establish a sustainable business operations framework to accelerate our growth.

For sustainable management, it is essential to enhance not only financial performance but also ESG management capabilities. As ESG regulations continue to expand, particularly in Europe and the United States, proactive response is becoming increasingly important. We will establish key management systems in advance, including group-wide standardization of mandatory disclosures, carbon management systems, and ESG supply chain management, to effectively respond to global ESG issues.

Despite increasing uncertainties in the global business environment and strengthening regulations, we will continue to pursue growth opportunities centered on environmentally friendly, high-value-added businesses, leveraging our accumulated technological capabilities and commitment to responsible management. We will continue to drive innovation and transformation toward a sustainable future while striving to become a company that delivers greater value to our customers and society. We sincerely ask for your continued interest and support for Doosan Enerbility's journey of growth and innovation.

Chairman & CEO **Geewon Park**

About Us

Doosan Group

Our Name, Doosan

The name “Doosan” is a combination of the characters “Doo 도,” a unit of measurement for grain, and “San 산” 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 130-year history and beliefs.

Doosan Credo: Our values and philosophy

Values

Doosan Credo **DOOSAN**

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.



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

Doosan Corporation

Doosan Electronics Co.,Ltd.	Doosan Distribution Co.,Ltd.
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Doosan Digital Innovation Co.,Ltd.	
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Major Subsidiaries

Doosan Enerbility	Doosan Bobcat
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Doosan Tesna	Doosan Fuel Cell
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Doosan Cuvex	Doosan Robotics
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Doosan Logistics Solutions	Doosan Mobility Innovation
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Doosan Magazine	Oricom
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Doosan Bears	Doosan H2 Innovation
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Doosan Investment	Hancom
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HyAxiom	
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Auxiliary Institutions

Doosan Yonkang Foundation	Doosan Art Center
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Doosan Business Institute	
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(As of the end of December 2025, consolidated basis)

Doosan Enerbility

Energy+Sustainability

Meaning of Name 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.

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

General Status

General Status			
Company Name		Doosan Enerbility	
Representative Directors	Geewon Park, Yeonin Jung, Sanghyun Park	Founding Date	September 20, 1962
Number of Employees		6,233	
Website		https://www.doosanenerbility.com/en	
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 Korea	

(As of the end of December 2025)

Financial Performance

Total Assets		Revenue		Operating Profit	
KRW 27.5 trillion		KRW 17.6 trillion		KRW 0.8 trillion	

(As of the end of December 2025, consolidated basis)

1962~1980

Getting Started and Challenges

1962 • Company Established

2001~2007

Successful Privatization and Leapfrogging

- 2001** • Privatization and name change to Doosan Heavy Industries & Construction
- 2009** • Acquired Škoda Power, gaining proprietary steam turbine technology
- 2011** • Acquired AE&E Lentjes, gaining proprietary CFB technology
- Declaration of the Doosan Credo

2008~2019

Path to Global Leadership

- 2016** • Acquired U.S. energy storage company 1Energy Systems(Currently, Doosan GridTech)
- 2017** • Obtained 5.5 MW offshore wind turbine technology
- Acquired ACT, a U.S. gas turbine service provider (Currently, DTS)

1981~2000

Growth and Development

1982 • Changwon General Machinery Plant

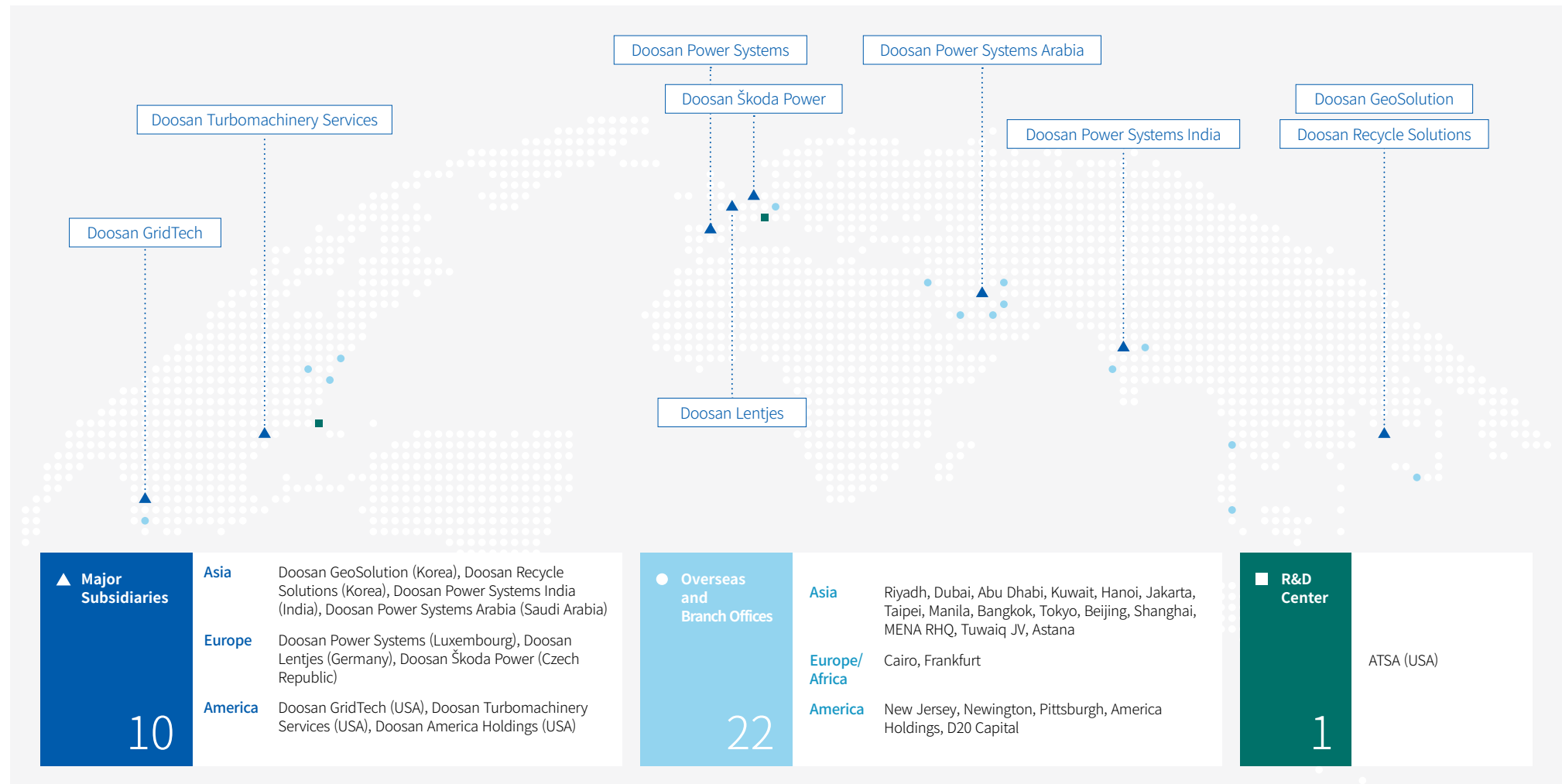
2020~

Transitioning to a Green Energy Company

- 2020** • Completed development of large gas turbines
- Participated in the Jeju Green Hydrogen Demonstration Project
- Secured the largest ESS project contract in Queensland, Australia
- 2022** • Changed the company name to Doosan Enerbility
- Completed development of 8MW wind turbine technology
- 2023** • Started commercial operation of a large gas turbine built with our own technology (Gimpo CHP Plant)
- Established Doosan Recycle Solutions, a battery recycling company, and Doosan GeoSolution, a carbon-free energy development company
- 2024** • Secured equipment supply contracts to deliver components for three domestic large gas turbines
- Signed a main equipment supply contract for the Czech nuclear power plant
- Currently securing manufacturing technologies for SMR Foundry
- 2025** • Achieved the first overseas deployment of a Korean-developed large gas turbines
- Signed a main equipment contract for the Czech nuclear power plant
- Secured key materials reservation agreements for key materials for 16 SMRs
- Developed a 10MW-class large offshore wind turbine and obtained international certification
- Secured a dedicated mass-production facility for large offshore wind turbines

Global Network

Under our business vision of "GLOBAL LEADER IN POWER & WATER", Doosan Enerbility aspires to become a market leader in the global power and water sectors. We deliver innovative solutions that enhance the quality of life for customers and aim to reinforce Doosan's position as a leading global innovator. We continue to strengthen our capabilities as a global leader across all aspects of management, including technological competitiveness, cost competitiveness, quality standards, profitability, as well as talent development and corporate culture. We proactively respond to rapidly evolving global technology trends and market changes and strive to grow into an innovative company leading the energy transition era.



Sustainability Strategy

02

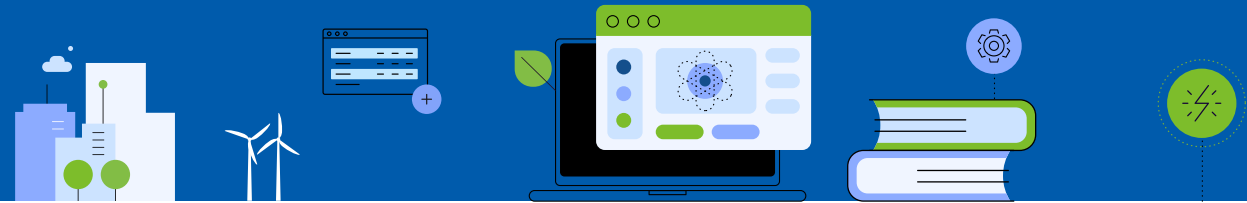
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Business Strategy and Performance



Business Overview

Global Energy Market Trends

The global power market is entering a phase of structurally increasing demand, driven by the rapid expansion of AI data centers and the ongoing electrification trend. We are witnessing governments and industries actively exploring feasible pathways toward Net Zero in order to simultaneously achieve energy security and address climate change. This trend is supported by initiatives such as the United States' plans to expand nuclear power capacity, the European Union's strengthened nuclear energy support policies, and Korea's efforts to establish international standards for Carbon Free Energy (CFE). As a result, the deployment of large-scale nuclear power plants and small modular reactors (SMRs), as well as the construction of new combined cycle gas power plants, is accelerating.

Domestic Energy Market Trends

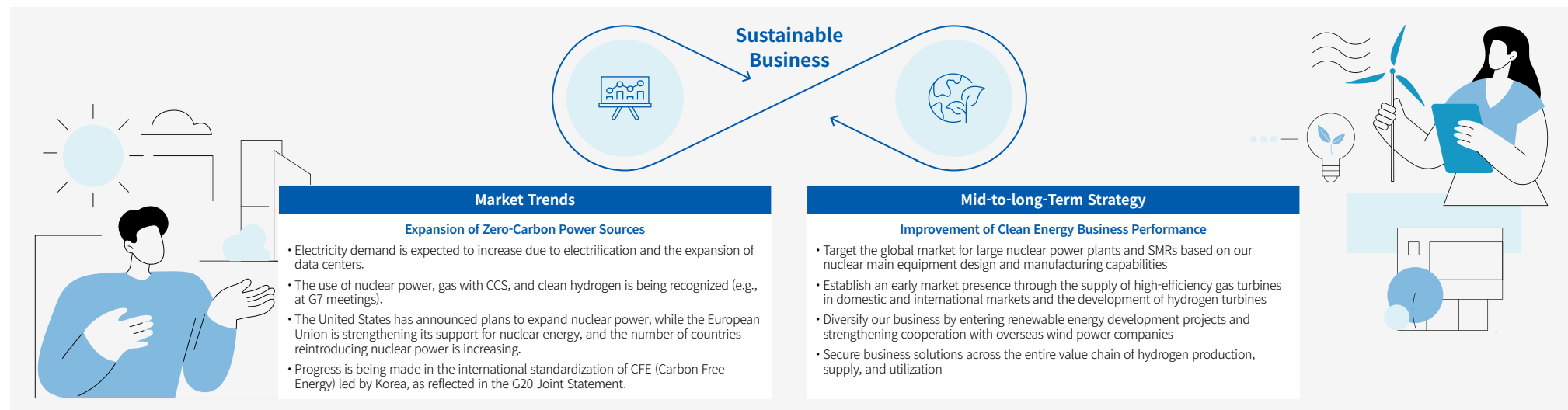
In Korea, in response to increasing electricity demand driven by AI and semiconductors, the government has finalized the 11th Basic Plan for Electricity Supply and Demand, which outlines the use of various carbon-free energy sources, including nuclear power, renewable energy, and hydrogen. We are witnessing the revitalization of the nuclear ecosystem centered on the construction of new large-scale nuclear power plants and small modular reactors (SMRs). At the same time, the transition from coal-fired power generation to gas and hydrogen, as well as the expansion of renewable energy deployment, is being continuously promoted.

Mid-to-Long Term Strategy

In response to changes in the energy business environment, we are accelerating the transition of our portfolio toward nuclear, gas, renewable energy, and hydrogen businesses. In 2025, we completed the signing of a supply contract for the Czech nuclear power plant and secured equipment supplier status for initial projects with multiple SMR developers. In the gas turbine business, we successfully entered the U.S. market beyond Korea and achieved cumulative order intake of 22 units. Building on these achievements, we will continue to advance high-value businesses centered on nuclear and gas, while simultaneously driving both top-line growth and profitability improvement by strengthening our competitiveness through initiatives such as the application of AI.

Investment in Clean Energy Business

In line with our mid- to long-term strategic direction, we are steadily expanding our investments in clean energy business areas. As next-generation nuclear and gas businesses become fully operational, we are allocating substantial resources to expand related production facilities, while also making parallel investments in enhancing SMR manufacturing capabilities and developing hydrogen turbines to secure core technologies and strengthen our business competitiveness.



Business Portfolio



1) SMR: Small Modular Reactor

2) AM: Additive Manufacturing (3D Printing)

Nuclear Power

Gas

Renewable Energy

Hydrogen

EPC

Materials/Manufacturing

AI

Large Nuclear Power Plants

We completed the UAE Barakah Nuclear Power Plant, the first overseas export project of a Korean nuclear power plant and demonstrated our technological capabilities by commencing commercial operation of all four units by 2024. In Korea, we achieved 100% localization of Shin Hanul Units 1 and 2 by localizing RCP and MMIS, which had previously been non-domestic technologies, and commenced commercial operation of Unit 2 in April 2024 following Unit 1. In addition, as a member of Team Korea, we contributed to securing the Czech new nuclear power plant project in December 2025, leveraging our accumulated capabilities in manufacturing nuclear main equipment. We will continue to contribute to stable domestic power supply and greenhouse gas reduction, while actively pursuing overseas exports of Korean nuclear power plants.

Major R&D Achievements in 2025

- Ongoing development of digital, automation, and proprietary technologies to fundamentally strengthen the competitiveness of large nuclear power plants
- Development of technologies related to decommissioning and spent nuclear fuel storage casks, including maintenance and repair technologies and heavy water reactor decommissioning



Goals

- To support the expansion of Korean nuclear power plants in the global market
- To strengthen the global presence as a manufacturer of nuclear main equipment for large nuclear power plants

Strategy

- Participate in construction projects for overseas nuclear power plant bids in the Czech Republic, Poland, and other countries in cooperation with Korea Hydro & Nuclear Power as a member of Team Korea
- Continue efforts and collaboration to secure follow-on large nuclear power plant projects domestically and internationally
- Secure equipment supply opportunities when pursuing overseas projects using global reactor designs such as AP1000

Core Business Areas and Key Products

① Nuclear Reactor and Internal Structures

- Produced nuclear reactor pressure vessels (critical components in power plants)
- Possessed capabilities as Korea's sole manufacturer of large nuclear reactors (APR1400 supplied, currently conducting development of APR1000)

② Steam Generator

- Generated steam through heat exchange between the primary coolant and secondary feedwater (a key component of the reactor coolant system)
- Possessed capabilities to design and manufacture various models, including Korean OPR1000, APR1400, and U.S. AP1000
- Supplied steam generators for both new and replacement nuclear power plants domestically and internationally

③ Back-End Nuclear Fuel Cycle – Cask, Decommissioning

- Possessed technologies for spent nuclear fuel dry storage casks and storage containers for intermediate-level radioactive waste
- Participated in various projects both domestically and internationally, including the supply of storage casks for the TMI nuclear power plant in the U.S. and the comprehensive design of domestic dry storage systems
- Currently conducting multiple technical projects, including the design of facilities related to spent nuclear fuel and the development of storage containers

④ Nuclear Power Plant Construction

- Participated in the construction of 12 out of 32 domestic nuclear power units, accounting for 37.5% of nuclear construction in Korea (2nd largest share domestically)
- 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), El-Dabaa Nuclear Power Project in Egypt

Nuclear Power

Gas

Renewable Energy

Hydrogen

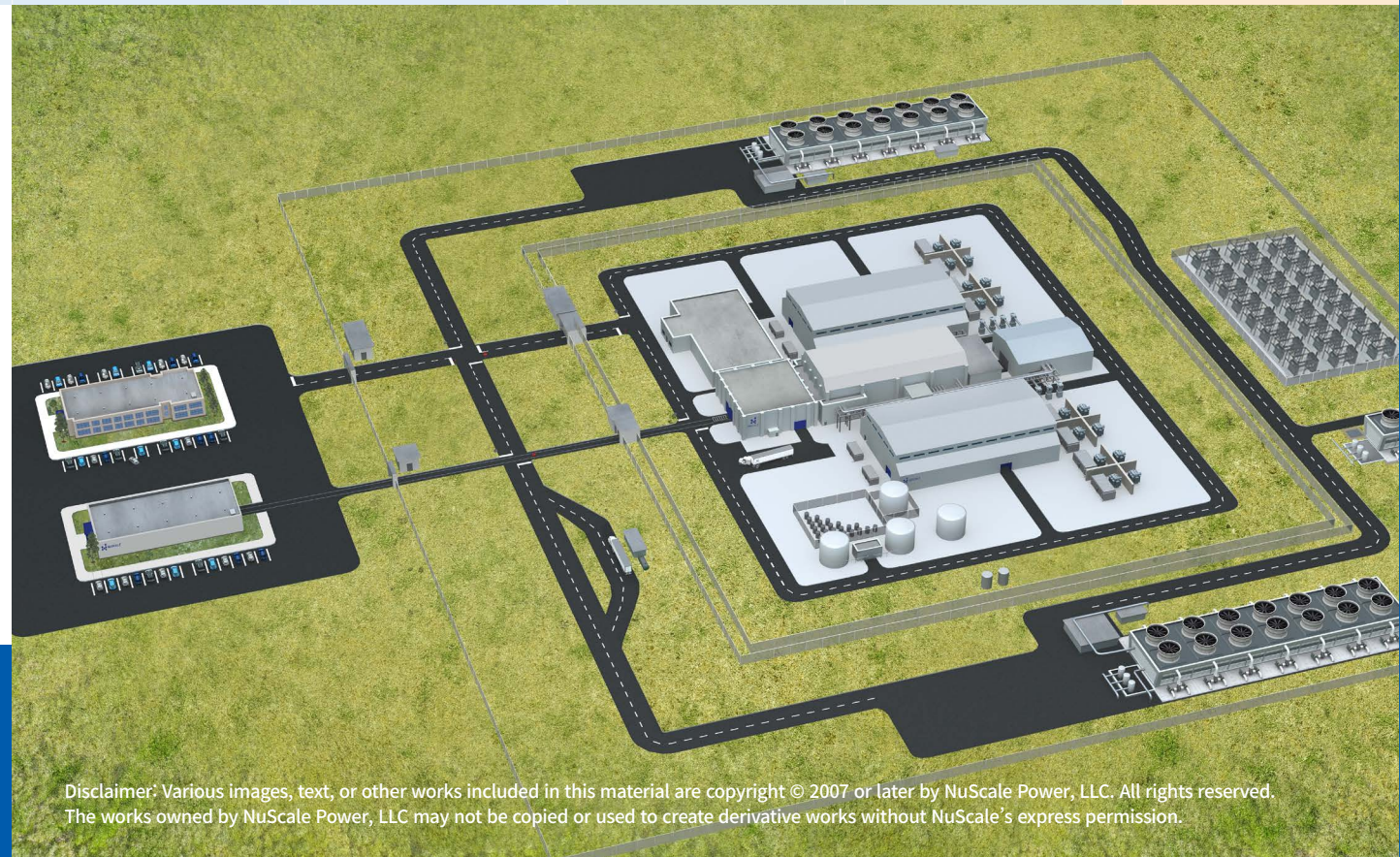
EPC

Materials/Manufacturing

AI

Next Generation Nuclear Power Plants (SMR)

Doosan Enerbility is pursuing an SMR foundry strategy to contract-manufacture a variety of SMRs based on the company's extensive experience and accumulated expertise in manufacturing major nuclear power plant components. We have established strategic partnerships with leading global SMR developers such as NuScale and X-energy, and are expanding our production capacity to enable the simultaneous fabrication of 20 SMR modules. We are also proactively introducing innovative manufacturing technologies to shorten production lead times and are building a dedicated production system capable of ensuring stable mass production of high-quality SMRs.



Major R&D Achievements in 2025

- SMR Foundry manufacturing technologies, including materials, welding, analysis, inspection, and automation
- Ongoing national R&D projects on advanced manufacturing technologies, such as PM-HIP (Hot Isostatic Pressing), EBW (Electron Beam Welding), and DLC (Diode Laser Cladding)

Goals

- To become a competitive SMR Foundry

Strategy

- Secure SMR production volumes through proactive equity investments and partnership building
- Optimize factories to enable the simultaneous production of large nuclear power plants and SMRs
- Establish an SMR mass production system by expanding factory capacity and applying innovative manufacturing technologies

Core Business Areas and Key Products

NuScale¹⁾

- Manufactured forgings and equipment for Reactor Modules



X-energy

- Manufactured forgings and equipment for Reactor Modules



TerraPower

- Reviewed Manufacturability of Key Components



i-SMR²⁾

- Reviewed Manufacturability



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2) Source : Korea Hydro & Nuclear Power Co., Ltd.

Nuclear Power

Gas

Renewable Energy

Hydrogen

EPC

Materials/Manufacturing

AI

Gas Turbines

Doosan Enerbility has continuously expanded the supply of domestic large gas turbines based on stable commercial operation performance proven with its own technology, and in the second half of 2025, achieved the first overseas order in the U.S., the home market of gas turbines. We further secured additional orders in the first half of 2026, demonstrating our technological competitiveness and performance in the global market. We plan to pursue sustainable growth of our gas turbine business by promoting the expansion of gas turbine production facilities to respond to increasing domestic and international demand.

Major R&D Achievements in 2025



- Ongoing investments in materials, maintenance, and predictive technologies for the development of follow-up models, performance enhancement, and service improvement following the demonstration and commercialization of large gas turbines

Goals

- To expand into overseas markets and strengthen domestic market leadership based on the competitiveness of domestic gas turbine OEM technologies
- To enhance core gas turbine technological competitiveness and establish the foundation for next-generation gas turbine business

Strategy

- Expand the global gas turbine market by securing overseas project references
- Expand the supply of high-efficiency gas turbines in domestic and international markets, while growing high-margin service businesses based on stable operational performance
- Accelerate the development of aircraft (unmanned aerial vehicle) engines



Core Business Areas and Key Products

Standard Combined Cycle Gas Turbine Model

- Completed delivery of 380MW-class gas turbines and currently proceeding with installation
- Currently developing 415MW-class gas turbines

Aircraft Engine Development

- Promoted the development of turbofan engines for unmanned aerial vehicles in conjunction with national projects

Hydrogen Turbine

- Achieved a 30% hydrogen co-firing ratio in the hydrogen turbine combustor
- Achieved a 50% hydrogen co-firing ratio and currently developing a 100% hydrogen-fueled combustor in conjunction with national projects

Nuclear Power

Gas

Renewable Energy

Hydrogen

EPC

Materials/Manufacturing

AI

Renewable Energy

Doosan Enerbility plans to provide optimal solutions to customers across the entire value chain, from equipment supply, EPC, and O&M services, based on the company's proprietary wind turbine technologies. In addition, we have established Doosan GeoSolution, a renewable energy development company, to diversify our business portfolio. We aim to secure a stable revenue base while enhancing synergies with our equipment business.

Major R&D Achievements in 2025



- Certification for the 10MW wind turbine model (UL)
- Development of wind power generation forecasting and diagnostic technologies

Goals

- To establish a strong position as a Total Solution Provider by strengthening competitiveness across the full lifecycle of wind power projects
- To expand into renewable energy project development and grow the business

Strategy

- Secure a 70% localization rate for the 10MW large offshore wind turbine model and enhance product competitiveness
- Differentiate O&M capabilities by advancing Digital Twin technologies
- Expand the renewable energy business portfolio by establishing a dedicated subsidiary for renewable energy project development



Core Business Areas and Key Products

Wind Power

- Completed development of the 10MW model(DS205-10MW)

Renewable Energy Projects

- Completed development of a total 1.3MW rooftop solar project at the Changwon Plant and currently proceeding with the development of self-consumption rooftop solar projects at affiliates

Doosan GeoSolution

- Developed offshore wind power projects based on capabilities in procurement, construction, and operation of offshore wind turbine equipment
- Completed the EPC contract for the 104MW Yawol Offshore Wind Power Project applying our 8MW model in 2025

Nuclear Power

Gas

Renewable Energy

Hydrogen

EPC

Materials/Manufacturing

AI

Hydrogen

Doosan Enerbility, as Korea’s leading power generation equipment OEM, is contributing to the advancement of the hydrogen economy by continuously enhancing fuel conversion technologies based on clean hydrogen in alignment with government energy policy directions. Based on government hydrogen policies, we are focusing our capabilities on the development of core technologies related to power generation and clean hydrogen production, while simultaneously carrying out domestic demonstration projects and commercialization initiatives. At the same time, we are establishing collaboration frameworks to secure a stable hydrogen supply chain, including the introduction of hydrogen and ammonia from overseas.

Major R&D Achievements in 2025



- Development of hydrogen co-firing and 100% hydrogen-fueled gas turbines (completion of 7F-class hydrogen co-firing combustor development / commencement of development of large-scale 100% hydrogen nozzle technologies)
- Jeju Green Hydrogen Demonstration (3.3MW completed, 10.9MW currently in progress)
- Nuclear Clean Hydrogen Demonstration (Phase 1 completed, Phase 2 currently in progress)
- Demonstration of biogas hydrogen reforming technologies



Goals

- To secure proprietary hydrogen power generation technologies and supply related equipment
- To develop an end-to-end hydrogen business by reinforcing key value chain capabilities

Strategy

- Enhance competitiveness by executing business across the entire value chain of hydrogen production, supply, and utilization

Core Business Areas and Key Products

Hydrogen Production Sector

- Produce clean hydrogen based on carbon-free energy sources, renewable and nuclear, and water electrolysis technologies (currently under demonstration)
- Produce hydrogen based on biogas (currently promoting commercialization)
- Produce clean ammonia-based hydrogen considering overseas sourcing of ammonia (currently developing)

Hydrogen Utilization Sector

- Develop hydrogen co-firing and 100% hydrogen-fueled gas turbine models (currently progressing development and demonstration)
- Execute equipment-based development projects and EPC, including fuel cells and hydrogen turbines

Doosan GeoSolution

- Develop high-efficiency fuel cell business utilizing domestic equipment based on Doosan Fuel Cell technologies
- Develop hydrogen business across the entire value chain of hydrogen and ammonia

Nuclear Power

Gas

Renewable Energy

Hydrogen

EPC

Materials/Manufacturing

AI

Power EPC

Doosan Enerbility possesses EPC capabilities that cover the entire process, from plant design and equipment supply to construction and commissioning, and based on these capabilities, executes various projects both domestically and internationally. We are also expanding our business portfolio with a focus on low-carbon energy plants, while pursuing a transition to a clean energy power company.

Water EPC

Doosan Enerbility possesses full capabilities across the entire Water EPC value chain, including design, equipment supply, and construction. 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 Saudi Arabia in 2022.



Goals

- To expand business in key markets, including the Middle East and Southeast Asia
- To enter new overseas markets by leveraging our equipment

Strategy

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

Core Business Areas and Key Products

Combined Cycle Power Plant

- Secured orders in 2025 for Rumah 1 (1,800MW), Nairyah 1 (1,800MW), PP12 (1,800MW), and Jafurah Phase 2 (330MW) in Saudi Arabia, the Peaking Unit (500MW) in Qatar, and O Mon 4 (1,155MW) in Vietnam
- Pursue expanded order intake in the CIS (Commonwealth of Independent States) and Southeast Asia, including Vietnam
- Secure opportunities to enter new overseas market

Core Business Areas and Key Products

Provide not only simple equipment supply but also high efficiency turnkey solutions tailored to the shortest project timelines in the industry through proven seawater desalination technologies and develop engineering service capabilities across the full spectrum of water treatment and wastewater treatment.

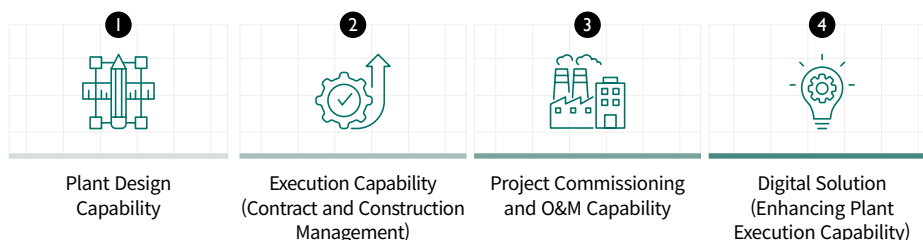
① MSF/MED Desalination Plant

- Convert seawater into fresh water and produce high-purity freshwater even under challenging water quality conditions, such as high salinity, as a key Water EPC technology
- Design and manufacture evaporators in-house, the key components of MSF and MED

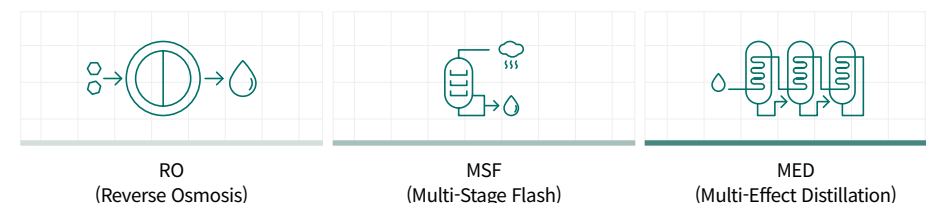
② RO (Reverse Osmosis) Desalination Plant

- Operate independently without steam, offer low energy consumption, and support various capacities and processes as a high-efficiency seawater desalination technology
- Secure orders for large-scale RO plants such as Yanbu 4 IWP (450,000 m³/day) and Shuaibah 3 (600,000 m³/day)

Plant EPC Service Scope



The Three Major Seawater Desalination Solutions



Nuclear Power

Gas

Renewable Energy

Hydrogen

EPC

Materials/Manufacturing

AI

Casting & Forging Business

Doosan Enerbility supplies key metallic materials to industries that require the highest levels of safety and reliability, including nuclear power, power generation, shipbuilding, and offshore, based on the ultra-large casting and forging capabilities and integrated production system spanning casting and forging. We are also continuously advancing our manufacturing infrastructure, centered on ultra-large forging facilities and a rigorous quality assurance system, while focusing on creating value that contributes to securing the safety and sustainability of energy and industrial infrastructure.



Major R&D Achievements in 2025



- Ongoing development of manufacturing processes and quality stabilization for the production of materials for nuclear applications
- Development of technologies to drive new business initiatives beyond the existing business portfolio

Core Business Areas and Key Products

① Nuclear Materials

- Retain core capabilities for manufacturing large forged materials for major nuclear power plant equipment such as reactors and steam generators
- Supply key forgings for large nuclear power plants and SMRs to customers

② Turbine Materials

- Manufacture and supply high-quality castings and forgings for power generation based on stable production facilities and in-house technologies
- Supply rotor materials for high, medium, and low-pressure turbine rotors and generators to customers worldwide

③ Crankshaft (C/S) and Shipbuilding Components

- Hold all major shipbuilding certifications, including ABS and DNV
- Manufacture and supply products weighing up to 300 tons, including medium and large crankshafts for marine engines, stern frame castings, and shaft & stock, to major shipyards in Korea and overseas

④ Rack & Chord and Marine Components

- Retain core manufacturing capabilities for rack and chord specialty steel, key structural components of elevating steel legs for offshore wind installation vessels, and supply them to major domestic and overseas shipyards
- Supply various grades of high-strength, low-temperature cast and forged products, as well as fabricated items required for offshore drilling equipment, transport vessels, and specialized ships, simultaneously and on time

Nuclear Power

Gas

Renewable Energy

Hydrogen

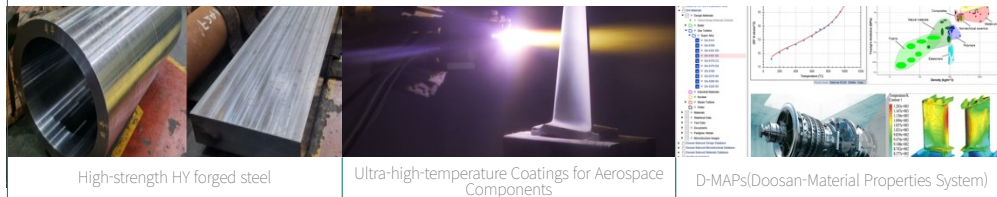
EPC

Materials/Manufacturing

AI

Proprietary Materials and Processes

Doosan Enerbility possesses full-cycle materials engineering and manufacturing process capabilities covering the development, manufacturing, material properties assessment, life assessment, and process stages such as coating and welding for advanced structural materials used in the energy and infrastructure industries. In particular, we have established a proprietary material properties database that is applied across the entire process, from design and manufacturing to service, and continuously updated and maintained in an integrated manner through D-MAPs (Doosan-Material Properties System). We are also accelerating innovation in new material development and manufacturing process technologies by actively integrating material and process data with knowledge-based AI and robotics technologies, as well as AI agents. In addition, we are further strengthening our capabilities by advancing the development of materials and components for extreme environments and the automation of manufacturing processes. Based on these technological strengths, we are pursuing expansion into future growth areas such as the aerospace materials industry.



High-strength HY forged steel

Ultra-high-temperature Coatings for Aerospace Components

D-MAPs(Doosan-Material Properties System)

Additive Manufacturing (3D Printing)

Doosan Enerbility has secured full-cycle additive manufacturing (AM) technologies covering design, manufacturing, post-processing, and quality inspection through continuous technological development. We diversify manufacturing processes, including Laser-Powder Bed Fusion (L-PBF) and Wire-DED (Directed Energy Deposition), and drive business expansion. We expand the application of AM technologies from combustor components to high-temperature turbine components to enhance the performance of independently developed gas turbines and mass-produce these components. We have completed the military standardization of AM components and have initiated mass production. In addition, we participate in joint development projects with customers and expand our business into new sectors, including semiconductors, beyond traditional industries such as defense, power generation, and aerospace.



Changwon AM Fabrication Panorama

AM Operations

Titanium AM Components

Goals

- To provide total solutions for materials engineering technology
- To become a pioneer in extreme environment materials technology

Strategy

- Strengthen full-cycle materials and manufacturing engineering technologies and capabilities
- Establish a materials data mining, standardization, and platform framework
- Drive technological innovation and automation by leveraging AI and robotics technologies

Core Business Areas and Key Products

Energy Sector

- Supply pressure vessels and heads for large nuclear power plants and SMRs
- Develop and supply 650°C-class steam turbine blades for combined cycle power plants
- Establish and utilize a high-temperature component database for gas and steam turbines
- Extend lifetime and refurbish gas turbine blades and vanes
- Develop metal separator coatings for PAFC fuel cells

Aerospace/Defense/Shipbuilding Sector

- Produce high-strength HY forged steel
- Develop and manufacture high- and ultra-clean nickel-based superalloys for aircraft engines
- Supply forged structural components for aircraft
- Manufacture superalloy forgings for large ship engines

Goals

- To become a total service provider for AM components across the entire process of design, manufacturing, post-processing, delivery, and service, based on proprietary AM technology

Strategy

- Diversify manufacturing processes and expand the portfolio
- Enhance the development pipeline and establish a one-stop mass production line

Core Business Areas and Key Products

AM Components for Gas Turbines of Power Generation

- Build core manufacturing capabilities for key components
- Supply AM components for combustors and turbines

AM Components for Defense

- Develop AM technologies for lightweighting, component integration, and high-temperature materials
- Supply AM structural components for guided weapon systems

AM Components for Aerospace

- Obtain and maintain the international aerospace quality management certification (AS9100)
- Participate in reusable launch vehicle engine development projects

Other

- Develop semiconductor equipment components

Major R&D Achievements in 2025



- Participation in government-funded development projects for the aerospace and defense sectors (including high-strength HY forged steel)
- Commercialization of large nuclear power plant head components and linkage to technology commercialization for SMR steam generators (X-energy)
- Securing technologies for gas turbine degradation and coating life prediction, and hot parts refurbishment
- Receiving the Presidential Award (IR52 Jang Young-sil Award) for the Control Element Drive Mechanism (CEDM)

Major R&D Achievements in 2025



- Development of automation modules for design processes to enhance productivity
- Initiation of Wire-DED technology development for gas turbine component repair

Nuclear Power

Gas

Renewable Energy

Hydrogen

EPC

Materials/Manufacturing

AI

AX (AI Transformation)

Doosan Enerbility is driving company-wide innovation through the adoption of AI (AX) as a key pillar of the company's mid- to long-term management strategy in response to rapidly changing business environments and technological advancements. We leverage AI technologies as a core enabler to strengthen product and business competitiveness through work process innovation and to establish a foundation for sustainable growth. We view AI not merely as a tool for technology adoption but as a strategic lever for management innovation that enhances our operational processes and strengthens our organizational capabilities. Based on this perspective, we identify and expand the application of high-impact AI initiatives tailored to the characteristics of our business portfolio. We systematically identify opportunities to improve profitability through AI utilization and implement them in a phased manner. In line with our AX strategic direction, we expand the application of AI across our entire business and operational domains. Over the mid- to long term, we plan to establish an Agentic AI-ready framework to build a robust foundation that enables us to respond effectively to future technological changes.

AX Achievements in 2025

- Application of AI to basic nuclear power plant design
- Expansion of AI applications in commercial operations
- Development of AI-based welding automation technologies
- Expansion of AI-based facility monitoring and control systems across in-house plants

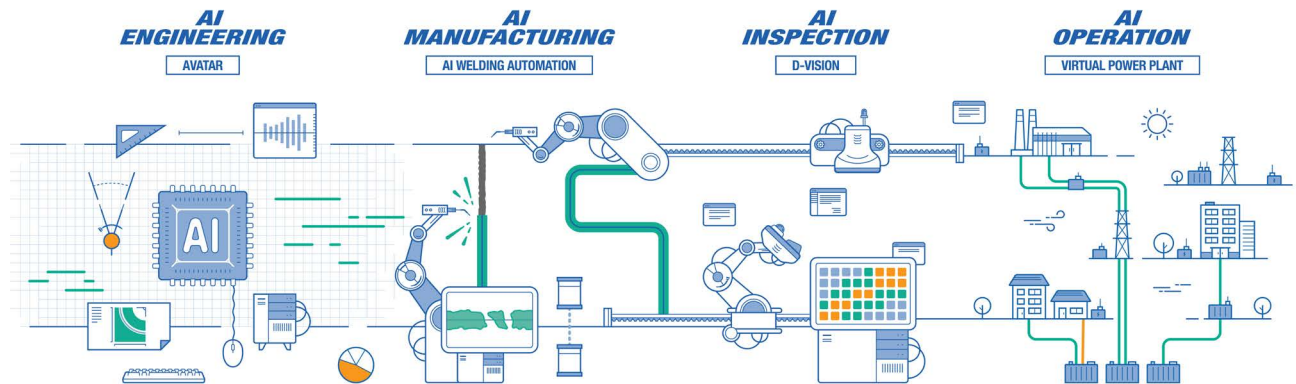


Goals

- To enhance product and business competitiveness through operational innovation
- To improve productivity and optimize operations

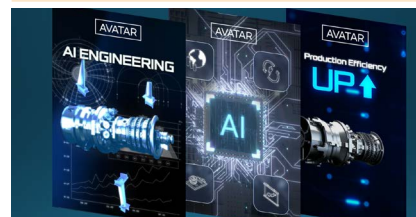
Strategy

- To drive the phased implementation of AX centered on core business areas
- To establish an Agentic AI-ready framework



Core Business Areas and Key Products

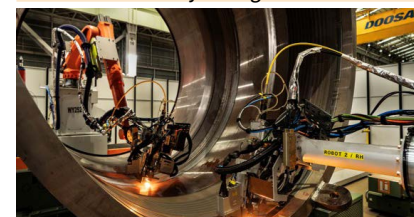
Office Work



AVATAR

- Design and analysis automation

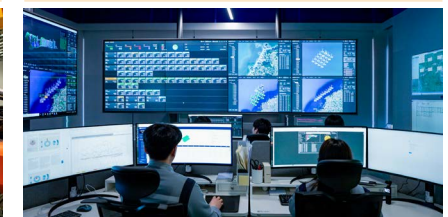
Factory Management



AI-Based Welding

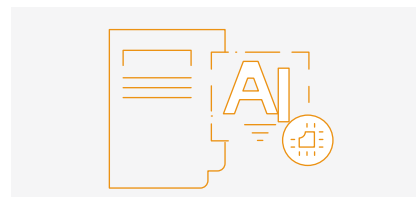
- Welding automation

O&M Business



Wind Power Center

- Integrated plant monitoring and control for wind power plants



Commercial Solutions

- Expansion of AI solution applications



Casting & Forging PreVision

- Equipment monitoring and control for casting & forging Plants



RMS Center

- Integrated monitoring and control for gas turbine fleets

Key Achievements

Contract for Main Equipment of the Czech Nuclear Power Plant



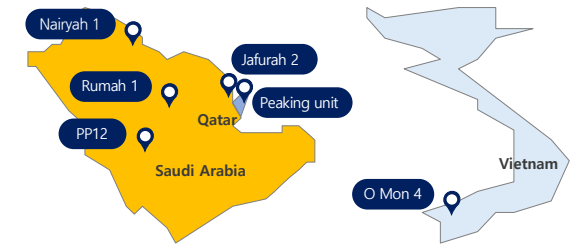
Doosan Enerbility signed contracts with Korea Hydro & Nuclear Power (KHNP) to supply main equipment, including reactors and steam generators, as well as turbines and generators for Units 5 and 6 of the Dukovany Nuclear Power Plant in the Czech Republic. We secured contracts totaling approximately KRW 5.6 trillion, including around KRW 4.9 trillion for main equipment and KRW 700 billion for turbines and generators. Through these contracts, we expect to strengthen our market position by establishing a track record in supplying both main equipment and turbine-generator systems in the European nuclear power market.

First Overseas Market Entry of Domestically Developed Large Gas Turbines



We have maintained stable supply in the domestic market based on the successful commercial operation of our independently developed large gas turbines. Building on this track record, we entered the U.S. market by securing orders for five gas turbines in the second half of 2025, followed by an additional seven units in the first half of 2026, thereby demonstrating our technological competitiveness and performance in overseas markets.

Demonstration of EPC Execution Capabilities in Combined Cycle Power Plants



We secured contracts in 2025 for combined cycle power plant projects in Saudi Arabia, including Rumah 1, Nairyah 1, and PP12 (each 1,800MW), as well as Jafurah Phase 2 (330MW). We also entered into contracts for the Peaking Unit project (500MW) in Qatar and the O Mon 4 project (1,155MW) in Vietnam. Through these achievements, we expanded our business scope beyond the Middle East into Southeast Asia, and demonstrated our project execution capabilities and competitiveness based on multiple power plant construction projects.

Signing of Reservation Agreement for Key SMR Materials



We signed a reservation agreement with X-energy for key materials for 16 SMR (Xe-100) units. X-energy is a developer of next-generation high-temperature gas-cooled SMRs supported by the U.S. Department of Energy (DOE) and is advancing major projects in the United States. As part of its initial deployment, Dow plans to construct four Xe-100 units in an industrial complex in Texas, while Energy Northwest plans to build 12 units across multiple locations in the U.S., including Washington State.

Securing Order Volumes Through the Fixed-Price Bidding System



In the 2025 fixed-price competitive bidding program, multiple projects applying Doosan Enerbility's 10MW offshore wind turbine were successfully awarded (Aphae 80MW, Dadaepo 99MW, and Handong-Pyeongdae 110MW). These results demonstrate the market competitiveness of our 10MW wind turbine, and we plan to secure stable order volumes by leveraging the public track of the fixed-price bidding system going forward.

First Entry into the U.S. Market for Steam Turbines



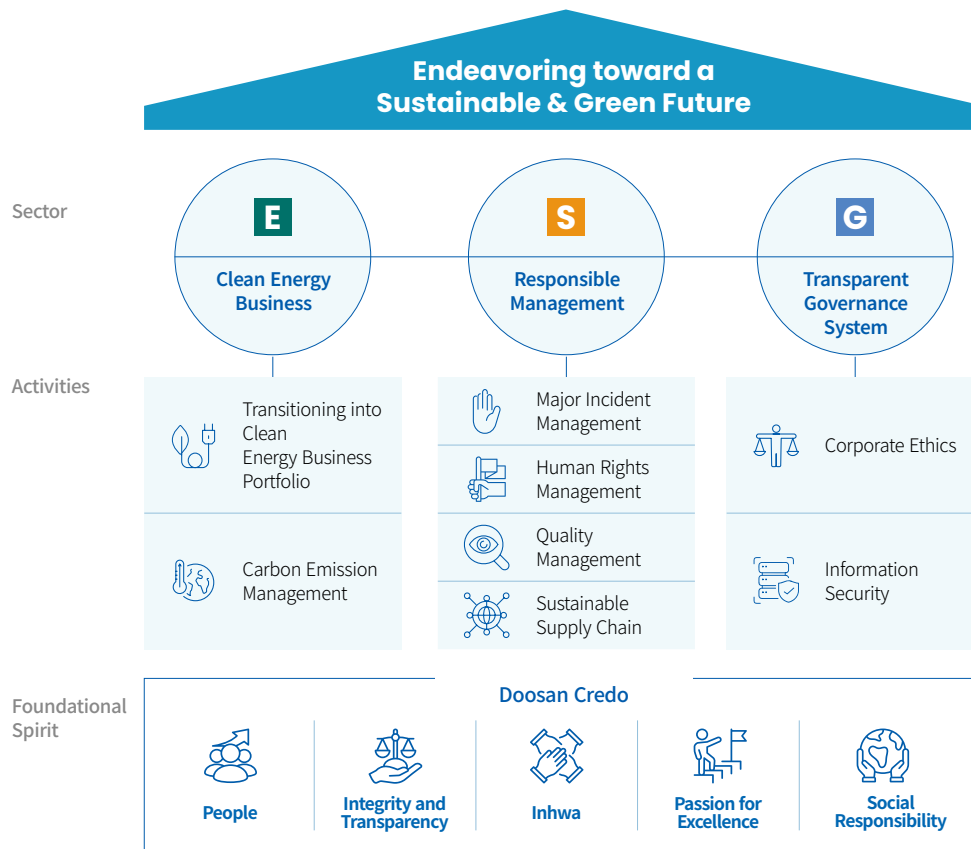
We have continued to expand our business while maintaining the No. 1 market share as a leader in the large steam turbine market. In March 2026, we secured our first order in the U.S. market for two steam turbines linked with gas turbines, marking our full-scale entry into the North American market, with additional orders expected within the first half of the year. This first U.S. steam turbine order represents a strategic entry into the world's largest combined cycle power market and is expected to support mid- to long-term expansion of our steam turbine business.

Sustainability Management Foundation



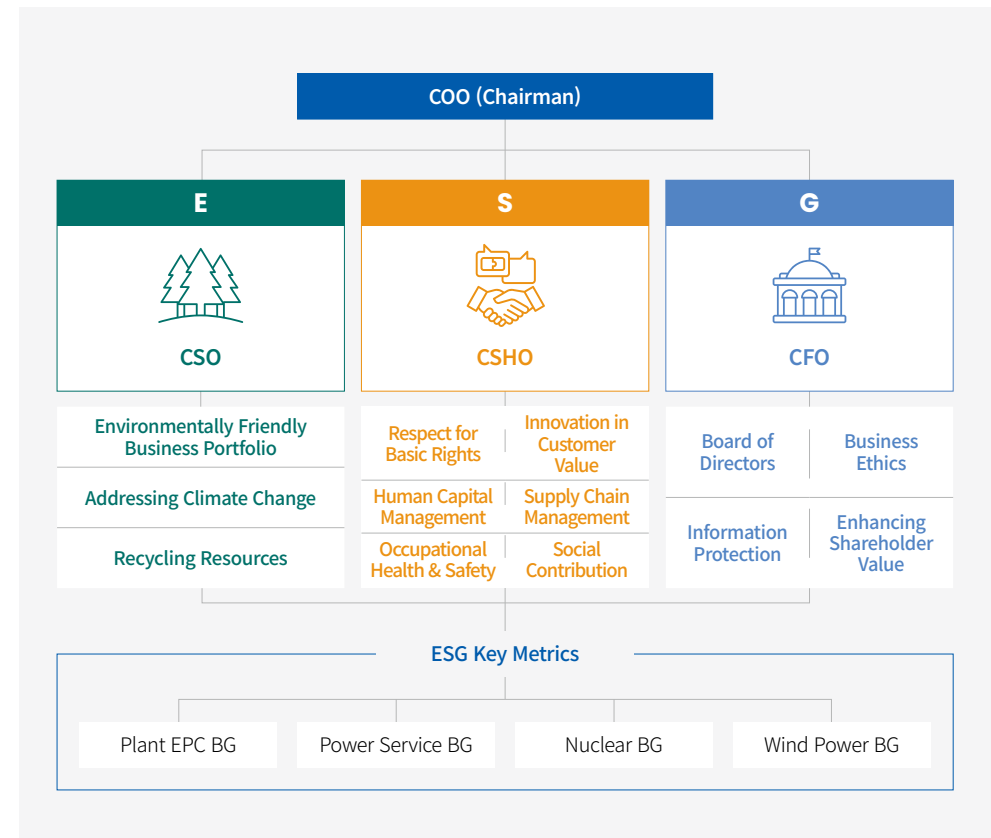
Strategy

Doosan Enerbility has established "Endeavoring toward a Sustainable & Green Future" as the company's corporate vision and is embedding it across all aspects of management to achieve sustainable growth amid a rapidly changing energy landscape. We are leading the energy transition by developing clean energy technologies and building a low-carbon business portfolio, while strengthening trust with stakeholders based on an ethical and transparent governance framework. Guided by the Doosan Credo, we aim to fulfill our social responsibilities alongside creating economic value and contribute to a sustainable future where both the company and society grow together.



Governance

Doosan Enerbility operates the ESG Committee as the highest decision-making body for sustainability management. Under the leadership of the COO (Chairman), top management oversees ESG performance and indicators, while each Business Group and relevant departments establish and implement detailed goals and strategies for each indicator. The Committee reviews key achievements and initiatives, deliberates and approves responses to major ESG issues and risks, and reports significant matters to the Board of Directors. We have also established an ESG Committee at Doosan Škoda Power to review ESG directions and strengthen collaboration and synergies between headquarters and subsidiaries in responding to ESG issues.



Integrated Risk Management Governance

Doosan Enerbility proactively identifies and assesses various risks that may arise from a rapidly changing business environment, and strengthens company-wide response capabilities based on a systematic risk management framework.

We manage ESG, operational, and business risks in an integrated manner and continuously enhance our foundation for sustainable management through risk prevention and effective response. We operate a risk management governance structure based on clearly defined roles and responsibilities. The Board of Directors oversees the overall risk management system and, in collaboration with the Audit Committee, reviews the effectiveness and appropriateness of its operations. The Chief Operating Officer (COO), who concurrently serves as Chairman of the ESG Committee, serves as the overall head of company-wide risk management, overseeing ESG and business risks in an integrated manner. The Chief Financial Officer (CFO) is responsible for establishing an independent framework for financial risk management and ensures financial soundness by monitoring operations and conducting internal audit planning and execution.

At the operational level, dedicated organizations, including the ESG support function, the corporate PRM team, and the Compliance team, collaborate closely as specialized management bodies for ESG, business, and operational risks. The corporate PRM team holds monthly risk review meetings to discuss key risks and response measures and to ensure a consistent company-wide response direction. Meanwhile, working groups under the ESG support function facilitate the practical implementation of ESG risk management, from setting targets and plans for each ESG indicator to monitoring performance. Each Business Group (BG), centered on BG-level PRM, identifies and reports risks throughout the entire business lifecycle, including pre-bid and pre-contract phases, while sales and project management functions execute risk management on-site.

Doosan Enerbility's risk management system is based on the Three Lines of risk governance framework, comprising operational organizations that identify and manage risks as the first line of defense, management that supports and coordinates risk management as the second line of defense, and the Board of Directors and the Audit Committee that provide independent oversight and audit functions as the third line of defense. This structure enables company-wide collaboration for proactive risk prevention and effective response.

In addition, the ESG Committee reviews and approves key ESG-related issues and risk response directions and reports significant matters to the Board of Directors. Based on the results of risk assessments, dedicated risk management functions establish mitigation measures and periodically monitor their implementation to ensure the effectiveness of risk management.

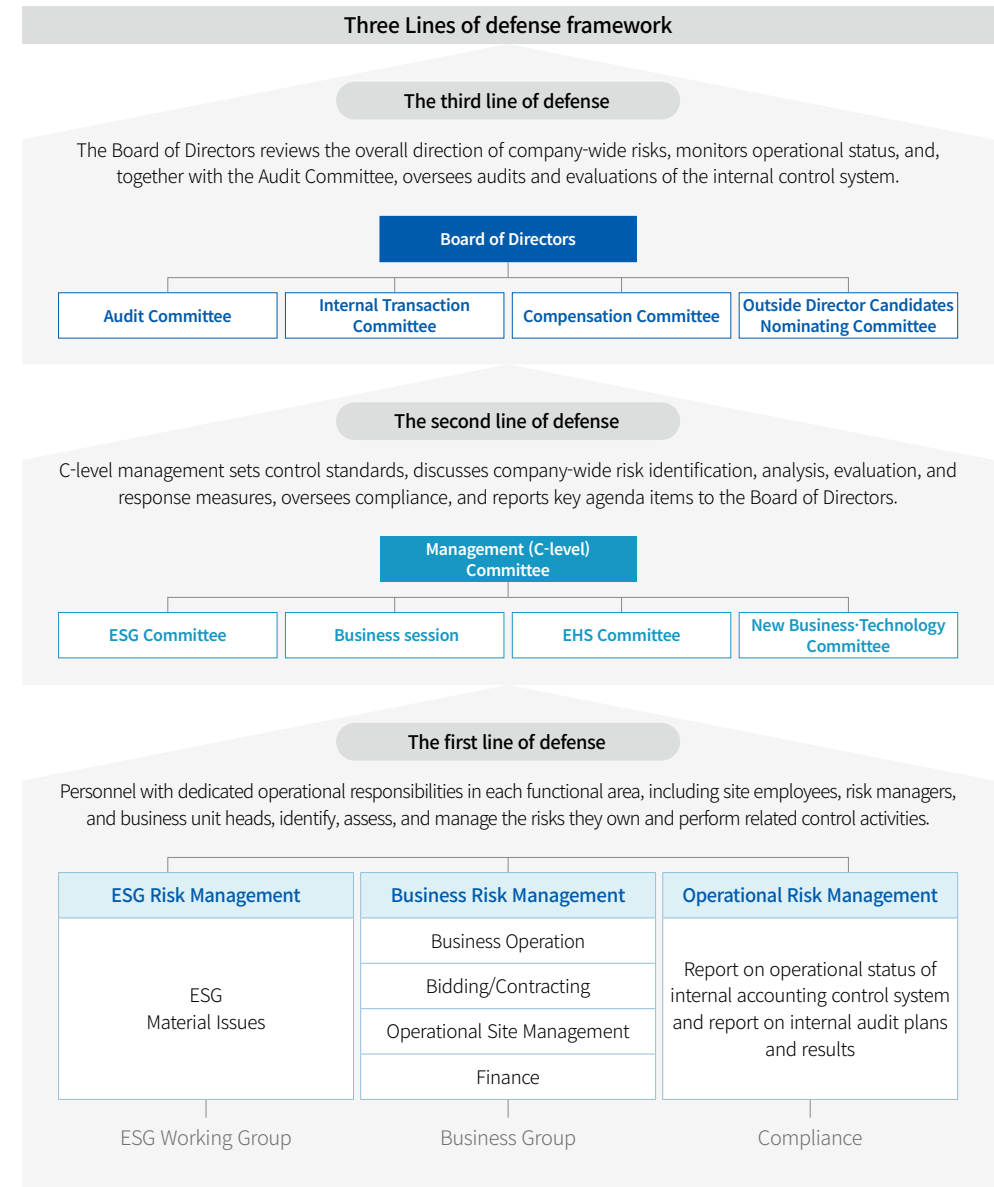
Integrated Risk Management Process

Doosan Enerbility has established an integrated risk management process that encompasses ESG risks as well as business and operational risks and systematically manages the entire process from risk identification to response and improvement by assigning dedicated organizations for each risk type.

ESG risks are managed under the leadership of COO, who also serves as Chair of the ESG Committee, with the ESG support organization and relevant Working Groups establishing related targets and plans, reviewing implementation performance, and reporting key ESG matters to the Board of Directors. Business and operational risks are reviewed and managed by the BG PRM and the corporate PRM team through monthly risk review meetings, while the Compliance team evaluates the operation of the internal accounting control system and internal audit results and reports them to the Audit Committee. Within the risk management process, each organization collaborates organically based on clearly defined roles and responsibilities. The Board of Directors reviews the direction of ESG management, while the C-level management team discusses and shares company-wide ESG management matters. The ESG team establishes detailed plans for ESG initiatives and manages performance, while relevant departments for each indicator refine targets and plans to deliver outcomes.

Through this responsibility-based collaborative framework, Doosan Enerbility proactively manages risks and strengthens the foundation for sustainable management.

Integrated Risk Management Framework



Integrated Risk Management

Operational Risks Management



- **Risks in our business processes, including accounting, internal audit, and internal accounting control systems**
- **Systems and activities**
 - Operate the internal accounting control system and conduct internal audits through the Compliance Team
 - Enhanced, through improvements to the risk management system in 2024, functions related to registration, validation, tracking, and financial review of profit and loss recognition, thereby strengthening our financial soundness, and we continue to utilize the risk management system on an ongoing basis

Business Risks Management

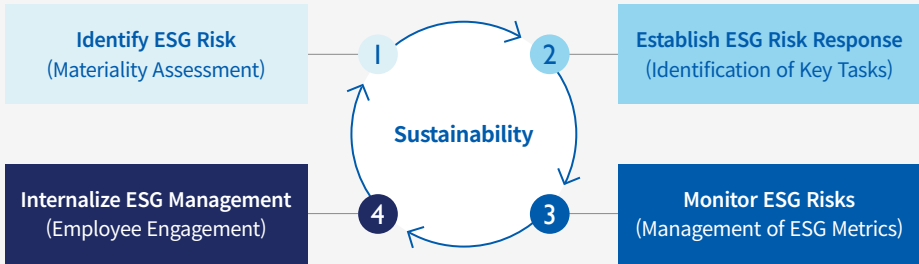


- **Risks that arise before project execution and bidding/contracting**
- **Systems and activities**
 - Each business department performs tasks to review and manage risks occurring on-site, while assessing and reporting these risks through the BG or corporate PRM organization
 - Risks identified by the 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



- **Risks that have a significant impact on our sustainability and business were identified through 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

Risk	Global cyber security threats and security regulations increase the risks in protecting core technologies	Shortage of skilled professionals driven by workforce changes resulting from the proliferation of AI
Category	Technological	Social
Description	As technology advances, new forms of cybersecurity threats are expected to increase, with dual attacks, ransomware techniques, and generative AI-based methods anticipated to become increasingly sophisticated. Accordingly, the convergence of information technology with infrastructure, industrial facilities, and manufacturing operations, as well as the expansion of new business activities, may create vulnerabilities to cyberattacks.	As the rapid expansion of generative AI and digital technologies accelerates digital transformation across the energy and nuclear industries, global demand for advanced R&D and digital talent is increasing. In particular, intensified energy security policies and supply chain restructuring in major countries are further intensifying competition for securing skilled professionals. This trend is expected to act as an external risk that may have a structural impact on our business execution capabilities and strategic implementation over the mid to long term.
Impact	Cybersecurity breach risks may increase alongside the strengthening of global data protection regulations and rising stakeholder expectations for higher levels of information security. In the event of an incident, companies may experience disruptions to production facilities and reputational damage due to a decline in reliability, while incurring financial costs for recovery efforts.	These changes may have financial and operational impacts, including a potential decline in technological competitiveness due to difficulties in securing key R&D talent, the loss of technical know-how resulting from the outflow of critical personnel, and the dual cost pressures of increased reskilling expenditures to address AI-driven skills gaps and higher compensation required to attract and retain advanced talent.
Mitigation Plan	Doosan Enerbility is strengthening protection measures for the company's core technologies in response to the increasing cybersecurity threats. We continue to strengthen protection systems for IT assets and operational technology (OT) within our production facilities, while gradually implementing AI-based threat detection systems and a Zero Trust security architecture. In addition, we conduct regular cybersecurity awareness training for employees and continue to enhance our internal compliance framework to proactively respond to evolving global data protection regulations.	Doosan Enerbility is pursuing a strategy to secure and retain advanced R&D talent in the energy and nuclear sectors by expanding industry-academia collaboration programs and providing research support. At the same time, we deliver digital transformation (DX) training programs and enhance employees' AI and data analytics capabilities, while expanding smart factory and automation systems to reduce reliance on human labor.

Double Materiality Assessment

Overview of Double Materiality Assessment

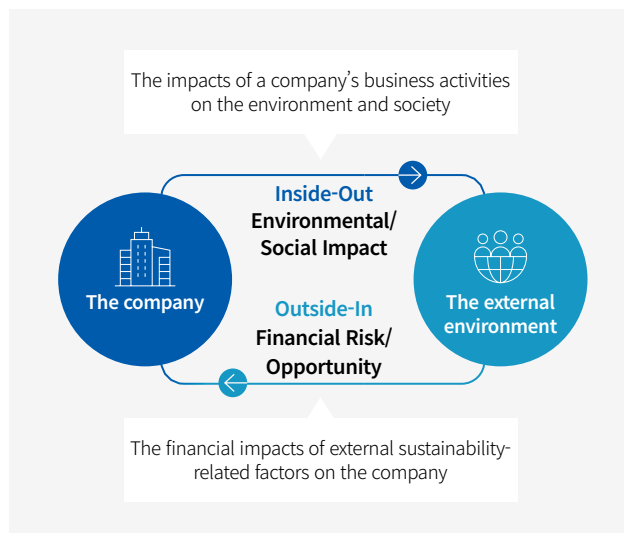
Doosan Enerbility conducts annual materiality assessments to systematically identify and manage ESG issues and to ensure transparent communication with stakeholders and is also reviewing potential changes to the assessment cycle going forward. Management activities aim to comprehensively understand both the environmental and social impacts of business operations and the financial impacts of external factors, including climate change and evolving social values, through the implementation of a Double Materiality Assessment. Sustainability-related risks and opportunities identified through the materiality assessment process are managed in alignment with the enterprise risk management (ERM) process to ensure their integration into company-wide decision-making. We will continue to manage material issues identified through these processes and further strengthen related response activities.

Double Materiality Assessment Process

Doosan Enerbility's Double Materiality Assessment was conducted through four key stages: ① understanding the business, ② identifying impacts, risks, and opportunities, ③ evaluating impacts, risks, and opportunities, and ④ determining material issues. Prior to the assessment, the value chain of each business unit was analyzed in stages to ensure that business characteristics were accurately reflected in the identification of sustainability topics, and key business partners, stakeholders, and dependent resources were identified. Based on this analysis, a pool of sustainability issues was established by referencing the EU Sustainability Reporting Standards (ESRS) topic classification framework, while incorporating Doosan Enerbility's business structure and industry characteristics. Through a comprehensive analysis of internal and external factors, including strategic relevance, key issues across the industry and value chain, and media research, a shortlist of 22 relevant sustainability topics was derived. For each shortlisted topic, environmental and social impacts as well as financial risks and opportunities were identified separately. Based on the identification results, evaluation criteria and thresholds were established, followed by the assessment process conducted with both internal and external stakeholders, including surveys. The material issues identified through this evaluation were finalized after validating their appropriateness and completeness through management interviews. The finalized material issues are managed in alignment with the Enterprise Risk Management (ERM) process to ensure that sustainability-related risks and opportunities are systematically integrated into company-wide decision-making. In addition, the materiality assessment was conducted on a consolidated basis, and specialized issues were balanced and reflected by taking into account the business characteristics of major subsidiaries and individual entities.

Double Materiality Assessment Concept

Double Materiality refers to a concept that considers both the external impacts of a company's business activities on the environment and society and the financial impacts of external sustainability factors on a company's financial performance.



Understanding the business	Identifying impacts, risks, and opportunities	Evaluating impacts, risks, and opportunities	Determining Material Issues
1.1 Analyze the value chain - Identify business activities, partners, stakeholders, and dependent resources 1.2 Identify stakeholders - Describe their participation, including key stakeholder groups and expert involvement 1.3 Derive sustainability topics - Identify ESRS-aligned issues and company-specific topics related to environmental impacts	2.1 Identify environmental and social impacts - Classify sustainability-related impacts on the environment and society 2.2 Identify financial risks and opportunities - Classify sustainability-related financial risks and opportunities	3.1 Establish evaluation criteria and thresholds - Define criteria for assessing impacts, risks, and opportunities 3.2 Evaluate environmental and social impacts - Assess based on scale, scope, irreversibility, and likelihood of occurrence 3.3 Evaluate financial risks and opportunities - Assess financial impact categories, scale, and likelihood of occurrence	4.1 List material impacts, risks, and opportunities List material impacts, risks, and opportunities
STEP 1	STEP 2	STEP 3	STEP 4

Result of Double Materiality Assessment

Doosan Enerbility derives key ESG management priorities through a Double Materiality Assessment that considers environmental and social impacts and financial impacts in a bidirectional manner. We comprehensively evaluate the environmental and social materiality and financial materiality of each issue by incorporating global ESG regulatory trends, major disclosure standards, domestic and international evaluation indicators, media trends, and employee feedback. Based on this assessment, we select six material issues, Enhancing the Business Portfolio, Product Quality with Safety in Mind, Safety and Health Management, Ethics and Compliance Management, Supply Chain Management, and Human Rights Management, which remain unchanged from the previous year, indicating that our key ESG priorities are being managed consistently and in a stable manner.

We manage these six material issues in close alignment with the integrated risk management framework, clearly defining the background, objectives, strategies, plans, activities, and performance for each issue. We proactively mitigate potential risks while actively identifying new opportunities in response to the evolving global ESG regulatory environment. In addition, we pursue ESG management that supports long-term value creation and sustainable development, recognizing the importance of enhancing ESG performance alongside financial performance, and we will continue to respond proactively to emerging global ESG issues.



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

Issue Name	Impact Materiality	Financial Materiality	Stakeholder					Value Chain			GRI	ESRS
			Nature	Own Workforce	Consumers and End-users	Workers in Value chain	Communities	Upstream	Own operation	Downstream		
Enhancing the Business Portfolio	●●●	●●○	✓						✓		GRI 305: Emissions	E1 Climate Change
Product Quality with Safety in Mind	●●●	●●○			✓					✓	GRI 416: Customer Health and Safety	S4 Consumers and End-users
Safety and Health Management	●●●	●○○		✓		✓		✓	✓		GRI 403: Occupational Health and Safety	S1 Own Workforce S2 Workers in the Value Chain
Ethics and Compliance Management	●●○	●○○		✓			✓		✓		GRI 205: Anti-corruption GRI 206: Anti-competitive Behavior GRI 415: Public Policy	G1 Business Conduct
Supply Chain Management	●●●	●○○				✓		✓			GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment	S2 Workers in the Value Chain
Human Rights Management	●●○	●○○		✓					✓		GRI 401: Employment GRI 404: Training and Education GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination	S1 Own Workforce S2 Workers in the Value Chain

Performance on Material Issues

Doosan Enerbility integrates the results of the company's annual materiality assessment into the management strategy to continuously advance the ESG and company-wide strategic frameworks, while building a sustainable growth model that pursues the creation of shared value for both the Company and society. We establish company-wide response strategies and action plans for the six material issues identified through the assessment and manage them in a systematic manner. The experience and insights accumulated through this process serve as a foundation for strengthening our ESG management capabilities. Furthermore, Doosan Enerbility enhances transparent communication with stakeholders by disclosing these efforts and achievements through this Integrated Report, thereby fostering trust-based engagement.

Issue name	Issue Background	Goals	Strategy and Plan	Activities and Performance		Page Reference
Business Portfolio Enhancement	As the transition toward decarbonization accelerates, securing a leading position in the environmentally friendly energy market is emerging as a critical priority that determines a company's long-term competitiveness. Carbon regulations are being strengthened, with the phased implementation of the EU Carbon Border Adjustment Mechanism (CBAM) and the reduction of free allowances under Korea's Fourth Basic Plan for the Emissions Trading Scheme, making carbon costs a direct factor influencing business competitiveness. In this environment, companies are required to respond simultaneously to complex risks arising from regulatory changes, market uncertainties, and social, geopolitical, environmental, and political factors. Accordingly, the ability to proactively identify diverse risks and systematically incorporate them into long-term business plans, together with the capability to continuously enhance competitiveness across the overall business portfolio, is becoming a key element for sustainable growth.	To expand transition to clean business areas	- Target large and SMR global markets based on reactor main equipment design/manufacturing/technology - Secure market leadership through efficient gas turbine supply domestically and internationally, and hydrogen turbine development - Enter renewable energy development projects and diversifying business through collaboration with overseas wind companies - Acquire business solutions across the entire value chain of hydrogen production, supply, and utilization - Achieve a target of 90% clean energy order share by 2029	Activities	- Accelerated the expansion of the SMR business by signing the NuScale PPA, securing material supply contracts with X-energy and TerraPower, and increasing investment to establish an annual production capacity of 20 modules - Strengthened the partnership structure for mid to long term hydrogen power business by signing partnerships with power generation subsidiaries to develop and demonstrate hydrogen turbine technology	9-20, 26, 43
				Performance	- Expanded the nuclear business by laying the groundwork for additional domestic large scale nuclear orders and signing export contracts for overseas nuclear projects in Dukovany Units 5 and 6 in the Czech Republic - Accelerated overseas expansion by securing continued domestic orders for Korean combined cycle gas turbines and signing supply contracts with major North American big tech companies - Expanded the domestic offshore wind market and secured stable production volume by winning fixed price public track bids and offshore wind projects such as Yawol	
Product Quality with Safety in Mind	Product safety and quality form the foundation for securing customer trust and are key factors that determine a company's sustainable competitiveness. In particular, strict compliance with quality standards is even more critical in high-risk industries such as nuclear power and power generation. International quality management standards such as ISO 19443 play a fundamental role in systematically ensuring safety and quality across the entire business and in fulfilling product responsibility. These international quality management standards are also increasingly emerging as an important management priority for building trust in the global market and responding to regulatory requirements, highlighting the growing importance of establishing quality management systems based on such international standards.	To achieve a goal of 90 points across all areas in customer satisfaction survey results	- 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 - Digitize quality information from inspection planning to results across all phases, enhancing visibility and execution in quality management status - Ensure active participation of management in frontline quality inspection activities	Activities	- Implemented "complete prevention" activities to fundamentally eliminate nuclear product safety related quality issues - Ensured zero defect quality through the operation of the Nuclear Quality Innovation Committee - Established proactively quality assurance systems in alignment with global standards, (Maintained ISO 19443 certification)	26, 49-51
				Performance	- Strengthened frontline quality inspections led by management - Conducted intensive inspections of products and on-site quality issues with high customer and public sensitivity, completing 473 MQLT¹⁾ rounds in 2025 - Developed the MQLT management system and established a digital sharing framework	
Safety and Health Management	Protecting the lives and health of workers is one of the most fundamental responsibilities of corporate management. As safety and health regulations, including Korea's Serious Accidents Punishment Act, continue to strengthen and their scope expands across the entire value chain, it is a core role of companies to eliminate hazardous and risk factors in advance, prevent accidents and occupational diseases, and create a working environment where employees can work safely and comfortably.	To improve scores in DSRS (Doosan EHS Rating System - autonomous safety and health management system)	- Establish a reporting and approval system for the Board of Directors on safety and health related decision-making and key deliberations - Strengthen the on-site safety management system - Expand support for safety management of partners - Establish an AI-based real-time accident prediction system	Activities	- Enhanced management capabilities by driving the digital transformation of the EHS management system to prevent major accidents, establishing a foundation for the effective operation of the PDCA cycle, and implementing an AI based accident prediction system - Developed and operated a high-risk management program linked to the production management system - Operated an accident prediction program through learning high risk tasks based on risk assessments	26, 45-48
				Performance	Improved the DSRS(Doosan Group EHS Evaluation) score from 71.4 in 2024 to 74.5 in 2025	

1) MQLT (Management Quality Leadership Tour) - 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	Goals	Strategy and Plan	Activities and Performance		Page Reference
Ethics and Compliance Management	Ethical and compliant management is an essential element for achieving sustainable corporate growth, and its scope is expanding beyond mere legal compliance to encompass comprehensive practices that integrate social responsibility and environmental management. As international organizations, including the OECD, continue to lead the globalization of ethical management standards, ethical and compliance capabilities are increasingly recognized as key indicators of corporate credibility and competitiveness in both domestic and global business environments.	To practice transparent ethics and compliance management by strengthening and internalizing the ethics and compliance management System	- Establish systems and frameworks with the ultimate goal of zero compliance risk - Implement pinpoint (targeted compliance) activities (Fair Trade and Improper Solicitation and Graft Act)	Activities	- Enhanced the company-wide compliance risk monitoring system - Expanded ethics and compliance training programs tailored to job levels and roles	27, 73-75
				Performance	- Strengthened the monitoring system for key compliance risks such as collusion, subcontracting, and anti-corruption - Operated checklist based self assessments and linked them to improvement and mitigation actions - Expanded ethics and compliance management training - Conducted the code of ethics training for 3,248 domestic office employees and 1,325 domestic technical employees in 2025 - Conducted compliance training on relevant laws and regulations for departments with high-risk exposure, including procurement and subcontracting - Trained leadership, including executives and team leaders, to enhance transparency	
Supply Chain Management	As corporate activities continue to globalize, the impact of environmental, human rights, and ethical risks within the supply chain on corporate value is becoming increasingly significant. Stakeholders, including investors, consumers, and regulatory authorities, are beginning to consider not only a company's own ESG performance but also the sustainability of its entire supply chain as a key criterion for corporate evaluation. This indicates that supply chain management is evolving beyond a matter of cost efficiency into a strategic priority that determines a company's long-term credibility and competitiveness.	- To expand ESG evaluation firms (including major nuclear power plant partners) - To identify risks and reduce negative impacts on over 50% of the supply chain - To conduct on-site visits at 100% of companies targeted for ESG rating Improvement	- Establish virtuous cycle-based partnership - Support suppliers' ESG evaluation and improvement activities - Monitor on prevention of risks related to unfair subcontracting transactions	Activities	- Provided consulting support to conduct and improve supply chain ESG evaluations - Operated the ESG practical academy with participation from 62 partner companies and 97 participants - Executed SME-Large Enterprise Voluntary ESG Support Program : Operated eight programs, including ESG diagnostics, training, and CBAM response, and support KRW 240 million to 72 partner companies	27, 59-62
				Performance	- Achieved the 'Outstanding' grade in the Shared Growth Index in 2025 (received 'Excellent' from 2019 to 2023 and 'Outstanding' from 2024 to 2025) - Expanded the scope of supply chain ESG evaluation targets from 123 in 2024 to 136 in 2025, including key nuclear power suppliers - Improved the average ESG rating of supply chain evaluations from 4.6 to 4.3	
Human Rights Management	International discussions on corporate responsibility to respect human rights have gained momentum since the adoption of the UN Guiding Principles on Business and Human Rights (UNGPs) in 2011 and have subsequently led to a regulatory trend across countries, including the mandatory implementation of supply chain due diligence. Amid rising social expectations for human rights management in Korea as well, the management of human rights risks is increasingly recognized as a key factor that determines the credibility and sustainability of overall corporate management.	To implement human rights management practice and inspection processes across 100 percent of workplaces (including subsidiaries)	- Establish and advance human rights management system - Promote 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, 52-53
				Performance	- Achieved positive evaluation results in 38 items - Introduced human rights management at the subsidiary Škoda Power and established an ESG committee	

Sustainable Management System

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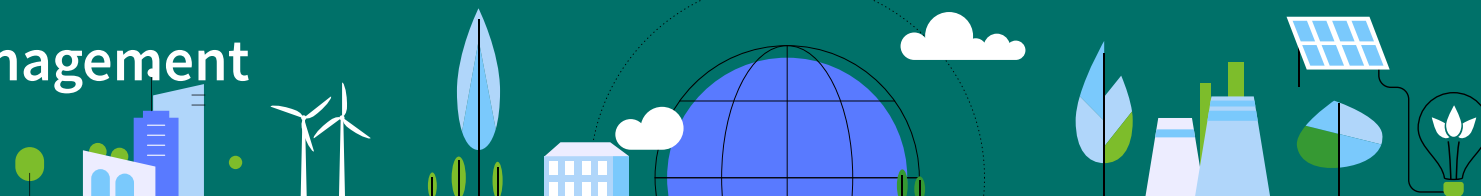
Environmental

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Environmental Management



01 Governance

Doosan Enerbility operates environmental governance and strategies across the value chain based on the company's assessment of the impacts our business activities have on the external environment (Inside-Out). We place environmental safety at the forefront of our management activities and apply our environmental policies consistently across all domestic and overseas sites, subsidiaries, and partner companies. Our policies address key environmental areas, including air emissions, wastewater management, and waste treatment. We disclose our environmental performance transparently to stakeholders and continue our efforts to reduce greenhouse gas and pollutant emissions through regulatory compliance and the development of environmentally friendly technologies and products.

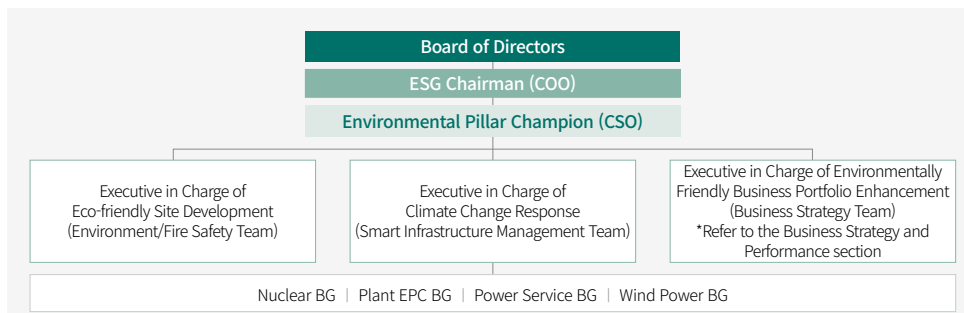
We manage environmental risks across our domestic and overseas operations through our Environmental Management Systems (EMS), which are certified to ISO 14001. Since 2010, we have maintained certification at key sites, including our headquarters, Doosan Škoda Power in the Czech Republic, and Doosan Lentjes in Germany. Annual external audits and periodic recertification help us maintain environmental performance across our operations.

Organizations in Charge and Performance Management

Doosan Enerbility manages company-wide environmental management through the ESG Committee under the leadership of the Chief Strategy Officer (CSO), who serves as the Champion for Environmental Management. The Committee establishes the overall direction of environmental management and oversees the setting, approval, and performance management of key environmental indicators. Key agenda items reviewed and approved by the ESG Committee are regularly reported to the Board of Directors, enabling Board-level oversight. In 2025, the Board received reports on investments in environmental facility improvements and expenditures related to the operation and maintenance of environmental facilities.

Executives responsible for each environmental area, including climate change response, establish targets at both the company-wide and Business Group (BG) levels, followed by regular performance reviews and feedback. In 2025, emission targets for air pollutants, wastewater, waste, and greenhouse gases were incorporated into the Management by Objectives (MBO) evaluations of key executives, including the Chief Safety & Health Officer (CSHO), with compensation linked to target achievement. We also recognized outstanding greenhouse gas reduction initiatives and shared best practices across the organization.

Organizational Chart



02 Strategy

At Doosan Enerbility, environmental management is built on five core strategies grounded in our EHS Policy: developing environmentally friendly products and technologies, contributing to the transition to a circular economy, building green production systems, establishing proactive systems to respond to domestic and international regulations, and refining our environmental management systems and processes. We identify and assess environmental impacts across our operations through a structured Environmental Management System (EMS) and pursue a range of initiatives to minimize pollutant emissions throughout our production processes.

Our efforts to raise environmental awareness extend to both internal and external stakeholders, from suppliers to employees to local communities. Employees take part in training programs that build their understanding of how our operations affect the environment around them. Beyond our own workforce, we run cleanup and education programs alongside local communities, helping residents engage more deeply with environmental issues and supporting conservation where we operate.

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.

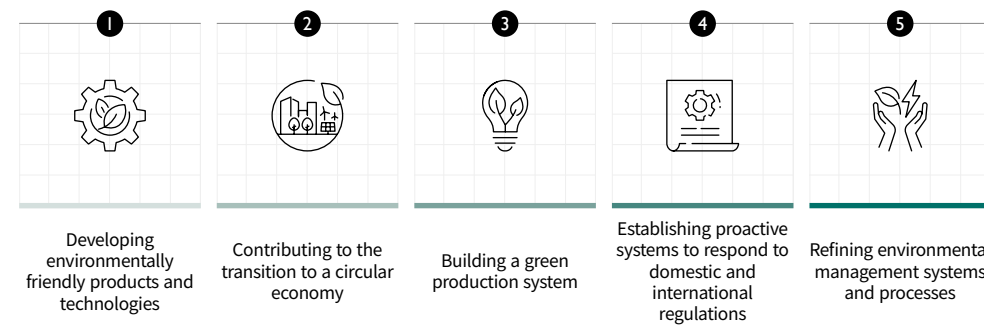
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Doosan Enerbility Co., Ltd. Chief Safety and Health Officer

Executive Vice President Dongsoo Lee

Doosan Enerbility EHS Policy

Key Strategic Initiatives for Environmental Management



Environmental Training

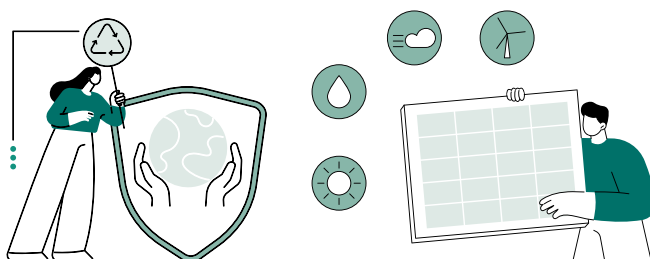
Doosan Enerbility sets an annual training plan and runs programs tailored to each group, building environmental awareness among our employees and the workers of partner companies. In 2025, we delivered training to employees, the workers of partner companies, and relevant personnel on the use, storage, and management of hazardous chemicals and accident response procedures. We also held sessions for on-site partner company representatives to embed sound waste-sorting practices in support of the circular economy, and trained staff who manage and operate air quality facilities on facility management standards and applicable regulatory requirements.

Environmental Management Education Program

Program	Target	Content
Hazardous chemical workers training	Employees and partner companies	Annual hazardous chemical workers training conducted (3,379 employees; 631 partner-company workers at the Changwon plant)
Hazardous chemical management/handler training	Hazardous chemical handlers and managers (10 persons)	Management standards for hazardous chemical storage and handling facilities, initial response measures in the event of a spill, etc.
Training on establishing a waste separation and collection culture	Representatives of in-house partner companies (50 companies)	- Conducted monthly - In-house separation and collection standards, key shortcomings in separation and collection, types of designated waste, and separate-discharge standards, etc.
Air Pollution Control Facility Operator Training	Air Emission Facility Operators and Managers (47 persons)	- Operation and management standards for air pollution control facilities (equipment structure and function, self-inspection, etc.) - Practical operation and inspection of air emission and prevention facilities (TMS operation, completion of operation logs, etc.) - Air environmental regulatory compliance requirements, and sharing of regulatory violation cases and types of administrative sanctions

Response to Environmental Incidents

Doosan Enerbility has established spill prevention guidelines and environmental incident management guidelines to prevent and minimize environmental impacts on surrounding communities. Across our domestic and overseas sites, we have systems in place to respond quickly to incidents. An investigation team that includes both internal and external experts is convened immediately, and an emergency reporting system helps contain the spread of contamination and limit damage at an early stage. Once response is complete, we analyze the root cause in line with our Environmental Incident Management Instructions (DE-EI-12) and establish measures to eliminate potential risk factors and prevent recurrence.

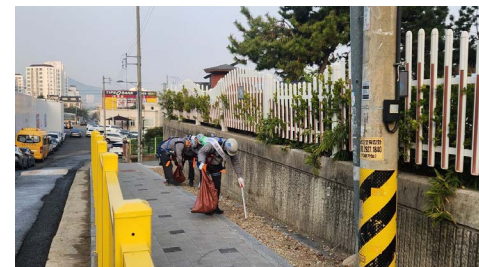


Community Environmental Conservation

Doosan Enerbility's headquarters, sites, and global subsidiaries actively carry out a range of activities to protect the environment of the surrounding local communities. In 2025, our Changwon headquarters took part in an environmental conservation activity at the Companion Beach in Guisan-dong near our operations through a public-private partnership. Doosan Škoda Power (Czech Republic) held a Community Service Day with 98 employees, cleaning and landscaping public facilities such as schools, kindergartens, and animal shelters. Doosan Lentjes (Germany) joined a local cycling challenge, riding a combined 4,594 km and earning a Gold award for reducing community carbon emissions by 753 kgCO₂.



Changwon HQ Guisan-dong Environmental Cleanup Initiative



Project Area Environmental Conservation Activities



Doosan Škoda Power Environmental Conservation Activities



Doosan Lentjes Carbon Reduction Activities

03 Risk Management

Air Pollutant Management

Doosan Enerbility reduces emissions of major air pollutants such as nitrogen oxides (NO_x), sulfur oxides (SO_x), and dust through air pollution control facilities and process improvements. In 2025, we remained within our total permitted emissions, emitting 124.9 tons of nitrogen oxides out of a 193-ton allowance (65%) and 7.4 tons of sulfur oxides out of a 12-ton allowance (62%).

In preparation for the second planning period (2025–2029) of the Total Air Pollution Load Management System, we have established a mid- to long-term roadmap for reducing air pollutants and continue to lower emissions through concrete action plans, including the adoption of Best Available Control Technology. In 2025, we invested KRW 1.69 billion to upgrade emission sources such as forging-heating and heat-treatment furnaces and to reduce process emissions of pollutants such as nitrogen oxides.

Doosan Enerbility monitors pollution in our production processes through self-measurement of air pollutants and conducts regular air quality measurements at our site boundaries and in surrounding areas to manage the impact on local communities.

Water Pollutant Management

At Doosan Enerbility, wastewater from production undergoes physicochemical treatment at our on-site facility before discharge. All discharged water is sent to the Deokdong Water Recycling Center, a public sewage treatment facility, eliminating the risk of reuse as industrial water or release into public waterways. We conduct weekly self-monitoring of 22 pollutants in discharged wastewater and manage emissions with a target of remaining below 40% of the legal discharge limits. 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 guard against unforeseen environmental impacts on local communities.

We have allocated a total of KRW 2.24 billion to support the reliable operation of our aging wastewater treatment facilities. In 2025, we spent KRW 1.04 billion on replacing chemical pumps and tanks, with the remaining KRW 1.2 billion scheduled for 2026.

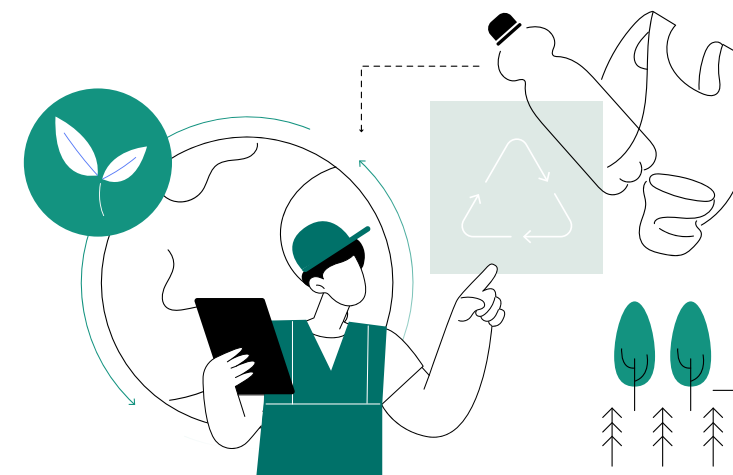
Waste Management

Doosan Enerbility manages waste in line with the Act on Promotion of Transition to a Circular Economy Society, focusing on reducing waste and promoting waste separation across our business sites. We have shifted away from conventional incineration and landfill disposal and adopted a management strategy that prioritizes recycling and waste reduction. 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 our Changwon plant was 91.3% in 2025, a slight decline from the previous year, due in part to higher volumes of incineration waste from the press process at the forging shop and the generator compound process. We contributed to resource circulation by reusing recovered iron, machining chips, and other materials from our steel mill, which together accounted for 34.7% of total raw materials. Through our waste evaluation and analysis process, we have developed and implemented a method to recycle wastewater sludge that was previously landfilled, and we identify recyclable items to minimize incineration and landfill waste. Since 2022, working with external partners, we have recycled high-calorific incineration waste into solid fuel, processing approximately 450 tons in 2025.

Doosan Enerbility inspects the legal compliance of waste treatment contractors through annual on-site audits. In 2025, together with our Integrated Procurement Team, we conducted pre-contract on-site audits of contractors generating large volumes of waste or handling high-risk designated waste. At major production plants with high waste generation, we examined the condition of spent refractory materials from manufacturing processes and took measures to reuse them, reducing waste by approximately 140 tons in 2025. We also brief employees and partner company workers on the impact and importance of reducing process waste, and we provide improvement training for organizations with weak recycling practices.

Doosan Enerbility also analyzes the financial implications of waste management. Outsourced waste treatment costs amounted to approximately KRW 1.9 billion in 2025. We will continue to monitor waste-related financial impacts as part of our efforts to reduce waste.

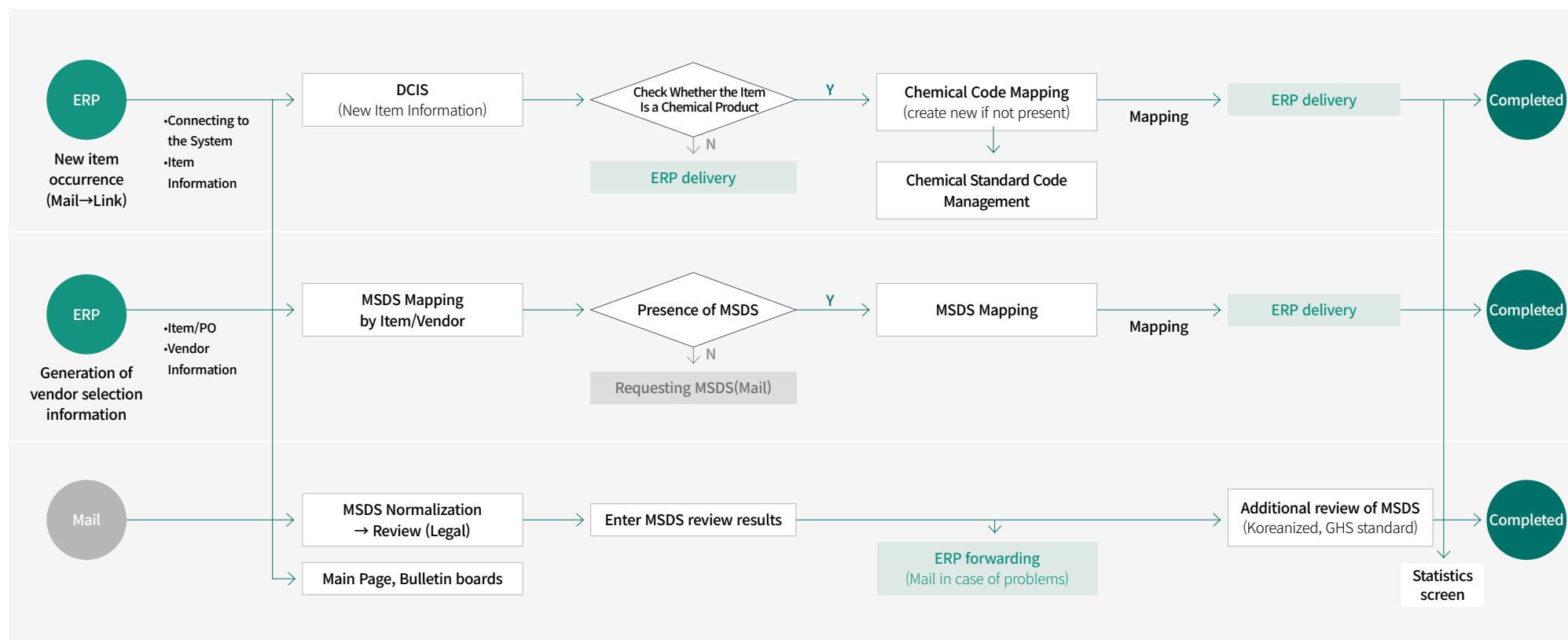


Hazardous Materials Management

Doosan Enerbility operates the Doosan Chemical Information System (DCIS). The system manages the entire lifecycle of chemical substances, from procurement to use, on a real-time digital basis. We operate under a principle of prior approval, strictly controlling every chemical substance entering our worksites from the point of receipt, in compliance with relevant regulations such as the Chemical Substances Control Act, the Occupational Safety and Health Act, and the Act on the Safety Control of Hazardous Substances.

We register chemical safety information in DCIS and maintain it as a structured database, giving personnel in charge timely access to the latest information on hazardous substances. We work to enhance worker safety throughout our hazardous chemical handling processes and minimize the environmental impact on surrounding communities. As part of this effort, we set target usage volumes for hazardous chemicals and continuously manage and reduce their consumption. In 2025, the Changwon plant used only 165.3 tons of the five major hazardous chemicals (sulfuric acid, caustic soda, 2-furanmethanol, ammonia and methanol), equivalent to about 34.7% of our annual permitted consumption (475.4 tons), contributing to the reduction of hazardous chemical consumption.

Hazardous Chemical Management Process

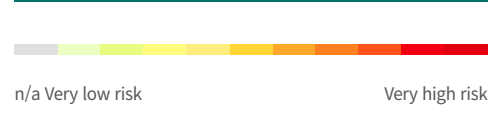
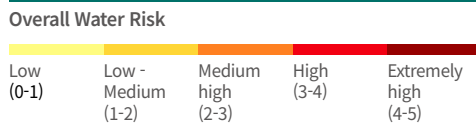
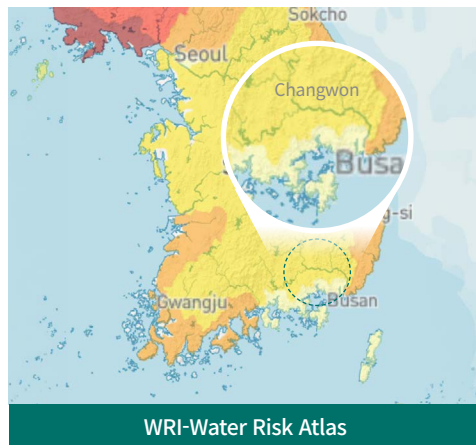


Water Management

Doosan Enerbility recognizes the importance of water resources in protecting the environment and reducing pollutant emissions. We work with employees, partner companies, customers, and local communities to reduce water use and manage water pollutants systematically. We assess water-related risks using the World Resources Institute (WRI)'s Water Risk Atlas and the World Wide Fund for Nature (WWF)'s Water Risk Filter (WRF), taking into account factors such as water availability, water quality, and applicable regulations. Assessments indicate that Changwon, Gyeongsangnam-do, Korea, where our core operations are located, faces a low level of water risk. Despite this low-risk profile, we continue to monitor water use and wastewater-related risks at the site. Flow meters installed at major production facilities allow us to measure and analyze water consumption, and we regularly review opportunities to reduce water use and expand water reuse. Current initiatives include the installation of remote-reading flow meters for real-time monitoring, replacement of aging main pipelines, and investments in wastewater treatment infrastructure.

We use groundwater at our Changwon headquarters and construction sites as part of our water recycling efforts. It serves daily needs, including drinking water, showers, restrooms, and dining facilities, as well as operational needs such as cleaning. In 2025, total water intake was 1,684,391 tons, of which groundwater accounted for 468,310 tons. Water consumption totaled 345,242 tons. We categorize wastewater generated at our sites by production process characteristics into particulate-containing, oil-containing, and acid-alkaline wastewater. Each type is transported through designated pipelines for physicochemical treatment before being discharged to public sewage treatment plants. We verify pollutant compliance weekly and monitor performance against established management targets. We also provide employees with guidance on water-saving and other conservation practices to raise awareness of the importance of resource efficiency.

Changwon HQ Water Risk Atlas



Raw Material Management

Doosan Enerbility's green management policy supports the development of environmentally friendly products and the reduction of pollutant emissions. In line with this policy, we promote green production and contribute to the circular economy as part of our core environmental strategy. Internal procedures covering material management, customs clearance, and country-of-origin requirements support the responsible use of raw materials across our operations. These procedures are complemented by management and improvement programs aimed at promoting sustainable raw material use.

At the Changwon headquarters, we measure and assess raw material consumption and prioritize key materials based on usage levels. In 2025, steel and nickel were identified as the most widely used raw materials. Raw materials are tracked from receipt through use across both our operations and those of partner companies.

Doosan Enerbility supports the sustainable use of raw materials by increasing the use of recycled materials and reducing environmental impacts. Obsolete materials, discarded products, and scrap generated at our sites and production facilities are collected and analyzed before being recycled into products with similar steel grades. Surplus materials are reused in applicable projects through the Company's Open Platform for Surplus Materials, contributing to the circular economy and lower energy consumption. Recovered steel and metal chips generated by partner companies are inspected for environmental contaminants and cleaned before being returned to the production process. At manufacturing sites, incoming raw materials are separately stored and managed to mitigate environmental risks associated with contaminants such as cutting fluids. In 2025, the recycled raw material usage rate reached 34.7%, while 55% (420 tons) of surplus materials were reused through projects utilizing the Open Platform for Surplus Materials. The target ratio for purchased scrap metal usage was 52%. The Company's 2025 target for government-recognized sustainable circular resource raw materials was 10%, and actual usage reached 16.8%. Targets and performance related to the procurement and use of certified circular resources are shared with relevant organizations to reinforce awareness of their importance.

Usage and Recycling Performance by Major Raw Material

Material	Raw Material Consumption		Raw Material Recycling Performance	
	Unit	Total Consumption	Unit	Recycling Rate
Aluminium	Tons	48.6	%	-
Cobalt	Tons	11.2	%	-
Copper	Tons	9.4	%	80.9
Iron/Steel	Tons	158,709.8	%	47.3
Nickel	Tons	1,022.6	%	43.8
Lithium	Tons	-	%	-
Titanium	Tons	13.8	%	-



Biodiversity Management

Doosan Enerbility works to protect natural capital and biodiversity across the company's domestic and overseas operations and throughout our value chain (headquarters, local communities, upstream, and downstream). We identify, evaluate, and manage biodiversity risks in alignment with the Taskforce on Nature-related Financial Disclosures (TNFD) framework and the LEAP (Locate-Evaluate-Assess-Prepare) approach. Mitigation measures are implemented through avoidance, minimization, and restoration activities. These efforts support our goals of achieving No Net Loss (NNL) and Net Positive Impact (NPI) at major sites and surrounding areas. Based on applicable national laws and regulations, our biodiversity-related EHS organization conducts environmental impact assessments for domestic and overseas construction projects, working to minimize impacts on significant flora, fauna, and wildlife species. Building on these countermeasures, it consults with relevant organizations, including partner companies, clients, and public institutions. Major environmental matters are also reported to management and the ESG Committee.

Results of Natural Capital Dependency and Impact Analysis

Category	Related Key Indicators	Risk Level
Dependency	Water supply	Medium
	Global climate (GHG) regulation	Very Low
	Flood mitigation	Medium
	Air filtration	Very Low
	Solid waste	Medium
Impact	GHG emissions	Very Low
	Air pollutant emissions	Low
	Water/soil pollutant emissions	High

Results of Ecological Status Analysis at the Changwon HQ Site

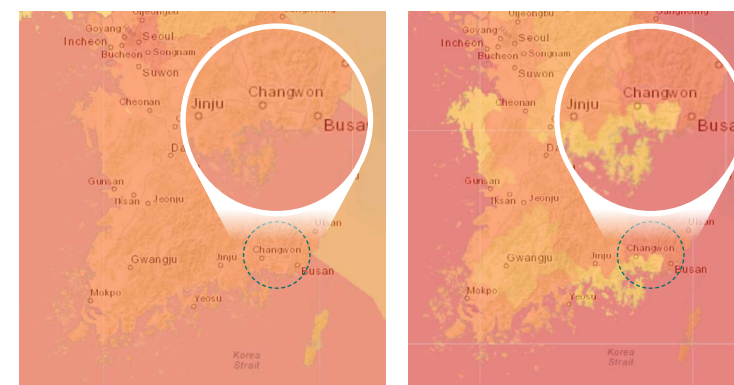
Category	Ecological Status
Terrestrial Organisms	• Flora: common ragweed, ground ivy, dittany, skunkvine, and others • Birds: large-billed crow, Eurasian magpie, great tit, pale thrush, black-naped oriole, and others • Mammals: water deer, mole, chipmunk (3 species)
Freshwater Organisms	• gray mullet, pond loach, freshwater goby (3 species)
Endangered Species	• otter, golden eagle, Oriental stork, white-tailed eagle, estuarine crab, and others (31 species)

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. In 2025, we analyzed 13 ecosystem dependency indicators and seven impact indicators relevant to our industry and identified water and soil pollutant emissions as high-risk areas. We manage these risks through measures to control water pollutants and hazardous substances. At our Changwon headquarters, one of our key operating sites, we assessed biodiversity risks and analyzed the potential impacts of natural hazards using the World Wide Fund for Nature (WWF)'s Biodiversity Risk Filter (BRF). These findings are reflected in our environmental, health, and safety policies and operational management guidelines, supporting biodiversity risk management through mitigation and conservation measures for flora and fauna. We take measures to prevent impacts on significant flora, fauna, and wildlife species identified through environmental impact assessments at our domestic and overseas business sites. Where construction activities have unavoidable impacts, we consult with relevant organizations and implement mitigation measures outlined in the environmental impact assessment.

Prior to project implementation, we identify and assess biodiversity risks through surveys and other review processes to support biodiversity conservation. We also prepare environmental impact assessment reports before each project to disclose detailed information on protected species and comply with requirements for local ecosystem protection. In 2025, we conducted environmental impact assessments and surveyed protected species at 11 construction sites. We identified biodiversity risks and developed response measures at 15 domestic and overseas construction sites. Changwon City's Urban Ecological Impact Map is used to conduct ecological surveys around our key operating sites and support biodiversity risk assessments.

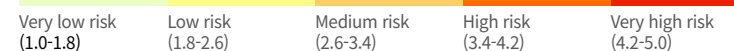
In 2025, our headquarters conducted marine debris reduction activities at Guisan Beach, our adopted beach, and managed existing trees while planting an additional 1,600 trees. Our subsidiaries, Doosan Škoda Power and Doosan Lentjes, carried out ecosystem conservation activities near their business sites, including terrestrial forest restoration and green space management.

Results of Biodiversity Risk Analysis



[Pressure on Biodiversity]¹⁾

[Regulating Services-Mitigating]²⁾



- 1) A composite indication of the state of air, water, and soil ecosystems and of moisture; the lower the risk, the healthier and more resilient the ecosystem.
- 2) A composite risk regarding the restoration or mitigation of landslides, wildfires, floods, and the like; the lower the risk, the higher the potential for mitigation.

Biodiversity Protection Status in Project Areas

Region	Project Name	Protected Species	Details
South Korea	Galcheon-Gasu Road Expansion Project	8 species	Leopard cat, bean goose, white-naped crane, mandarin duck, raptors (white-tailed eagle, hen harrier, common kestrel), boreal digging frog
	Sejong-Anseong Expressway	6 species	- Oriental white oak 16, pine 22, Oriental cork oak 134, sawtooth oak 18, Mongolian oak 139, Konara oak 273 - Fertile soil 4,578 m³
	Ulsan Daun 2 Public Housing District Development Project	3 species	280 transplanted trees, 1 old tree (black pine) - Scarlet dwarf (Nannophya pygmaea) - Fertile soil 28,100 m³
	Hamyang-Changnyeong Expressway	1 species	- Sawtooth oak: 92 trees - Fertile soil: 1,485 m³ (897 m³ + 588 m³)
	Honam High-Speed Railway Phase 2, Section 3	16 species	- Fertile soil 1,976 m³ - Fir 20, camellia 70, sawtooth oak 25, Korean azalea/royal azalea 3,000 (3,515 trees total) - otter, leopard cat, common kestrel, bean goose, osprey, long-billed plover, tawny owl, oriental stork, Korean rat snake, boreal digging frog
	Unnam-Anjwa Switching Station TL	18 species	- Amtae-do: Eurasian spoonbill, oriental stork, common kestrel, Japanese sparrowhawk, osprey - Aphae-do: bean goose, Eurasian spoonbill, Chinese egret, common kestrel, peregrine falcon, hen harrier, osprey, Eurasian oystercatcher, Far Eastern curlew, Saunders's gull - Muan-Mokpo coast: bean goose, Eurasian spoonbill, oriental stork, common kestrel, Eastern marsh harrier, hen harrier, peregrine falcon, northern goshawk, white-tailed eagle, hooded crane - Muan Reservoir: bean goose, oriental stork, Eurasian spoonbill, common kestrel, osprey, white-tailed eagle, hen harrier, Eurasian sparrowhawk,
	Goseong Natural Gas	9 species, 5 trees	- Leopard cat, otter, common kestrel, northern goshawk, brown hawk-owl, Eurasian oystercatcher, lesser cuckoo, whooper swan, bean goose - Protected trees: 5 hackberry trees
	Eumseong Natural Gas Power Plant Construction Project	7 species	Otter, leopard cat, Siberian flying squirrel, mandarin duck, long-billed plover, yellow-throated marten, common kestrel
	Haman Combined Cycle Power Plant Construction	3 species	Leopard cat, Chinese sparrowhawk, common kestrel
USA (Guam)	Ukudu CCPP Project	1 species	Radiolata (Guam endemic snail)
Nepal	Upper Trishuli 1HEP Project	5 species	- Plant: Malaxis muscifera (Sungava) - Mammals: Macaca assamensis (Assamese monkey), Ursus thibetanus (Asiatic black bear), Panthera pardus (common leopard) - Fish: Schizothorax richardsonii (snowtrout)

Identification and Response to Key Biodiversity Risks

Project Name	Risk Analysis	Risk Response
Chile IEM Fuel Conversion Project	Fugitive dust from civil engineering work	On road sections, water trucks are used to prevent dust scattering; on excavation slopes, dust-scatter screens are installed and water is applied manually
Changwon Plant Landfill	Soil and water pollution and damage to the surrounding ecosystem from abandoned concrete blocks and waste materials	Concrete blocks crushed and removed, and flexible hoses removed, through a waste collection company
Upper Trishuli 1 HPP	Concern over soil pollution, water pollution, and fire/explosion accidents due to inadequate management of the hazardous-material storage facility	Installed oil-leak prevention trays or barriers to prevent soil pollution in the event of an oil leak
	Water pollution and ecosystem destruction from indiscriminate waste dumping	- Installed and operated a temporary construction-waste storage yard with resident management personnel - Waste stored separately by type and removed
El-Dabaa Nuclear Construction Site (NPP)	Waste dumping and soil pollution arising from improper waste treatment	Operated waste separation bins and a waste storage yard
	Soil pollution from emergency-generator oil leakage	Installed an oil-collection facility (drip tray) for leakage
Tribon Changwon	Fugitive dust from soil leakage on slope sections and external discharge of muddy water during rainfall	Slope-section protective screen installed
Ulsan Daun 2 Public Housing District Development, Section 1	During bridge construction, the designed silt-protection screen alone produced only a slight improvement in water quality when river inflow was discharged, raising concerns over complaints and environmental pollution	Implemented water recirculation measures using a retention basin under construction near the bridge, improving water quality and reducing environmental pollution through increased retention time

Biodiversity Conservation Activities at the Changwon HQ and Subsidiaries



Changwon HQ Marine Ecosystem Conservation Activities



Doosan Škoda Power Green-Space Management Activities



Doosan Lantjes Tree Donation Activities

Biodiversity Risk Management Process

Doosan Enerbility has established a process for identifying and responding to environmental impacts and biodiversity-related risks based on the TNFD LEAP approach. Key biodiversity and ecosystem conservation risks are managed through our company-wide integrated risk management process.



04 Metrics and Targets

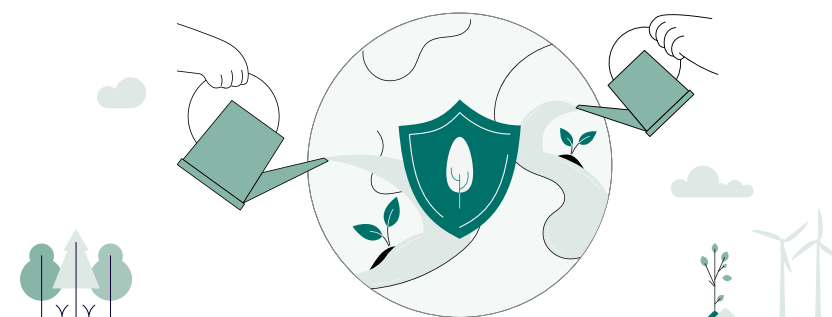
For each strategic initiative, Doosan Enerbility has defined key environmental indicators and corresponding short-, medium-, and long-term targets. Medium- and long-term targets reflect government regulations, internal and external conditions, and stakeholder expectations. We establish action plans for each indicator and monitor performance annually. Key indicators include greenhouse gas emissions, waste recycling rates, and wastewater discharge concentrations. Over the past three years (2023–2025), we have met our environmental targets. Air pollutant emissions remained below 70% of permitted limits and wastewater discharge concentrations stayed below 40% of regulatory limits.

Environmental Management Metrics, Targets, and Performance

Management Metrics	Mid- to Long-term Targets	2025 Target	2025 Performance
Waste Recycling Rate	By 2030: 95% or higher	Over 92%	91.3% ¹⁾
NOx, SOx Emissions	By 2030: Below 190 tons	Below 205 tons	132.3 tons
Wastewater Discharge Concentration	By 2030: Below 35%	Below 40%	21%
Hazardous Chemical Consumption	By 2030: Below 95 tons	Below 475.4 tons	165.3 tons
Green Product Purchases	Purchasing planned according to internal product purchase plan	-	KRW 2.31 billion
Environmental Investments ²⁾	Investment planned according to internal investment plan	KRW 1.5 billion	KRW 1.69 billion (investment plan achieved)

1) Temporary increase (approx. 250 tons) in incineration waste from the forging shop Press process and the generator compound process

2) The expected investment amount for 2025 was KRW 1.5 billion. However, the actual investment totaled KRW 1.69 billion, achieving 100% of the improvement targets.



Response to Climate Change

01 Governance

Doosan Enerbility analyzes external developments and internal operating conditions together to strengthen the company's climate change response. On a regular basis, we identify and review the risks and opportunities that climate change presents to the company and establish the measures to address them. The ESG Committee oversees the key climate-related issues. Its members, including the Committee Chairman (Representative Director and COO), review the climate response strategy, the advancement of greenhouse gas reduction and management, the findings of climate risk analysis, and the status of implementation.

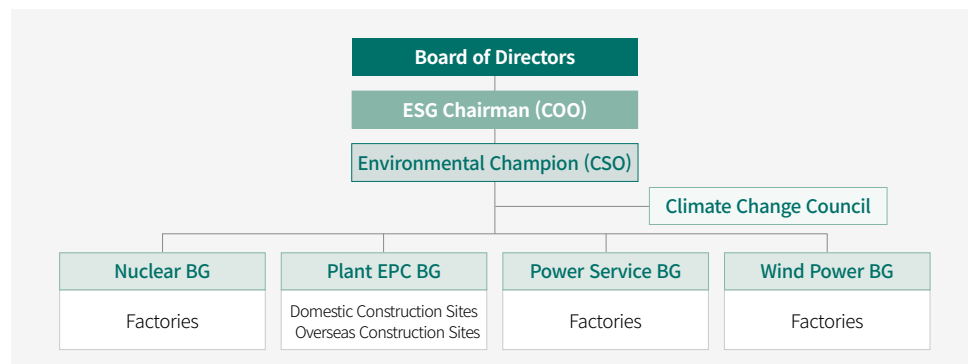
Organizations in Charge

ESG Committee

The ESG Committee is a company-wide ESG body that convenes twice a year. The CSO (Chief Strategy Officer) serves as the Champion of the environmental pillar and regularly reviews each BG's task plans and performance across the climate response, including business portfolio transition, resource recycling, and greenhouse gas emissions reduction. Key issues reach the Committee Chairman (COO, Chief Operating Officer) through the ESG Committee and inform management decisions. Among these, any item that could materially affect the company's climate response is reported to and overseen by the Board of Directors.

In 2025, the Committee heard expert lectures on global climate regulatory trends, including the carbon border tax and mandatory disclosure, and discussed their impact and the responses required. It also reviewed company-wide ESG KPI performance and the climate risks identified across operations and business divisions, such as establishing an EU CBAM response framework, Advanced Product Carbon Footprint (PCF) Management, and the results of the achievements in the transition to an environmentally friendly portfolio transition. The corresponding response tasks for the following year and this year's performance were reported as well.

Organizational Chart



Climate Change Council

The Climate Change Council leads company-wide climate tasks, convening the departments responsible for each agenda item to collaborate directly. Its membership spans climate-related functions, from energy efficiency to renewable energy investment, and it convenes both on a regular schedule (twice a year) and as issues arise. The council focuses on the priorities that require a company-wide response, including implementation of the greenhouse gas reduction roadmap and a company-wide carbon emissions management system.

Category	Role	Operating Cycle
Board of Directors	Makes top-level decisions on climate-related matters expected to have a significant impact	As needed
ESG Committee	Key executives, including the COO as Chairman, monitor climate-related risks and opportunities and review the performance and tasks tied to climate goals	Semiannual
Climate Change Council	Chaired by the Environmental Pillar Champion (CSO), it executes climate tasks such as the greenhouse gas reduction roadmap and discusses current issues	As needed

Role and Oversight of Management

Doosan Enerbility sets climate-related targets and manages performance primarily through the ESG Committee. As the Environmental Champion, the CSO reviews each operational team's task plans and performance on the climate response and reports key issues to the Committee. C-level executives, including the COO who chairs the Committee, meet semiannually to review climate goals and performance and to discuss key issues, and matters that could have a significant impact are escalated to the Board of Directors, the highest decision-making body. The company has also obtained ISO 14001 certification and operates an Environmental Management System (EMS), which manages climate performance across every process at all sites and supports the full cycle from strategy through implementation, evaluation, and improvement.

Linking Climate Performance to Compensation

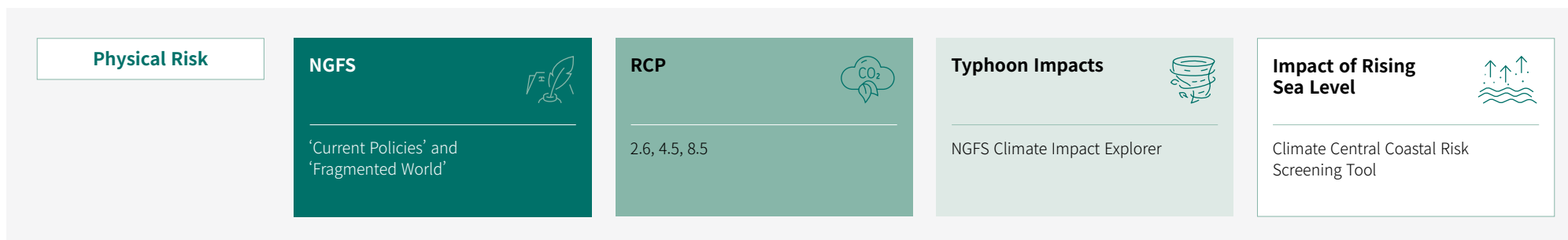
Climate change is a major opportunity and risk for the company's sustainability, and its significance continues to grow. The company has therefore set KPIs for key executives and employees, including C-level management, covering EU CBAM and Scope 3 disclosure readiness, stronger carbon-free business development capabilities, expanding the environmentally friendly portfolio and enhancing competitiveness through technology development, and support for a supply chain carbon management system. These KPIs link to the company's Management by Objectives (MBO) system, under which performance is assessed annually and rewarded through incentives such as performance bonuses and promotions. To meet domestic and international carbon regulations and advance Net Zero, we held the '2025 ESG Carbon Reduction Activity' competition. Teams pursued tasks such as AI and robotics adoption and electrification, and those that excelled in the volume and rate of direct and indirect (Scope 1 and 2) emission reductions received awards and monetary incentives.

02 Strategy

Physical Risk

Physical risks are those in which extreme weather or long-term climate change directly affects a company's operations and assets. They fall into acute risks, such as typhoons, heavy rainfall, and landslides, and chronic risks, such as rising average temperatures and sea level rise. We assessed the Current Policies and Fragmented World scenarios through the Network for Greening the Financial System (NGFS) stress test and evaluated the risks at our domestic and overseas sites using the IPCC's RCP scenarios (2.6, 4.5, 8.5) and VESTAP vulnerability analysis. The Seongsan-gu area of Changwon-si, Gyeongsangnam-do, home to the company's core operations, currently shows low vulnerability. Over the mid to long term, however, more frequent heatwaves and heavier rainfall could raise the risk of flooding and landslides. Plzeň, in the Czech Republic, where Doosan Škoda Power is located, currently faces limited physical climate risk. Because heatwaves and localized downpours are expected to grow more frequent over time, we will continue to monitor our rising exposure there. A review of flood potential near the sites using Climate Central's Coastal Risk Screening Tool found that the domestic sites (Changwon-si, Seongnam-si) and the overseas site (Plzeň, Czech Republic) have a low likelihood of direct flood damage from sea level rise. Heavy rainfall and extreme precipitation do pose a flood risk in the Seongsan-gu area of Changwon-si, which the company manages by installing additional drainage pipes and revising construction-site manuals for the rainy season. Sea level rise is managed as a mid- to long-term monitoring risk.

Physical Risk and Opportunity Analysis Results



Category	Issue	Risk	Opportunity	Response Direction	Application Period	Application Scope	Financial Impact
Acute	Typhoon/Flood	Increased loss and damage to tangible assets and operational activities at business sites due to typhoons and floods	Securing competitiveness through the 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
	Landslide	Damage to facilities near business sites and operational disruptions when landslides occur due to heavy rainfall			Short-term	Company + Upstream	Medium
Chronic	Sea Level Rise	Increased costs from changes to operating processes and improvements to the working environment due to sea level rise	Increased revenue from products capable of climate change mitigation and resilience, such as nuclear power 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
	Abnormal Temperatures	Deterioration of the site operating environment, reduced worker productivity, and higher cooling-facility operating costs due to more heatwave days	Reduced energy costs through energy-efficiency improvements	Improving the working environment and introducing energy-efficiency facilities through monitoring of extreme heat such as heatwaves	Mid-term	Company + Upstream + Downstream	Low
	Drought	Increased water-use costs due to more drought days and disruptions to facility operation from ground subsidence near business sites	Cost savings from improved water-resource efficiency and expanded investment in water-related infrastructure	Strengthening monitoring of business-site water use and improving facilities for water-resource efficiency	Long-term	Company + Upstream + Downstream	Low

Transition Risk

Transition Risk Management

Transition risks arise from the policy, legal, technological, and market changes that accompany the shift to a low-carbon economy. To address them, Doosan Enerbility carried out a systematic scenario analysis. Drawing on the IEA scenarios (B2DS, NZE2050, APS, and others) and national NDCs, we assessed how climate change could affect our energy business. We focused on the 1.5°C scenario (NZE2050) and the 2.6°C scenario (STEPS), both reaching net zero by 2050, examining global energy demand and greenhouse gas projections alongside the implications for the company. This work identifies mid- to long-term risks and opportunities across the legal and regulatory, technological, market, and reputational dimensions. We recognize that the low-carbon transition materially affects our sustainability, and that these projections may shift with the climate outlook and the pace of global action. We will update the analysis as conditions change, reflect it in our business direction in good time, and respond ahead of fast-moving climate policy and market shifts.

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	Enhanced reputation by securing trust through the transition to low-carbon products	Strengthening operations through transparent climate disclosure, Net Zero, and sustainable business	Mid-term	Company + Upstream + Downstream	High
	Future	Strengthened Carbon Regulations	Increased emission-permit purchase costs due to a reduced total allowable emissions cap and an expanded share of paid allocation under the Korean Emissions Trading Scheme (K-ETS)	Securing surplus emission permits and utilizing tax benefits and incentives through energy-efficiency improvements and the transition to renewable energy	Managing carbon emission reductions by expanding renewable energy use and improving energy efficiency	Mid-term	Company + Upstream + Downstream	Medium
			Increased export costs and management costs due to the introduction of CBAM and the phased expansion of taxable items and their proportions	Increased export competitiveness and sales due to the expanded preference for low-carbon products in the EU market	Establishing a system to calculate and verify product-level carbon emissions and implementing a Net Zero roadmap	Mid-term	Company + Upstream + Downstream	Low
Technology	-	Low-carbon Product Development	Slower market competitiveness 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 the four growth-driver businesses (gas turbines, next-generation nuclear power plants, renewable energy, and hydrogen)	Long-term	Company + Downstream	High
Market	-	Changing Customer Behavior	Decreased demand for existing products due to growing market preference for low-carbon energy	Business opportunities and increased sales in nuclear power, wind power, etc., as customers shift purchasing to low-carbon products	Transitioning the business portfolio to supply zero-carbon power plants and equipment	Long-term	Company + Downstream	High
Reputation	-	Changing Customer Preferences	Increased costs to respond to restrictions on investment in and operation of existing businesses due to stronger demands for climate change response	Improved brand value and more through greater social awareness of low-carbon energy and products	Expanding environmentally friendly business models such as resource circulation	Long-term	Company + Upstream + Downstream	High

Physical Risk Response Strategy

Using the climate risk and opportunity identification process, Doosan Enerbility analyzes the physical risks at the company's major sites and sets and implements mid- to long-term mitigation plans. We have strengthened drainage and safety management for heavy rainfall and typhoons and addresses identified risks early by improving the working environment for heatwaves and securing stable facility operation. Continuous monitoring of longer-term risks further refines our response and limits the potential impact of climate change.

To mitigate physical risks, Doosan Enerbility has established building disaster-specific response systems for the Changwon area a mid- to long-term goal and carries out improvement tasks each year under detailed plans. In 2025, to prevent typhoon-related roof damage and falling-object accidents in high winds, we scheduled roof replacement at six factories and completed 87.5% by year-end. To keep a wildfire near the Changwon plant from spreading to core facilities such as substations, we secured separation distances through regular tree management and installed wildfire-prevention sprinklers at 11 points near substations. We also completed rockfall-prevention structures, designed for each site's conditions, at six rock-cut slopes created during construction of the Changwon plant to prevent thaw-season rockfall.



Sprinkler Installation



Rockfall-Prevention Structures on Rock-Cut Slopes



Factory Roof Replacement Work

Transition Risk Response Strategy

To address transition risks systematically, Doosan Enerbility set a 2050 Net Zero target informed by the IEA's B2DS and NZE 2050 scenarios, along with an interim target to cut greenhouse gas emissions 19.4% from 2017 levels by 2030.

We recognize stricter carbon regulations, intensifying low-carbon technology competition, and shifting market and customer demand as our main transition risks. Our response centers on improving process and energy efficiency, strengthening carbon management across the supply chain, and shifting toward an environmentally friendly business portfolio.

To limit risk in our EU business, including the Czech nuclear project, we established a response framework for the Carbon Border Adjustment Mechanism (CBAM) and run a company-wide CBAM Cross Functional Team (CFT). We manage legal and regulatory risk through transparent climate disclosure and a stronger basis for Net Zero. Ahead of mandatory climate disclosure, we have advanced our Scope 1 and 2 accounting and built a Scope 3 data-collection system to reinforce our disclosure readiness. A monthly Carbon Emission & Energy Report lets leaders track each plant's emission targets and results, encouraging voluntary, sustained energy saving. Through this, we treat transition risk not as a cost or constraint but as a mid- to long-term growth opportunity in low-carbon products and clean energy business.

Response to Climate-Related Risks and Opportunities

GHG Reduction Strategy through the Climate Change Response Council

The Climate Change Council leads greenhouse gas reduction around the climate tasks that require a company-wide response. It lowered emissions in operations and manufacturing by improving production efficiency with AI, digital technologies, and collaborative robots, and optimized process operations. In parallel, it installed rooftop solar at the Changwon plant and piloted the recovery and use of waste heat from hydrogen fuel cells. To strengthen company-wide carbon management, it built a product-level carbon management system (DPCF, Doosan Product Carbon Footprint) and began developing a supply chain system that extends to partner companies (DPCM, Doosan Partners Carbon Management), progressively reinforcing carbon management and reduction across the value chain.

Strategy for Transition of Business Portfolio

To respond to climate change and operate sustainably, Doosan Enerbility is shifting toward an environmentally focused business portfolio. Based on a comprehensive analysis of the global energy market and our internal capabilities, we are accelerating this transition with a focus on nuclear power, gas, renewable energy, and hydrogen.

In 2025, in line with our mid- to long-term direction, we expanded investment in the clean energy portfolio and are committing resources to plant and facility expansion as our next-generation nuclear and gas businesses scale up. We are also securing core technologies through investments such as advancing SMR manufacturing and developing hydrogen turbines. In addition, we built a dedicated mass-production plant for large offshore wind turbines and applied DX across many processes for efficiency and safety, laying key groundwork for commercializing offshore wind.

Strategy for Energy Efficiency Enhancement at Business Sites

Doosan Enerbility reduces site emissions through energy efficiency, wider renewable energy use, and process optimization. As part of these efforts, we held the 2025 ESG Carbon Reduction Activities Competition and achieved total carbon reductions of 1,592 tons. In addition, we conducted awareness training on reducing energy consumption (covering our carbon neutrality roadmap, domestic and international carbon regulations, and carbon emissions accounting) for relevant teams requiring reductions in LNG and electricity use and carbon emissions. We also reviewed a technology that recovers waste heat from hydrogen fuel cells and applies an Organic Rankine Cycle (ORC) system to generate additional power. Through this technology, we have established an energy efficiency measure that reuses previously unused heat energy to produce and consume electricity on site, and this initiative is currently being pursued with implementation targeted for 2027.



Grand Prize-Winning Project in the 2025 Carbon Reduction Activities Competition (UT Automation Using Collaborative Robots)

Climate Resilience

Analysis of Physical and Transition Risks via Scenario Analysis

Doosan Enerbility uses internationally recognized scenarios to analyze how climate change affects the company's business. For physical risks such as typhoons, floods, and sea level rise, it applies the IPCC's science-based scenarios (RCP 2.6, 4.5, 8.5) alongside the NGFS Current Policies and Fragmented World scenarios. These reflect international goals such as the Paris Agreement and, by examining impacts across a range of emission pathways, give a sound basis for assessing the company's mid- to long-term resilience. For domestic sites, we refine our assessment using local-government observation data to project site-level climate change, building a risk identification and management system attuned to each region.

For transition risk, we use the NGFS Net Zero 2050, Low Demand, and Delayed Transition scenarios. NGFS, an international network for financial-sector climate risk management, models how climate change affects the economy and the financial system. These scenarios capture transition risks such as Korea's emissions trading scheme and global carbon-price movements while aligning with the Paris Agreement, allowing a company to test its resilience across futures and to identify the risks and opportunities of a low-carbon transition.

Through this, Doosan Enerbility identifies climate risks and opportunities across the legal and regulatory, technological, market, and reputational dimensions and sets response measures for the company, upstream, and downstream over the short term (2025), mid term (2030), and long term (2050).

Physical Risk	To address physical risks such as heavy rain, typhoons, wildfires, and landslides, Doosan Enerbility builds site-specific response systems and maintains preventive measures, including roof reinforcement, improved drainage, wildfire-prevention facilities, and rockfall protection. These efforts reinforce site stability and operational continuity and strengthen our climate response.
Transition Risk	In our transition risk analysis, Doosan Enerbility closely and continuously monitors tightening carbon regulation, such as the forthcoming CBAM, within the legal and regulatory category. It analyzes the financial impact of carbon permit price projections and CBAM response costs and applies the results to mid- to long-term planning. The analysis found that the domestic Emissions Trading Scheme (K-ETS) carries a meaningful financial impact as paid allocation expands, while the CBAM's added cost is limited because carbon prices already paid are deducted. We have also set a 2050 Net Zero roadmap and are implementing reduction measures to cut emissions 19.4% from 2017 levels by 2030, strengthening our resilience to transition risk.

Uncertainty in Climate Resilience Assessment

Doosan Enerbility's climate resilience scenario analysis carries inherent uncertainty. The simplifications and assumptions unavoidable in modeling the future carbon and energy prices and financial impacts in the IEA and NGFS scenarios may diverge from actual outcomes. The company recognizes these limits and applies the results accordingly.

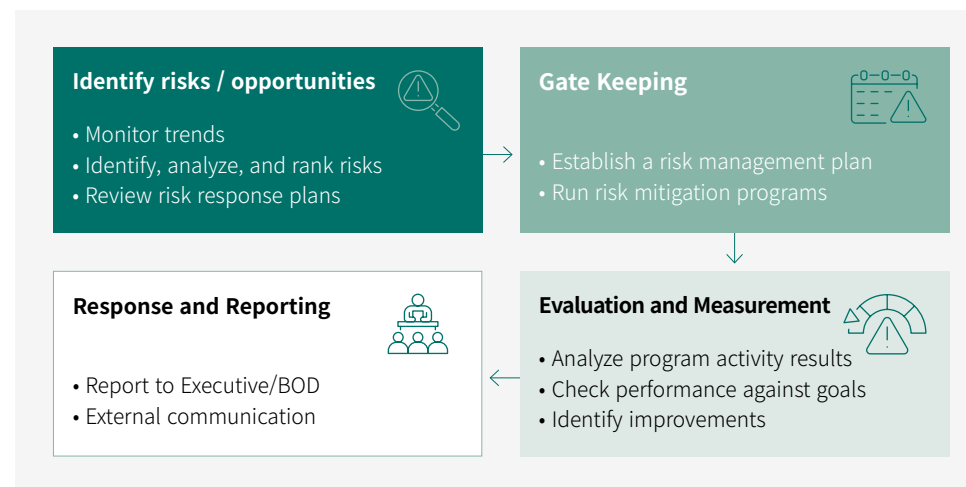
03 Risk Management

To manage the climate risks and opportunities that could affect the company's business, Doosan Enerbility analyzes major scenarios such as NGFS, RCP, IEA, and NDC. We then sort risks and opportunities by type (legal and regulatory, technology, market, reputation), horizon (short-term 2025, mid-term 2030, long-term 2050), and scope (company, upstream, downstream) and sets and carry out our response. Our materiality assessment identified climate litigation, stronger carbon regulation, low-carbon product development, and typhoons, floods, and landslides (from heavy rain and flooding) as our key climate risk and opportunity issues.

Process for Identifying and Assessing Climate-Related Risks and Opportunities

Doosan Enerbility runs the climate management process on the foundation of the company's climate governance. We conduct materiality assessments to identify climate risks and opportunities and respond effectively. The process moves through risk and opportunity identification, gatekeeping, evaluation and measurement, and response and reporting, analyzing and managing the effect of each climate factor on the business at every stage.

Climate Change Risk/Opportunity Management Process



04 Metrics and Targets

Mid-to-Long Term Strategy for Net Zero

Under the '2050 Carbon RE:Set' strategy, a focus area of the company's ESG Vision, Doosan Enerbility set a 2050 Net Zero target and a 2030 interim target, with a detailed roadmap to cut carbon emissions 19.4% from 2017. To meet the 2030 target, we are improving energy efficiency, pursuing domestic and overseas emission-permit projects, expanding renewable energy such as rooftop solar, and converting fuels, while building our net-zero foundation around low-carbon production facilities at the Changwon plant. We are also pursuing strategies and investments to reduce not only Scope 1 and 2 emissions at our sites but also Scope 3 emissions across the value chain, by accelerating the shift of our growth portfolio toward clean energy.

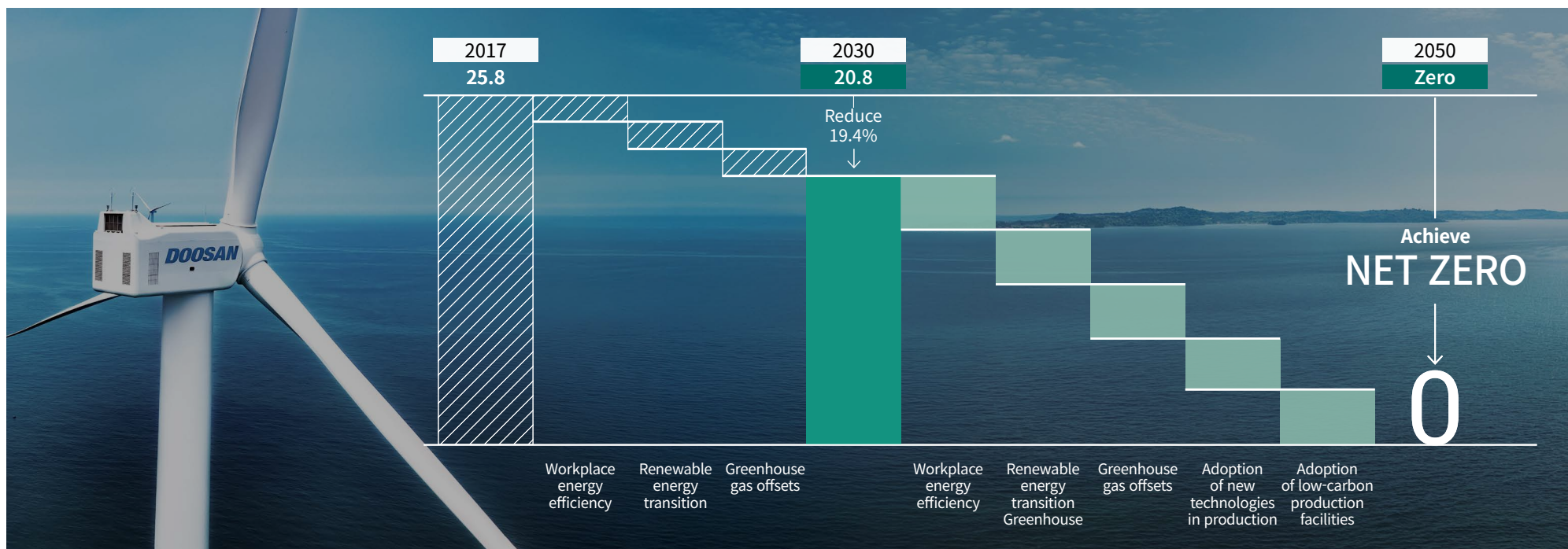
In 2025 and the first half of 2026, we managed global regulatory risk early by establishing a CBAM response system and running a company-wide team, while advancing our Scope 1, 2, and 3 management and expanding value-chain carbon management through DPCF and DPCM. AI and digital technologies and energy-efficiency measures reduced emissions across production and operations, strengthening our foundation for net-zero.

Climate-Related Metrics Management

Category	Mid-to-Long Term Goals	2025 Goal	2025 Performance
Greenhouse Gas Emissions	- By 2030: 208,000 tons - By 2050: Net Zero	- Scope 1: 107,000 tons - Scope 2: 137,000 tons	- Scope 1: 98,980 tons - Scope 2: 126,486 tons
Energy Consumption ¹⁾	By 2030: Fossil fuel 409,722 MWh, Electricity 262,500 MWh	- Fossil fuel: 501,400 MWh - Electricity: 316,163 MWh	- Fossil fuel: 458,782 MWh - Electricity: 274,325 MWh

1) Energy consumption goal corrected due to a change in the electricity usage conversion factor for Doosan Enerbility domestic business sites

2050 Net-Zero Roadmap



Social

- 45 Safety and Health Management
- 49 Quality Management
- 52 Human Rights Management
- 54 Talent Management
- 59 Supply Chain Management
- 63 Social Contribution



Health & Safety Management

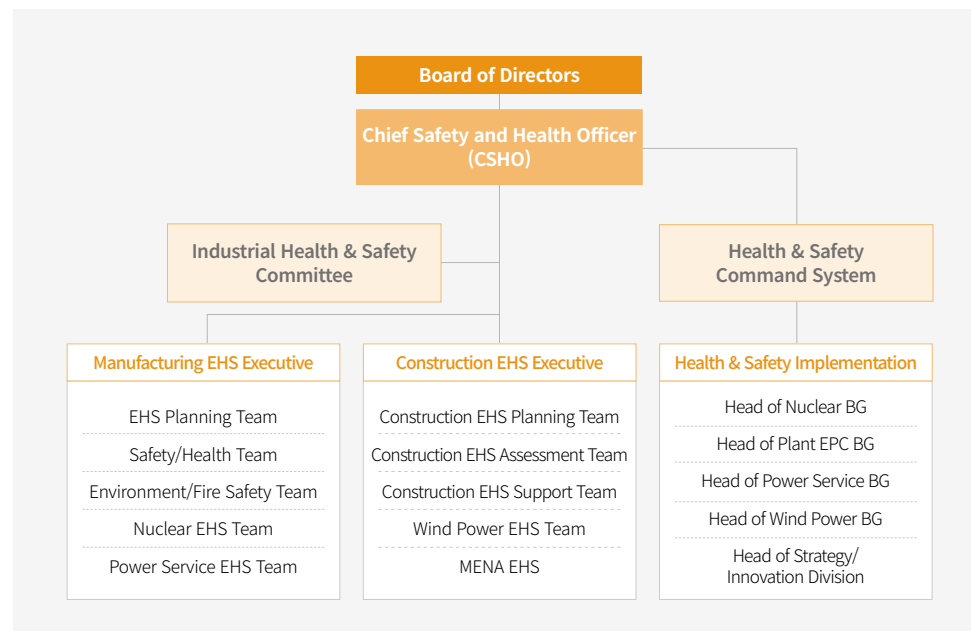


01 Governance

Protecting and promoting the health of our employees is one of the foremost management values that Doosan Enerbility pursues. Doosan Enerbility is dedicated to building a work environment in which not only our own employees but also the workers of our partner companies can focus on their duties with peace of mind, and we continue to carry out improvement activities to enhance the effectiveness of our Health & Safety management system.

At the heart of this system is the Chief Safety and Health Officer (CSHO), a position held by the Head of the EHS Division. The CSHO exercises ultimate and substantive authority and responsibility over the organizational structure, staffing, and budgeting related to health and safety, and oversees the Industrial Health & Safety Committee, which deliberates on and approves key occupational health and safety matters. In addition, the Board of Directors performs management-level oversight by receiving annual reports on health and safety performance and approving the following year's health and safety plans. Under the CSHO, the Manufacturing EHS organization and the Construction EHS organization are established to execute Board-approved plans on the ground. Through this structure, Doosan Enerbility operates a consistent health and safety management system that extends from top management decision-making to on-site implementation.

Organizational Chart



Implementation Organization

Industrial Health & Safety Committee

Doosan Enerbility operates the Industrial Health & Safety Committee to enable labor and management to jointly deliberate and resolve on health and safety issues at our worksites. The Committee is composed of an equal number of members from the management side and the worker side, ensuring a balanced decision-making structure between labor and management, and it convenes on a quarterly basis. Through the direct participation of workers as committee members, the Committee plans and monitors the implementation of on-site health and safety activities.

Worker-side members are responsible for bringing health and safety opinions and improvement requests gathered from the field to the Committee's agenda. The worker side also directly monitors whether the health and safety matters discussed and agreed upon at the Committee are being reflected in our policies and properly implemented. Through this operating framework, the Industrial Health & Safety Committee serves as a core governance body for health and safety, grounded in two-way communication between labor and management.

EHS Committee

Doosan Enerbility operates the EHS Committee as the company's highest decision-making body for EHS matters. The EHS Committee holds the responsibility and authority to deliberate and approve company-wide health and safety policies, and serves as a key governance body that sets the corporate-wide direction for health and safety. The EHS Committee regularly reviews whether the health and safety plans reported to and approved by the Board of Directors are being substantively implemented across each business division. Specifically, it monitors progress toward EHS targets by reviewing the implementation results of health and safety plans and the performance of activities by business unit, and operates a management system to ensure that established plans are effectively executed on the ground.



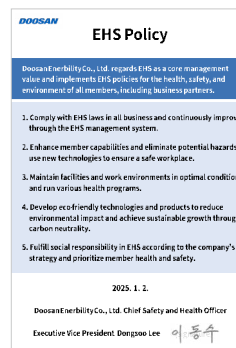
2025 EHS Committee CSHO Remarks

Board of Directors

The Board of Directors of Doosan Enerbility performs the highest-level oversight function for health and safety management. Each year, the Chief Safety and Health Officer (CSHO) and the Industrial Health & Safety Committee report health and safety-related agenda items to the Board, which deliberates on and approves them. The scope of reporting encompasses the full spectrum of health and safety management, including health and safety policies, organizational structure, budget and facility status, and the performance and future plans of health and safety activities. Through this framework, the Board directly reviews our health and safety management direction at the executive level and reflects it in our decision-making.

02 Strategy

Doosan Enerbility has set the realization of eco-friendly and accident-free worksites as our company-wide health and safety goal, and is carrying out systematic health and safety activities centered on our EHS management strategy. The strategy focuses on securing the safety and health of, and protecting the environment for, stakeholders across the entire value chain, including not only employees but also partner companies, customers, and local communities. We are strengthening our health and safety management capabilities and raising safety culture awareness among our members, while prioritizing improvement tasks and managing them in phases to effectively reduce EHS risks. In addition, both our headquarters and the Changwon plant have obtained ISO 45001 certification and operate a health and safety management system based on international standards. Furthermore, going beyond securing the safety of our own employees through critical accident prevention, work environment improvements, and the proactive participation of workers, Doosan Enerbility is also pursuing systematic management activities to enhance the operational capabilities of partner companies' worksites. Through these efforts, we are continuously raising the health and safety standards of our partners and improving the effectiveness of health and safety management across the entire value chain.

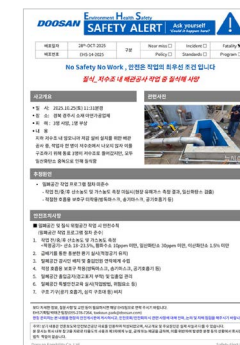


Doosan Enerbility EHS Policy

Safety Alert System

Doosan Enerbility operates a Safety Alert system to strengthen field-centered accident prevention capabilities. The purpose of this system is to swiftly share company-wide information on accident cases that have occurred at actual industrial sites, on-site inspection results, and key management points, thereby preventing the recurrence of similar accidents and reinforcing proactive prevention activities.

When a Safety Alert is issued, preventive inspections and tailored safety training are conducted in parallel to raise safety awareness among employees and partner company workers and to strengthen on-site execution. In addition, we produce and utilize training materials that systematically organize key cases, providing continuous safety training for managers, supervisors, and workers, and promoting the establishment of a strong safety culture.



Safety Alert

Employee Safety Training

Doosan Enerbility operates a systematic safety training program to ensure that specialized EHS competencies are developed across all levels of the organization. We define the roles and required competencies for executives, managers/supervisors, workers, and EHS practitioners based on their positions and job functions, and establish the direction of training based on the results of Functional Competency (FC) analysis, thereby providing tailored safety training suited to each target group.

In 2025, we continue to operate the EHS Academy and are expanding the scope of our training programs. In addition to newly introducing training to strengthen new energy capabilities, we are providing tailored safety training for various levels, including specialist training for rigging operations and leadership training for managers and supervisors.

Establishment and Expansion of AI-based Monitoring System

Doosan Enerbility is gradually establishing an AI-based video monitoring and fire surveillance system to proactively prevent critical accidents and enhance the effectiveness of on-site safety management. This system is operated as a safety facility for accident prevention rather than for surveillance purposes, and employee acceptance has been secured through on-site communication. In 2025, we established the AI monitoring system, focusing on blind spots involving risks in major production processes. Through this, a system has been put in place to detect abnormal worker behavior and the possibility of fire or smoke in real time, creating an environment that enables rapid recognition and initial response in the event of an accident. In 2026, we plan to install ten additional AI monitoring video surveillance devices at high-risk and confined work spaces, such as the underground area of the press in the forging shop. Doosan Enerbility continues to expand our smart safety management system using AI and digital technologies.



AI-based Monitoring System

03 Risk Management

On-site Safety Improvement Activities

Strengthening On-site Safety Management

Doosan Enerbility carries out systematic safety inspection activities at the Changwon plant and at construction and service sites both in Korea and abroad to proactively prevent critical accidents. We have designated the Five Major Accident Categories as key management points and have selected ten safety inspection themes, applying a three-cycle repeated inspection approach to minimize blind spots in inspections and continuously enhance on-site safety levels. Securing the safety of hazardous machinery and equipment is also a core area of on-site risk management. We conduct statutory periodic safety inspections each year on the 1,019 hazardous machines and equipment at the Changwon plant, and additionally perform separate safety inspections once a year to preemptively prevent accidents caused by mechanical defects, pursuing zero crane breakdowns. In addition, with the expanded introduction of industrial collaborative robots, we complete conformity reviews through accredited certification bodies upon installation and immediately conduct initial safety inspections. In this process, dual safety devices are secured, and safety guidelines for use are established in advance with relevant personnel trained accordingly, thereby ensuring fundamental safety in handling collaborative robots.



Industrial Collaborative Robots

Risk Assessment and Follow-up Management Measures

Doosan Enerbility conducts risk assessments to systematically identify and eliminate hazards and risk factors at our worksites. We have established a structure in which workers, who have the deepest understanding of on-site hazards and risks, directly participate in the assessment process, enabling substantive risk identification and improvement.

In 2025, using our in-house developed risk assessment platform, we conducted risk assessments on 1,200 processes across all 125 production departments. Through this, a total of 98,846 potential hazard factors were identified in advance, and by effectively eliminating and controlling such factors, we are contributing to the prevention of industrial accidents.

Emergency Response Drills

Doosan Enerbility conducts joint emergency response drills involving all employees company-wide to review the allocation of roles and response procedures across the organization, and to strengthen the collaboration framework among related departments. In addition, by carrying out joint drills with external specialized agencies such as the local fire department, we continuously review and improve our emergency response system based on external cooperation, and enhance both initial and on-site response capabilities.

At the Changwon plant, firefighting and emergency rescue personnel are stationed for 24-hour standby response, and an in-house emergency notification system is operated to ensure prompt reporting and response in the event of an emergency.



Emergency Response Drills

Strengthening Partner Companies' Safety Management Capabilities

In addition to securing the safety of our own employees, Doosan Enerbility supports our partner companies in autonomously establishing and operating health and safety management systems in accordance with relevant laws and regulations. Upon signing new contracts, we verify compliance with applicable laws and regulations, and seek to enhance partners' safety management standards through document reviews and feedback on the operational status of their health and safety management systems.

In 2025, we participated in the Mutually Beneficial Health & Safety Cooperation Program for large, medium, and small enterprises, providing risk assessment support, KOSHA MS certification support, occupational safety and health management cost support, and health management support for elderly workers to 51 in-house and external partner companies, thereby strengthening their EHS capabilities. In addition, we conduct intensive inspections of the Five Major Risk Areas and legal compliance checks for partner companies, while concurrently carrying out activities to elevate the level of EHS management, thereby enhancing the standards of partners' health and safety systems. To prepare for hazardous situations that are difficult to predict on-site, we operate Right to Stop Work utilizing QR codes, which allows workers to halt work and evacuate on their own initiative, thereby securing the safety of partner company workers.



Workers' Right to Stop Work in Hazardous Situations

Health Promotion for Employees and Partner Companies

Doosan Enerbility operates various health promotion programs for the health management and psychological care of our employees and partner company workers. For health management, we provide comprehensive health checkups, various vaccinations, in-house clinic consultations and treatments, and reservation support services for tertiary and specialty hospitals. In addition, as part of our Mind Health Project, we operate the "Misodam" psychological counseling center, where employees can overcome and relieve stress and difficulties arising from work and daily life, including job-related concerns, interpersonal relationships, child-rearing, and marital matters, through consultations with professional counselors. This program is available not only to employees but also to their families and partner company workers.

Employee Health Promotion Programs

Comprehensive Health Examination for Employees	- Annual comprehensive health checkup support for employees with five or more years of service or aged 35 or older, and for their spouses - PET-CT or brain/cardiovascular MRA screenings for employees with 20 or more years of service or aged 45 or older - Periodic special health examinations and general health examinations conducted at least once a year to manage occupational diseases - Specialist consultations at the in-house clinic for employees with abnormal findings, including medication prescriptions, exercise therapy, and educational follow-up management - Cerebro-cardiovascular disease risk assessments conducted once every two years to manage cerebro-cardiovascular conditions - Specialist consultations and follow-up management at the in-house clinic for employees in high-risk job categories
Vaccinations	- Annual influenza vaccination support for employees and their families (approximately 6,327 vaccinations supported in 2025) - Vaccination support against region/country-specific endemic diseases (malaria, typhoid, yellow fever, etc.) to prevent infectious diseases overseas
Paid Leave for Influenza	Two days of paid leave granted to employees diagnosed with influenza
Operation of In-house Clinic	- Specialists, nurses, physical therapists, and exercise specialists stationed on-site to provide one-stop medical consultations, medication prescriptions, physical therapy, and exercise therapy for employees and partner company workers - Individual health consultations and check-ups for employees prior to overseas assignments and business trips - EHS training and provision of personalized first-aid kits - Medical staff including specialists regularly visit overseas sites with limited medical infrastructure to provide health consultations and on-site medical services
Medical Reservation and Medical Expense Support	- Partnership agreements with three major hospitals in the metropolitan area and seven specialty hospitals (dental/ophthalmology/orthopedic) near worksites to provide medical convenience for employees and their families - Medical expense support of up to KRW 20 million per person for accidents and illnesses involving employees, spouses, and children, and up to KRW 5 million per person for parents
Comprehensive Health Checkups for In-house and External Partner Companies	Comprehensive health checkup partnerships with 17 hospitals nationwide, supporting in-house and external partner company workers in receiving comprehensive health checkups with cost benefits and screening programs to manage their health
Psychological Counseling Program	- Operation of the in-house/external psychological counseling center (Misodam) where employees, their families, and partner company workers can receive consultations with professional psychological counselors to help relieve stress and difficulties - A total of 863 professional psychological counseling sessions in 2025 (267 in-house and 596 external)

04 Metrics and Targets

Doosan Enerbility operates the DSRS (Doosan EHS Rating System), the Doosan Group's autonomous health and safety management system, to quantitatively evaluate EHS (Environment, Health, and Safety) performance across 15 elements, including leadership, risk assessment, and risk management. Going forward, we plan to drive innovative and sustainable improvements based on our robust EHS management system.

DSRS (Doosan EHS Rating System)

The DSRS (Doosan EHS Rating System), developed to systematically diagnose and improve the EHS management standards of the Doosan Group, is a comprehensive framework consisting of 15 assessment elements and 610 assessment items. Designed around quantitative indicators ranging from EHS leadership to management performance evaluation, each item is structured based on international standards and best practices of leading global companies. The DSRS is designed to go beyond simply verifying legal compliance, enabling a multi-dimensional assessment of EHS maturity.

DSRS Indicator Elements

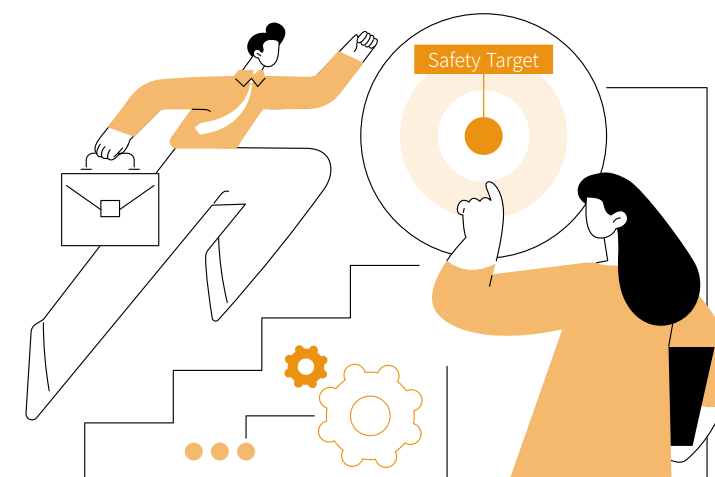
① Leadership	② Planning and Management	③ Risk Assessment	④ Human Resources	⑤ Compliance
⑥ Project Management	⑦ Training and Competency	⑧ Communication and Promotion	⑨ Risk Control	⑩ Maintenance and Inspection
⑪ Contractors and Suppliers	⑫ Emergency Preparedness	⑬ Incident Investigation	⑭ Risk Monitoring	⑮ Management Review

DSRS Targets and Performance

Doosan Enerbility has established and manages short-, mid-, and long-term targets for the DSRS, our autonomous health and safety management system. We have set a long-term target of reaching the global-level Creative Operation stage (80.0 points) by 2030, and are continuously strengthening on-site execution and advancing the system.

In 2025, we achieved a DSRS score of 74.5 points, exceeding our target of 72.0 points by 3.5%, confirming that the autonomous risk management system is operating effectively. The 2026 target has been set at 75 points or higher, and we are prioritizing improvement tasks and carrying out improvement activities to achieve our long-term target and to manage health and safety risks at an integrated, company-wide level.

Level	L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	Year	DSRS Score
Score	20	30	40	60		70		80	80	90	2025	74.5
Mgmt. Step	Indifferent	Monitoring & Corrective Action	Systematic Management			Voluntary Operation				Creative Operation	2024	71.4
											2023	69.5



Quality Management

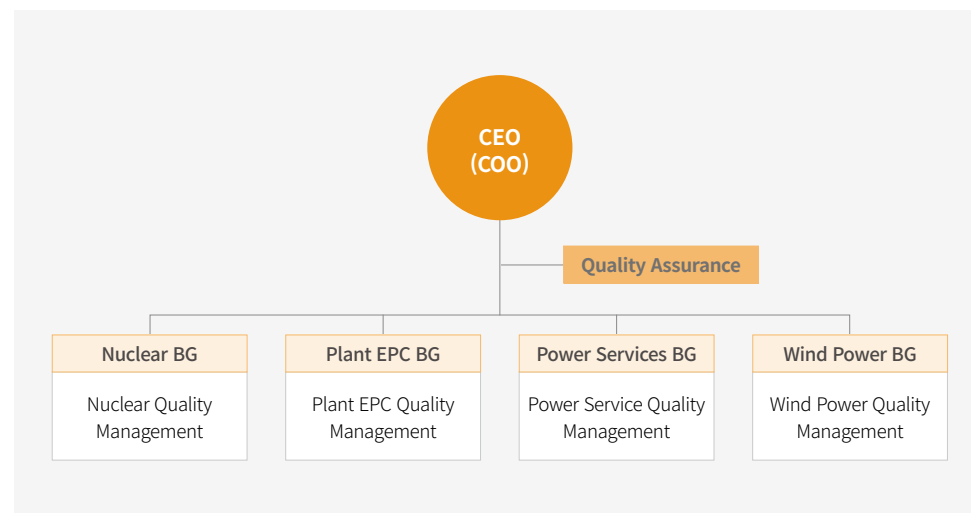
01 Governance

Doosan Enerbility possesses world-class core capabilities in plant engineering, manufacturing, installation, and commissioning, and is actively pursuing quality management activities to further strengthen these capabilities. Our core quality management objective is to maximize customer satisfaction by reliably ensuring the performance required by customers and delivering defect-free quality. To realize this objective, we maintain and operate an organized and systematic quality system that conforms to international standards, with all of our organizations and employees strictly complying with the requirements set forth in the Quality Policy.

Implementation Organization

To establish and maintain a systematic quality system that conforms to international standards, Doosan Enerbility operates a governance structure in which the CEO holds overall responsibility for ensuring the effectiveness and continuous improvement of the quality system. Building on this foundation, we have established a framework in which the company-wide Quality Assurance organization and the Quality Management offices of each Business Group communicate and collaborate organically, thereby securing the execution capability of quality management.

Organizational Chart

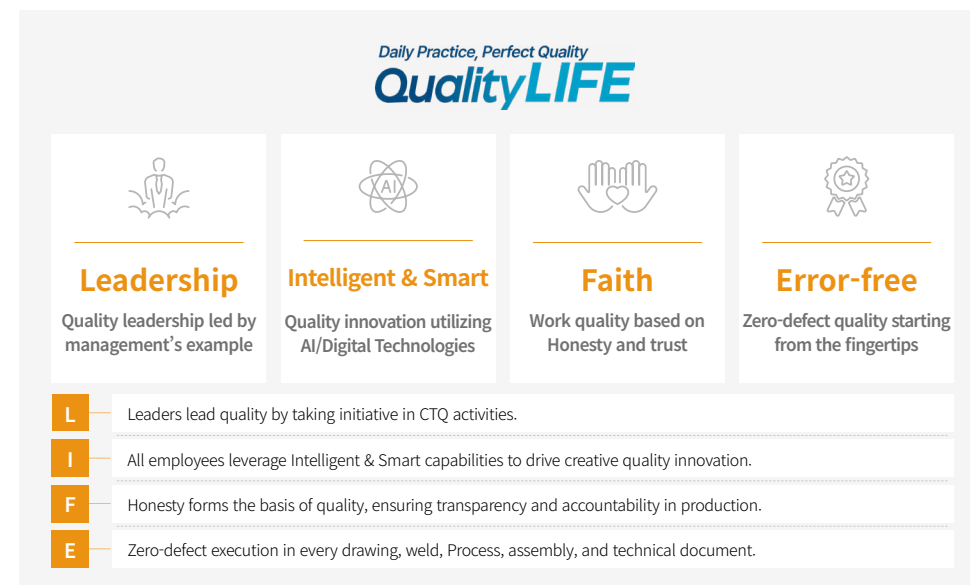


Quality Policy

Doosan Enerbility Co., Ltd. is committed to securing our sustainability through technology that enhances the value of our planet. Based on the "QualityLIFE" (Leadership, Intelligent & Smart, Faith, Error-Free) quality culture, all employees recognize and achieve quality in their daily work across engineering, manufacturing, installation, commissioning, operation, and maintenance, thereby leading the plant market, including renewable energy, with world-class quality competitiveness. Delivering comprehensive customer satisfaction and creating customer value through this approach is our foremost management priority.

Introduction of QualityLIFE Quality Culture

Since quality begins with the mindset, actions, and craftsmanship of every employee in their daily work, Doosan Enerbility has introduced the "QualityLIFE" quality culture to strengthen and embed a strong quality culture throughout the organization. Building on the diverse efforts and activities we have carried out in pursuit of the highest quality, Doosan Enerbility is creating top-tier quality by realizing the "QualityLIFE" quality culture, in which quality becomes part of everyday work.



Quality Innovation Committee

The Quality Innovation Committee serves as a control tower that plans various preventive quality activities and monitors their implementation status to secure the level of quality required for customer satisfaction. Through continuous and systematic preventive quality activities led directly by senior management, the Committee proactively responds to changes and demands in the internal and external quality environment, including the continuously rising customer expectations for quality and the accelerated digital transformation of the working environment. In this way, the Quality Innovation Committee functions as an internal communication forum where quality-related issues are shared and improvement directions are discussed.

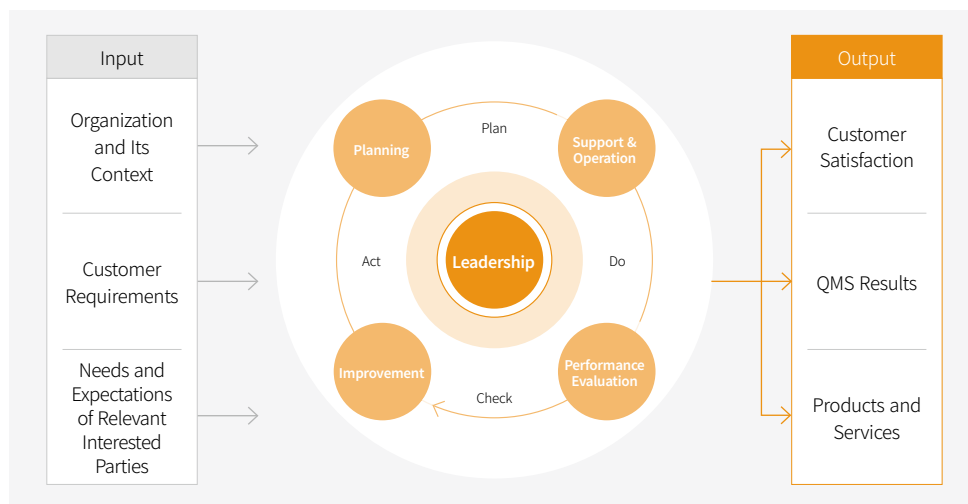


Quality Innovation Committee

02 Strategy

Doosan Enerbility's quality management system is designed to comprehensively reflecting both internal and external factors required of Doosan Enerbility, including organizational context, customer requirements, and the needs and expectations of stakeholders. We systematically define the sequence and interactions of our processes and meet the requirements of global standards regarding customer satisfaction, QMS performance, product and service quality, and actions to address risks and opportunities, thereby actively pursuing continuous improvement on this foundation.

Quality Management System



Specialized Quality System Framework and Digitalized Management for Ensuring Quality through Preventive Measures

Establishing an advanced quality management system is essential to securing world-class quality competitiveness and realizing customer satisfaction. To meet the standards demanded by the plant market and customers, Doosan Enerbility has established and operates specialized quality system frameworks tailored to each business area. In addition, in response to the acceleration of AI-based digital environments, we are establishing a digital management system for quality information to secure preventive quality across relevant business areas. Through this, we are continuously pursuing activities to achieve defect-free quality.

Quality System Certifications

To advance our quality management, Doosan Enerbility has obtained international certifications and operates a quality assurance system as well as environmental and safety management systems that conform to such standards. Across power generation plant fields, including nuclear, wind power, and gas turbines, as well as the aerospace industry, we have obtained and maintained a total of 53 external certifications from internationally accredited bodies, thereby externally demonstrating our quality competitiveness and strengthening customer trust. In particular, we became the first in Korea to obtain ISO 19443, the quality management system certification for the nuclear sector, laying the foundation for nuclear power exports to Europe.

Doosan Quality Management System (DQMS)

Doosan Enerbility has introduced and operates the Doosan Quality Management System (DQMS) to systematically manage preventive quality. By digitalizing quality data across all stages, from inspection planning to verification of results, DQMS provides visibility into the progress of quality management while strengthening on-site execution.

Doosan Quality Management System (DQMS) Composition

Quality Assurance / Qualification & Training	Quality Inspection	Quality Status/ Document Management	Quality Prevention/ Improvement
Quality Assurance Information Quality Policy/Program Quality Certifications Quality Assurance Plan/Manual Approved Vendor List	Inspection Execution Customer QIP (Quality Inspection Plan) Vendor Standard QP/MPP Item/PR QC Approval Inspection Reception/Inspector Assignment Inspection Execution/Results Management Inspection Request/Management Mold and Tool Steel Manufacturing Status/Inspection	Quality Issues & Status Non-Conformance (QFR/NCR) Management Corrective Action (CAR/RCA) Management Cost of Poor Quality (COPQ) Management Corrective Action (ADR) Analysis Equipment & Materials NDT Information by Project NDT Equipment/Material Management	Preventive Quality Preventive Quality Pool Management Recurrence Prevention Activity Implementation/Management Continuous Quality Management Quality Improvement Task Management First Article Management Management Quality Leadership Tour (MQLT) Activities Quality Risk Recurrence Prevention Activity Management Design Integrity Review Management Quality Tracking Management
Qualification & Training Quality Inspector Qualification Management Non-Destructive Testing (NDT) Inspector Qualification Management Designer Qualification Management Quality Assurance Training Planning/Implementation	Reports Non-Destructive Testing (NDT) Report Material Test Certificate Authenticity Verification Certificate	QVD Management QVD Registration/Compilation CMTR/COC Management	

03 Risk Management

Product Quality and Safety

Management Quality Leadership Tour (MQLT)

Doosan Enerbility operates the Management Quality Leadership Tour (MQLT), in which senior management of each business area personally visits manufacturing and construction sites to verify quality status and provide on-site feedback. This program focuses on having functional executives review the implementation of quality processes on-site, while jointly checking whether lessons learned accumulated from past projects are being reflected in actual operations. By having management exercise leadership at the forefront of quality control, we are enhancing awareness of compliance with quality standards across the entire organization and laying the foundation for proactively identifying potential risks. On-site improvement items derived through MQLT are immediately shared with the relevant business divisions, thereby continuously securing consistency in product and construction quality.



On-site Quality Inspection (MQLT)

Securing Nuclear Quality and Safety

Doosan Enerbility has obtained and maintains international standard certifications such as ASME, KEPIC, and ISO to secure the high level of quality and safety required for nuclear products. These certifications cover the manufacturing of materials as well as the design and production of nuclear power plant components and auxiliary equipment, through which we have been officially recognized for our global-level quality capabilities. At the design and manufacturing stages, we perform various performance tests, including hydrostatic tests, load tests, and non-destructive examinations, to meet the relevant codes, international standards, and customer-specific requirements.

Securing Wind Power Quality and Safety

To secure the reliability of the quality and safety of our wind power generation systems, Doosan Enerbility has obtained IEC 61400 certification, an international standard issued by the International Electrotechnical Commission (IEC). This certification provides a comprehensive verification framework that covers not only the design and manufacturing stages of wind turbines but also their performance and safety in actual operating environments. During the IEC 61400 certification process, the response characteristics and safety of the turbine are tested under various operating conditions, including start-up, shutdown, normal operation, and fault scenarios. In addition, integrity assessments are conducted on actual blades against extreme and fatigue loads that may occur during their service life, thereby verifying the structural stability of the product.

Development of AI-based Wind Power Load Analysis Technology

The Wind Power Engineering Division of Doosan Enerbility is developing and applying AI-based load analysis technology to further advance the quality of design and O&M (Operation & Maintenance). By introducing artificial intelligence to load analysis tasks that were previously performed repetitively, we have automated the analysis process, thereby improving analytical accuracy and securing consistency and reliability in design decisions. In addition, with near real-time load prediction now possible, the reliability of structural integrity reviews has significantly improved.

Digital Transformation of Nuclear Production through Robotics & AI

The Nuclear Production Division of Doosan Enerbility is strengthening the fundamental competitiveness of manufacturing quality by pursuing digital transformation that integrates robotics and AI. In particular, in preparation for the transition to a continuous mass production system for products such as SMRs, the Division is focusing on building a smart manufacturing foundation capable of securing stable and uniform quality. Specifically, by introducing robotic welding technology and AI vision-based welding defect detection systems, issues are identified early through real-time monitoring and alerts, preventing defects in advance. As a result, deviations in welding quality have been minimized, and consistent quality levels can be maintained even in continuous production environments. In addition, by digitalizing the review of upper-level requirements and manufacturing documents, quality risks are preempted, securing a stable quality management framework across nuclear production.

Development of PMS₁ and Wind Power O&M AI Automated Maintenance Instruction System

Doosan Enerbility is leveraging digital and AI technologies to simultaneously advance the management of partner companies' equipment delivery and the quality of wind power O&M maintenance work. Through the partner equipment delivery management solution, we systematically manage risks that may arise during the equipment delivery process, supporting the stable supply of equipment whose quality has been secured. In addition, based on accumulated data, the Wind Power O&M AI Automated Maintenance Instruction System has been applied to enhance data accuracy and minimize variations in work execution. As a result of this digital transformation, on-time delivery rates and work reliability have improved, and customers experience consistently stable service quality.

1) PMS (Progress Management Solution): Partner equipment delivery management solution

04 Metrics and Targets

Customer Satisfaction Survey

Doosan Enerbility conducts an annual customer satisfaction survey targeting customer companies to advance our quality management activities and continuously enhance the level of customer satisfaction. The survey is carried out through a combination of online questionnaires and interviews, measuring satisfaction across three areas, process management, quality and competency, and customer management, along with overall satisfaction. Through this, we identify customer perceptions of product quality and safety and reflect the resulting improvement tasks in our execution. The 2025 customer satisfaction survey result was 89.3 points, indicating that a high level of customer satisfaction has been maintained. Doosan Enerbility will continue to make ongoing efforts to strengthen quality competitiveness and enhance customer satisfaction.

Customer Satisfaction Survey Results

Process Management	Customer Management	Quality and Competency	2025 Overall Satisfaction ¹⁾
90.5points	92.0points	92.7points	89.3points

1) Overall satisfaction score (DCSI) is calculated by applying satisfaction levels and weighting factors for each detailed item/category.

Human Rights Management



01 Governance

As a member of the UN Global Compact (UNGC), Doosan Enerbility has established our human rights policy based on international human rights norms, including the UN Guiding Principles on Business and Human Rights and the core conventions of the International Labour Organization (ILO). The policy explicitly addresses key human rights matters, including the prohibition of forced labor, child labor, and human trafficking, and applies not only to employees but also to stakeholders across the entire value chain, including partner companies and business partners. Building on this, we operate a human rights management practice and due diligence framework. In addition, we have established a dedicated human rights management organization, which proactively identifies factors that may impair or infringe upon the human rights of employees and stakeholders, and regularly conducts human rights impact assessments to prevent such risks.

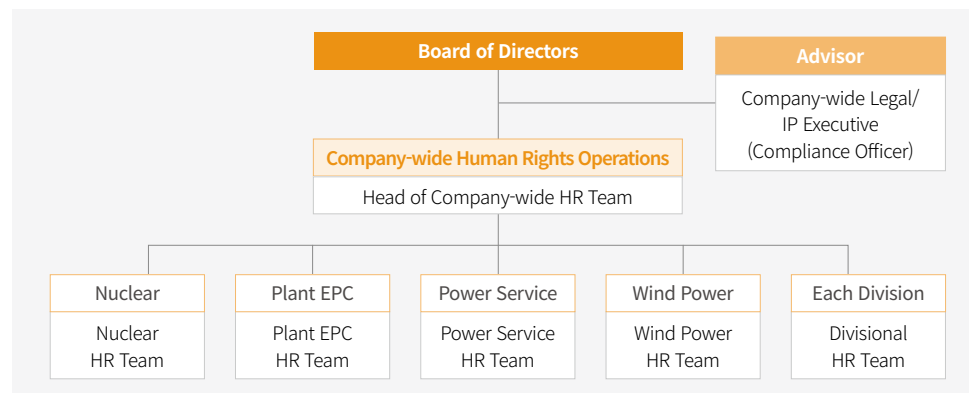
[Doosan Enerbility Human Rights Policy](#)

[Doosan Enerbility Supply Chain ESG Code of Conduct](#)

Implementation Organization

Doosan Enerbility has established a system to respond promptly to human rights infringement issues through our internal grievance handling process, in accordance with the principles of confidentiality and protection of whistleblowers. The Human Rights Committee, which oversees these matters, is composed of the company-wide HR team, the HR teams of each Business Group or division, and the Compliance Officer who serves as an advisor. The Committee plans and operates company-wide human rights management activities. In addition, a separate Human Rights Steering Committee involving operational departments such as the EHS Team, Quality Assurance Team, and Shared Growth Team has been formed to systematically manage all aspects of human rights management. This Steering Committee comprehensively operates the human rights impact assessment process, encompassing the assessment of human rights management status, the establishment of human rights risk management plans, implementation, and the monitoring of outcomes.

Organizational Chart



02 Strategy

Establishment and Advancement of the Human Rights Management Framework

To systematically manage human rights risks, Doosan Enerbility holds the company-wide ESG Committee annually chaired by the COO. Human rights risk is one of the key issues under the Social pillar, and the status of human rights risk management as well as the results of human rights impact assessments are reviewed and reported on an annual basis. At the 2025 ESG Committee, the results of self-conducted labor inspections to address human rights risks, the status of internal human rights issues and plans to strengthen human rights management, and the results of the human rights impact assessment were reported. In addition, our subsidiary Škoda Power has introduced human rights management, completing the publication of our human rights policy on its portal and the establishment of an ESG Committee. Based on the implementation outcomes at this subsidiary, Doosan Enerbility plans to provide guidance for establishing human rights management frameworks at our other subsidiaries over the mid- to long-term.

Promoting Diversity and Inclusion

Doosan Enerbility upholds the principle of non-discrimination based on gender across all HR systems, including recruitment, compensation, training, and promotion. Promotion reviews are conducted based on fair competency evaluation results, and salary increases upon promotion are applied in equal amounts in accordance with company regulations. In addition, to prevent unreasonable discrimination during performance evaluations due to reasons such as parental leave, both the relevant business divisions and the company-wide HR organization operate rigorous review processes.

03 Risk Management

Human Rights Impact Assessment

Doosan Enerbility regularly conducts human rights impact assessments at our key worksites based on our proprietary checklist. The scope of assessment includes employees of domestic and overseas subsidiaries as well as partner companies. Domestic worksites are assessed annually, while certain overseas worksites are assessed every three years, with plans to gradually expand the scope of assessment. The Human Rights Management Checklist consists of 12 areas, 50 items, and 182 indicators, reflecting key issues such as the protection of human rights, and is applied flexibly to overseas worksites in accordance with local circumstances.

Human Rights Impact Assessment Areas			
① Establishment of Human Rights Management Framework	④ Prohibition of Forced Labor	⑦ Responsible Supply Chain Management	⑩ Protection of Consumer Human Rights
② Non-discrimination in Employment	⑤ Prohibition of Child Labor	⑧ Protection of Local Communities' Human Rights	⑪ Respect and Communication
③ Freedom of Association and Collective Bargaining	⑥ Occupational Safety Assurance	⑨ Guarantee of Environmental Rights	⑫ Protection of Personal Privacy

Human Rights Impact Assessment Process

Conduct Human Rights Impact Assessment	Review of Assessment Results	Establishment of Improvement Plan	Implementation of Improvement Plan and Reporting of Results
Identification of vulnerable areas and priority improvement fields	Review of assessment results and verification of the appropriateness of priority improvement fields selected	Development of improvement plans	Reporting of improvement results to the responsible executive, BG Head, and COO

In-house Human Rights Training

To establish an organizational culture of mutual respect among colleagues in the workplace, Doosan Enerbility conducts annual human rights training for all employees. The training curriculum covers topics such as the prevention of sexual harassment in the workplace, raising awareness of disabilities, and the prevention of workplace bullying, helping employees recognize the importance of human rights and put them into practice in their daily work. In 2025, Transparency capability training was conducted twice for all team leaders across Doosan Enerbility. The training focused on reaffirming ethical standards and core values, and on strengthening capabilities to prevent and manage misconduct and project accounting risks. Through this, we are promoting honest and transparent decision-making by leaders and is committed to embedding a sound organizational culture.

Training Content

Prevention of Workplace Sexual Harassment	Raising Awareness of Disabilities	Prevention of Workplace Bullying
• Cases of workplace sexual harassment	• Understanding disabilities and the various types of disabilities	• Understanding workplace bullying and case examples
• Methods of preventing sexual harassment and related laws	• How to work with colleagues with disabilities	• Laws and regulations related to workplace bullying
• Responses to sexual harassment (disciplinary action/sanctions)	• Protection of workers' human rights and the Anti-Discrimination Act	• Remedy procedures in the event of workplace bullying

Grievance Handling Process

In accordance with the Internal Reporting System Operating Regulations, Doosan Enerbility receives reports of human rights issues and ethical management violations through various channels, including the "Cyber Reporting Center" on our website. The identity of the reporter and the contents of the report are strictly kept confidential, and any disadvantageous action against good-faith reporters is prohibited. Reports received are verified and investigated by the responsible department, and disciplinary action is determined through the Personnel Committee. Once all procedures have been completed, the responsible department reports the matter to the CEO, and the outcome of the report is communicated to the reporter.

Cyber Reporting Center

Operation of the Workplace Bullying and Sexual Harassment Prevention Center

Doosan Enerbility complies with the Labor Standards Act and the Equal Employment Opportunity and Work-Family Balance Assistance Act. Based on these laws, we create a working environment in which employees are not discriminated against on any external grounds, such as gender, disability, or religion, and maintains an organizational culture that respects diversity. When a report is submitted through an external specialized agency, the agency conducts an initial interview to objectively verify the relevant facts before we proceed with internal follow-up procedures. In cases of workplace bullying or sexual harassment, in addition to taking measures against the offender, we provide psychological treatment support for the victim through "Misodam," our in-house psychological counseling center. Furthermore, if the victim wishes to undergo a fact-finding investigation through an external agency rather than through internal procedures, we actively support access to such procedures. In 2025, one case each of workplace sexual harassment and workplace bullying was deemed to require a particularly fair investigation, and external labor law firms were engaged to investigate the parties involved. In particular, with respect to the workplace bullying case, the complainant indicated that the result of the initial investigation by an external specialized agency was difficult to accept and requested an additional investigation; accordingly, a second investigation was conducted through a different agency, and it was ultimately determined that no workplace bullying had occurred.

04 Metrics and Targets

2025 Human Rights Impact Assessment Results and Improvement Activities

The 2025 human rights impact assessment yielded positive evaluations across a total of 38 items. Specifically, an initial investigation of a workplace bullying complaint was conducted by an independent external agency, and as the complainant raised an objection to the result, a separate external agency was selected to conduct a re-investigation. The final outcome confirmed that there was "no workplace bullying" and "no violation of laws by Doosan Enerbility (Ministry of Labor)."

In the case of the subsidiary Doosan Škoda Power (Czech Republic), human rights management was introduced and the ESG Committee was established in line with the improvement task plan formulated in the previous year.

2025 Key Improvement/Mitigation Activities

Škoda Power

Category	Identified Issue	Affected Group	Improvement/Mitigation Activities
Domestic Worksites	Providing sufficient remedy procedures for human rights issue complainants	Employees	• Conducting additional investigations through an external agency for complainants who do not accept the initial investigation results, and providing protective measures
Overseas Subsidiary Doosan Škoda Power	Establishment of Human Rights Management Framework	Local Employees	• Declaration of Human Rights Policy and implementation of detailed measures to institutionalize human rights management
	Establishment of ESG Committee	Local Employees	• Establishment of ESG Committee and inaugural session
	Establishment of Grievance Handling Process	Local Employees	• Establishment of grievance handling process and designation/trainings of dedicated personnel

2026 Key Improvement/Mitigation Plans

Category	Identified Issue	Affected Group	Improvement/Mitigation Activities
Domestic Worksites	Review of assessment items to reflect the latest human rights issues	Employees	• Review and revision of assessment items to reflect global trends in human rights management
Overseas Subsidiary Doosan Škoda Power	Establishment of Human Rights Impact Assessment Process	Local Employees	• Establishment of human rights assessment checklist and pilot assessment

Human Rights Impact Assessment Targets



Talent Management



01 Governance

Doosan Enerbility has established a talent development strategy based on the Doosan Credo, systematically cultivating "Doosan People" who deliver tangible results. To support employees' self-initiated growth, we provide differentiated training programs by level and competency, and concurrently operate a range of programs that foster an equitable organizational culture and support work-life balance.

Implementation Organization

Centered on the company-wide HR organization, Doosan Enerbility cultivates talent equipped with a balanced combination of leadership and functional expertise. We provide differentiated training programs that take into account each individual's strengths and competency levels, and offers a wide range of programs, including self-development learning and personalized customized training, with the goal of fostering experts who will lead our clean energy business and new business initiatives.

In addition, through AX transformation training, we are internalizing AI-driven work innovation capabilities and is fostering future core talent capable of proactively responding to changes in the digital environment.

02 Strategy

Business Growth through People's Growth

Doosan Enerbility's talent management strategy is grounded in 2G (Growth of People, Growth of Business), the management strategy of Doosan. This represents a virtuous cycle in which the growth of people drives the growth of Doosan Enerbility, and in turn, the growth of Doosan Enerbility creates new opportunities for individuals, leading once again to the growth of people. Every member of Doosan bears the responsibility of cultivating talent, including themselves, and Doosan Enerbility has established a systematic framework to realize this and continues to improve it on an ongoing basis.

Talent Development Strategy

Doosan Enerbility adheres to fair recruitment procedures to secure outstanding talent aligned with our ideal candidate profile, and provides systematic training programs to help new hires adapt quickly to the organization and grow. To systematically cultivate talent equipped with both leadership and functional expertise, we have established a customized growth framework tailored by role, function, and career stage for all employees, including contract and dispatched workers, aiming to strengthen a virtuous cycle in which the enhancement of individual competencies translates into organizational competitiveness. To respond to the digital transformation and changes in the business environment, we have set AI/data-driven capabilities, specialized technical capabilities, and global competitiveness as our key development directions, and is advancing a talent development portfolio that supports sustainable growth.

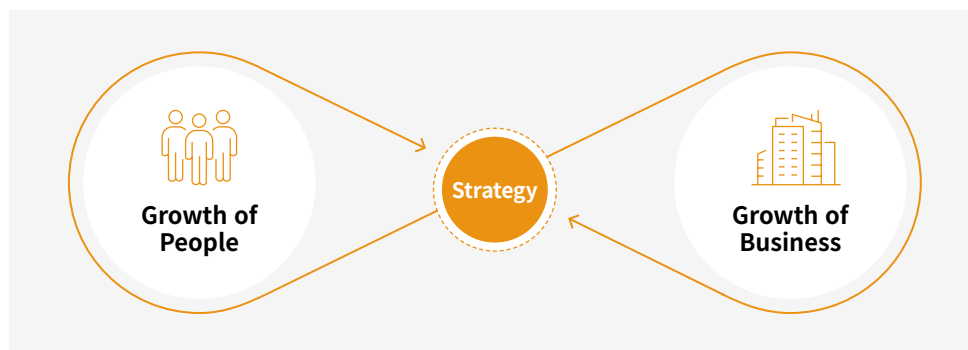
Leadership and Functional Competency Development Programs

Doosan Enerbility operates leadership and functional competency development programs to strengthen the execution capabilities of leaders and members who play core roles in the organization. We conduct leadership programs for team leaders and prospective team leaders (LDS-certified personnel) to enhance management capabilities, responsible decision-making skills, and coaching-based communication competencies. Functional training is operated in stages tailored to job levels and roles, contributing to the enhancement of expertise and practical capabilities in key business areas such as gas turbines (GT), SMR, wind power, and hydrogen.

In response to the acceleration of digital transformation, we are also expanding training to strengthen AI-based work innovation capabilities. Through training on the use of generative AI such as Copilot, we support employees in improving work efficiency and developing data-driven thinking and collaboration skills, thereby embedding digital capabilities throughout the organization. In addition, we operate programs that support master's and doctoral degree studies as well as the acquisition of job-related certifications, fostering advanced technical and specialized talent over the mid- to long-term who will lead the clean energy business and new business initiatives.

Key Leadership Programs

Program Name	Purpose	Target
Orientation Program	Internalization of the Doosan Credo and soft-landing support for new hires	New hires (new graduates/experienced)
Introduction to New Roles	Equipping newly appointed leaders with the mindset and skill set required to perform their roles	Newly appointed leaders
New Leadership Assimilation Program	Supporting effective organizational management by sharing the vision, goals, and leadership style of newly appointed leaders	Heads of organizations
Leadership Reflection Program	Understanding the direction of transition to a horizontal organizational culture and the role of leaders, individual leadership reflection, and the establishment of a Development Plan (DP)	Executives/Team leaders
Online Leadership Program	Supporting employees' self-initiated learning and self-development through a wide range of always-on learning content covering leadership, management, and language skills	All employees (regular/contract/dispatched)



Functional Competency Development Programs

Category	GT Academy [Basic]	Wind Power Academy [Basic]	Hydrogen Academy [Basic]	SMR Academy [Basic]
Purpose	Enhancing overall understanding of the GT/combined cycle business and its work processes	Enhancing understanding of the wind power business, products, and technological elements	Understanding the characteristics of the hydrogen business and the technologies for storage, transportation, and utilization, as well as ammonia synthesis/cracking	Understanding the characteristics of the hydrogen business and the technologies for storage, transportation, and utilization, as well as ammonia synthesis/extraction
Educational Outcome	Strengthening collaboration and work efficiency between GT-responsible departments and related departments through an understanding of the work processes and inter-process relationships across GT/combined cycle projects	Strengthening job execution capabilities through an understanding of the key products, technologies, work processes, and business execution processes of the wind power business	Enhancing the work execution capabilities of practitioners required for transition to hydrogen-related businesses	Enhancing the work execution capabilities of practitioners required for transition to hydrogen-related businesses
No. of Completers	66	27	59	26

Digital Transformation Programs

Program Name	Purpose	No. of Completers
Copilot Prompt and Usage Training	Developing practical prompt engineering skills and the ability to build and utilize Copilot Agents in daily work	752
Citizen Data Scientist 101	Cultivating fundamental knowledge in digital work and basic understanding of data analysis; enabling participants to independently validate initial ideas using basic data analysis methodologies and tools	42

Evaluation and Compensation System

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

For fair and systematic talent management, Doosan Enerbility operates a dual evaluation and compensation system consisting of the DCM (Doosan Competency Model) and MBO (Management by Objectives). DCM systematically evaluates the competencies and behavioral patterns expected of "Doosan People," while MBO manages and evaluates annual performance by establishing individual performance goals linked to our mid- to long-term strategy and annual business plan.

MBO is operated by first establishing team goals to support our annual goal achievement at the beginning of each year, after which goal review meetings are held between team leaders and team members to allocate the team goals to each member. In addition, individual focus tasks are set through mutual consultation. For the established goals, ongoing feedback is provided through regular coaching and mid-year reviews, and fair and clear performance management is realized through a systematic process that progresses from goal setting, regular coaching and mid-year reviews, year-end evaluations, to feedback on evaluation results. The MBO system allows for ongoing updates with prompt feedback, supported by a system designed to enable agile communication on a continuous and as-needed basis.

Compensation System

Doosan Enerbility operates a compensation system for all employees that is linked to individual competencies and to the performance of both the organization and the individual. Compensation consists of a fixed component and a variable component: individual competency evaluation (DCM) results are used in salary adjustments and promotion reviews, while organizational and individual performance evaluation (MBO) results are reflected in short-term incentives (or performance bonuses) and promotion reviews.

Competency and performance evaluation results are fed back to individuals and used to motivate competency development and performance improvement. For executives, a separate Long-Term Incentive (LTI) program linked to our stock value is operated to drive mid- to long-term organizational performance. We comply with all wage-related laws, including the Minimum Wage Act and the Labor Standards Act, and does not differentiate compensation based on gender.

Compensation System Details

Category	Evaluation Criteria	Frequency	Eligible Group
Annual Salary (Fixed)	Comprehensive consideration of individual competencies and development based on competency evaluation (DCM) results	Once a year	All employees
Short-term Incentive/ Commendation Bonus (Variable)	Based on organizational/individual performance evaluation (MBO) results		All employees
Promotion	Comprehensive consideration of expertise based on DCM and MBO results		Regular employees
Long-term Incentive (Variable)	Based on performance evaluation (MBO) results (organizational/individual)		Executives
Special Incentive (Variable)	Reviewed individually upon occurrence of special achievements	Upon occurrence of special achievements	All employees



03 Risk Management

Establishing a Foundation and Culture for Employees' Self-initiated Learning

Doosan Enerbility operates a wide range of learning programs to enable all employees, including contract workers, to grow in a self-directed manner. Through our Global Cultural Experience Program, we provide employees with opportunities to directly experience overseas cultures, strengthening their global mindset and communication skills. In 2024, we supported 343 employees scheduled for overseas assignments or engaged in global projects with language training and language proficiency test fees. We also provide all employees with on-demand learning content, including online audiobooks, special lectures, and an e-library. We further encourage voluntary learning through in-house study groups and participation in external training programs.

To invigorate the remote learning environment, we have supported real-time video broadcasting and recorded streaming of employee-led training. We have also produced our own online training content, Business Product Introduction (BPI), that introduces key in-house products and technologies, establishing a learning environment unconstrained by time or place.

Employees, including contract workers, who newly acquire advanced technical certifications designated by the Company are granted congratulatory bonuses, and those holding specific certifications required for business operations receive a fixed monthly allowance by grade following the appointment process. Through such programs, we are actively fostering a self-initiated learning culture.

Support for Retirees

Doosan Enerbility operates re-employment training programs to help employees aged 50 or older who are scheduled to retire prepare for successful second career after retirement. The Company provides retirement education covering an understanding of post-retirement systems as well as financial, health, asset, and life planning, and concurrently operates re-employment support services that include personalized counseling and re-employment placement in fields of interest. Through these efforts, we support our members in systematically designing the second chapter of their lives and achieving successful career transitions. We will continue to improve and expand these programs to provide tangible support for employees' life and career planning.

Key Retiree Support Programs

Retirement Education	Career Diagnosis/Counseling	Re-employment Placement
• Guidance on retirement procedures and systems • Health management • Post-retirement asset management	• Preparation of career planning documents	• Counseling to identify re-employment needs • Provision of recruitment information in areas of interest

Retiree Support Program Performance



Key Employee Benefits

Activities for Work-Life Balance

Doosan Enerbility operates various programs and facilities to help all employees achieve a balance between work and family. To prevent career disruptions for female employees due to pregnancy and childbirth, the Company implements maternity protection measures, including parental leave, as well as family care programs. Starting in 2025, related support has been further strengthened, including increased childbirth congratulatory benefits and pregnancy gifts, expanded spouse's paternity leave and parental leave, expanded parental leave incentives, the introduction of a parental leave supporter allowance, and the establishment of new childcare subsidies for certain age groups. To create a flexible work environment, we have implemented Remote Office, the Flexible Working Hours System, and the PC-On/Off Agent. From 2025, we have additionally introduced the Selective Working Hours System, broadening our support to help employees achieve harmony between work and life.

In recognition of these efforts, the Company has obtained Family-Friendly Company Certification from the Ministry of Gender Equality and Family, and is also active as a participating company in the Work-Life Balance Campaign organized by the Ministry of Employment and Labor. Family-friendly culture contributes to employee happiness by enhancing job satisfaction, reducing stress, and improving quality of life.

Family-Friendly Company Certification



A certification system in which companies and public institutions that exemplarily operate programs such as childbirth and child-rearing support, flexible work arrangements, and the cultivation of a family-friendly workplace culture are awarded certification through review. The certification has a positive impact on enhancing employee job satisfaction.

Work-Life Balance Campaign



A campaign that supports employees in fully demonstrating their capabilities by improving work styles and culture, while simultaneously enhancing corporate productivity and competitiveness and helping employees find a balance between work and life.

** 40-year long-service category newly established from 2025

Strengthening the Organizational Culture

Implementation of Team-Level Organizational Culture Programs to Spread a Horizontal Culture

To accelerate the transition to a horizontal organizational culture pursued by Doosan, Doosan Enerbility conducted the Leadership Reflection Program for all executives and team leaders both in Korea and overseas. The program enabled participants to understand the key characteristics of a horizontal organizational culture and to explore their roles as leaders who foster such a culture. Through this, we are strengthening our leadership foundation for building a sound and desirable organizational culture.

Establishing Labor-Management Culture

As a result of our continuous efforts to embed a culture of labor-management mutual prosperity and to improve working conditions, Doosan Enerbility has maintained stable labor-management relations, achieving 20 consecutive years of dispute-free operations from 2006 through 2025. In 2025, based on mutual trust, labor and management held 33 rounds of collective bargaining, concluding with the signing ceremony of the collective agreement in November. The 2026 round of collective bargaining is expected to begin in May, with negotiations focused on renewing the collective agreement. We plan to continue our cooperative labor-management relations grounded in mutual trust and understanding, and to engage in these negotiations in good faith. Through various consultative bodies, including the Labor-Management Council and the System Improvement Committee, we continuously hold discussions to improve the working environment and employee benefits. By operating individual communication channels and grievance handling committees within each BG, we actively gather employees' concerns and suggestions for system improvement, and incorporate them into our corporate policies, thereby realizing harmony between labor and management.

Activities to Invigorate Internal Communication

New Leader Communication Program

Doosan Enerbility implements the New Leadership Assimilation Program (NLAP) when a new leader is appointed. Through this program, the new leader shares the organization's vision and goals in light of changes in the internal and external business environment, as well as their own leadership style, with team members, enhancing mutual understanding and supporting effective organizational management. The program includes a two-way communication process in which, following the new leader's sharing of leadership messages, team members propose their preferred ways of working to the leader.

Cultivation of In-house Coaches

To embed a coaching-based organizational culture, Doosan Enerbility has cultivated in-house professional coaches certified by the Korea Coach Association (KCA). Through this, we are creating a two-way communication culture grounded in trust and respect among employees, moving beyond one-way communication. Doosan Enerbility plans to systematically expand a communication-centered corporate culture grounded in coaching, thereby building a healthy organizational culture that can flexibly respond to change and support sustainable growth.

04 Metrics and Targets

To build a horizontal organizational culture, Doosan Enerbility conducts employee surveys and Focus Group Interviews (FGI) to identify the current state of our organizational culture and the needs of our members. In Phase I (2023), we introduced five programs: a two-tier reduction in titles, employee-led operation of Remote Work, the implementation of 360-degree feedback sessions for leaders, the establishment of a horizontal organizational culture mindset, and the strengthened readiness review of new leaders. In Phase II (2024), the existing Grade levels (Staff, Senior Staff, Manager, Senior Manager, and General Manager) were consolidated into two levels based on roles and expertise, and the promotion and compensation systems were improved to support the establishment of a horizontal organizational culture.

To verify the effectiveness of these programs, we conducted FGIs in January 2025 to improve the PDS/LDS systems, with 113 participants from across the Group, including voluntary participants and certain additional selected members, and 25 participants from Doosan Enerbility. While positive evaluations of these programs were confirmed, improvement tasks were also identified, including process simplification, clarification of the concept of self-initiated development, refinement of verification standards, and challenges related to feedback on session results. The identified tasks are being continuously reflected in our operations and improvements. Furthermore, we introduced the Executive Development Session as a systematic verification mechanism to cultivate outstanding leaders. To prepare for the introduction of the Specialist Development Session for the qualification review of job specialists, a pilot test of 360-degree feedback sessions and a survey were conducted with 12 teams (134 members) across the Group, including 3 teams (44 members) at Doosan Enerbility. Opinions for system design were gathered through this process, and the program is scheduled to launch in 2026.

2025 Implementation Items

Strengthening Leader Readiness	To strengthen the readiness review of newly appointed team leaders, we conducted the P3 Qualification Review (Leadership Development Session) and supported self-initiated development activities. In 2025, 193 employees self-nominated to apply for the team leader qualification certification and engaged in self-initiated development.
	To strengthen the readiness review of newly appointed executives, we introduced the Executive Development Session and supported self-initiated development activities. - Introduced an "Executive Readiness Self-Nomination System" to strengthen "self-initiated development" - Introduced "360-degree feedback sessions," external expert assessments, and "leadership interviews" in the executive candidate review process - In 2025, 33 employees self-nominated to apply for the executive qualification certification and engaged in self-initiated development.
Cultivation of Job Specialists	To strengthen the development of job specialists, we introduced the Specialist (S3) Qualification Review (Specialist Development Session) and supported self-initiated development activities. - Introduced a "Self-Nomination System" to strengthen "self-initiated development" - Introduced "360-degree feedback sessions" and "expertise interviews" in the S3 qualification review

Supply Chain Management

01 Governance

Overview of Supply Chain Management

Doosan Enerbility identifies and registers high-performing qualified suppliers through transparent and fair procedures, and operates a stable supply chain through systematic evaluation and management. Suppliers wishing to do business with Doosan Enerbility undergo a registration review based on established criteria, and their eligibility for transactions is determined after a comprehensive review of factors such as creditworthiness and business suitability.

In addition, we comprehensively evaluate suppliers on price, quality, delivery, and technical capabilities, and apply incentives and penalties based on the evaluation results to encourage suppliers to enhance their capabilities. Through this evaluation and management framework, we are expanding long-term partnerships with outstanding suppliers and continuously improving the quality and operational stability of the entire supply chain.

Supply Chain ESG Principles and Code of Conduct

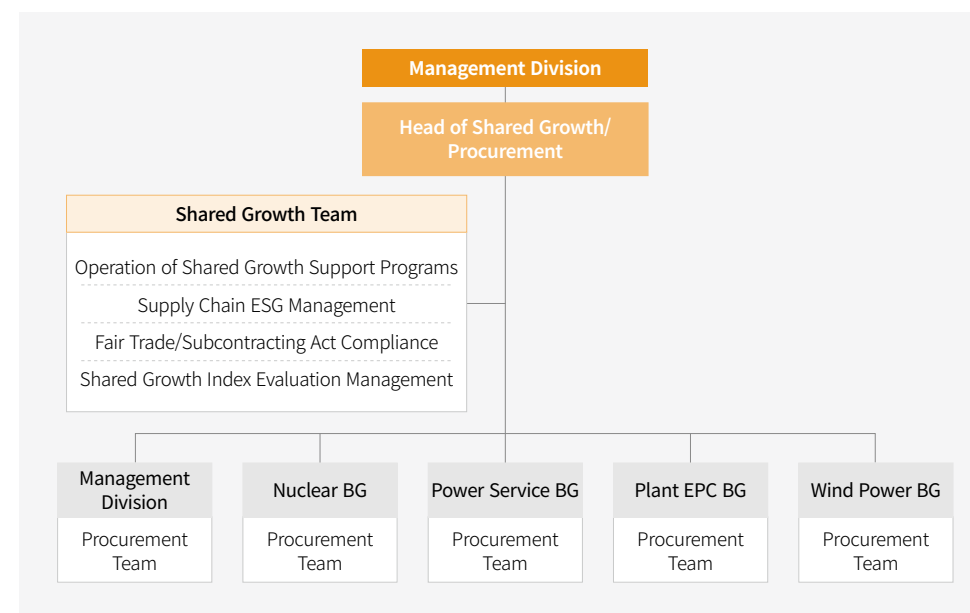
To practice responsible management throughout the supply chain, Doosan Enerbility has established and operates Supply Chain ESG Principles and a Code of Conduct for our suppliers. All suppliers wishing to do business with Doosan Enerbility must comply with our Supply Chain ESG Code of Conduct, which addresses issues such as respect for human rights and labor, environmental protection, compliance with ethics and anti-corruption standards, and conflict minerals management. To operate this more systematically, we obtain electronic pledges of compliance with the "Supply Chain ESG Guidelines" upon registration of new suppliers, and we are advancing the application of the "Supply Chain ESG Code of Conduct," a revised version of the existing guidelines. Furthermore, suppliers participating in our quotations and bidding processes are required to electronically sign the "Pledge of Compliance with Ethical Management." Compliance with these policies is verified through the fulfillment of contractual obligations and regular ESG assessments. Based on these principles and execution framework, we are preventing ESG risks among suppliers and presenting standards to ensure sustainable management is firmly embedded across the supply chain.

[Doosan Enerbility Supply Chain ESG Code of Conduct](#)

Governance Structure

Supply chain management is overseen by the Executive in charge of Shared Growth/Procurement under the Management Division, and the Shared Growth Team is responsible for operating shared growth support programs, fair trade-related affairs, and supply chain ESG management and evaluation. Procurement activities in the course of business operations are carried out by the procurement organizations within each Business Group, with supplier identification and management conducted through regional bases in Asia, Europe, and the Americas. The results of supply chain ESG assessments and key issues are reported to top management, and decisions on follow-up measures are made through the ESG Committee.

Supply Chain and Shared Growth Management Organization



02 Strategy

Supply Chain Management Strategy

Building a Virtuous Partnership Cycle

Doosan Enerbility recognizes our suppliers as long-term growth partners and has established the building of virtuous cycle-based partnerships, which jointly enhance the competitiveness and sustainability of the entire supply chain, as the core strategy of our supply chain management. By supporting suppliers in strengthening their technical and management capabilities, we are enhancing the quality and stability of the entire supply chain, while creating a framework in which these outcomes lead to the further growth of suppliers in turn.

To this end, from the supplier registration stage, we comprehensively review financial, quality, safety, and ethical factors, and after entering into transactions, we conduct regular capability assessments, providing incentives to outstanding suppliers while concurrently offering support in areas requiring improvement. In addition, with respect to key risks such as quality and ethical issues, we secure the reliability and transparency of the supply chain through appropriate review and corrective measures, and we are building a sustainable supply chain through such systematic management and support.

Supply Chain ESG Strategy

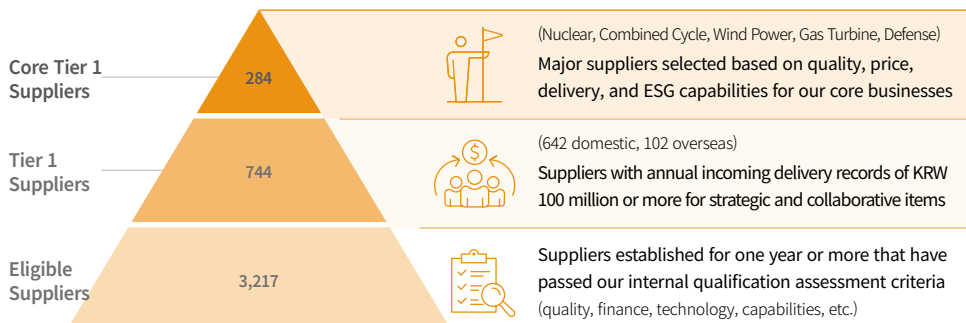
Supplier Classification and Management Framework

Doosan Enerbility utilizes the results of supplier classification as the standard framework for setting the scope of application and management intensity of supply chain ESG management. This enables us to manage suppliers strategically by considering business risk and impact, rather than applying a uniform management approach.

Based on the supplier classification framework, we differentiate the scope of supply chain ESG assessments, management cycles, and priorities for improvement activities. For suppliers closely linked to the execution of our core businesses, ESG risks are managed more intensively. For matters requiring improvement, we operate consulting, training, and support programs based on assessment results in an integrated manner.

This supplier classification framework functions as an operational standard that ensures supply chain ESG management activities translate into substantive risk management and improvement, and through this, we are progressively strengthening the stability and sustainability of the entire supply chain.

Supplier Classification



Supply Chain ESG Operation Process

Doosan Enerbility establishes and operates an annual supply chain ESG operation process based on the supplier classification framework. This process operates as a cyclical structure, planning, evaluation, improvement, monitoring, and reporting, in accordance with the Supply Chain ESG Management Procedure, and systematically manages ESG risks across the entire supply chain.

Supply chain ESG assessments are conducted in stages, self-assessment, document review, and on-site inspection, based on the characteristics and management needs of each supplier. Self-assessment is a method by which suppliers voluntarily review their own ESG performance, while document review involves calculating ESG ratings through objective verification based on disclosed and submitted materials. When necessary, on-site inspections are concurrently conducted to supplement the reliability of the assessment results and to verify suppliers' actual operational status.

In the new supplier evaluation process, we conduct assessments on items related to social impact, including labor and human rights, health and safety, and ethical management. Assessments are carried out for all new suppliers, and the results are reflected in the supplier selection and registration process to proactively review potential social risks within the supply chain.

For suppliers identified as needing improvement based on ESG assessment results, we encourage the establishment of action plans and provide support for substantive ESG capability enhancement through training, consulting, and linkage with external support programs. We regularly review the results of these operations and report them to the company-wide ESG Committee, thereby continuously improving the effectiveness of our management framework, and we are advancing our operational processes in response to changes in domestic and overseas supply chain due diligence and disclosure regulations.

Supplier Capability Enhancement and Support Activities

Operation of the Shared Growth Fund

Doosan Enerbility has established and operates the Shared Growth Fund to strengthen the financial stability and growth foundations of our suppliers. This fund is a mutually beneficial financial program that utilizes our deposits to enable suppliers to receive preferential interest rates when obtaining loans from financial institutions.

As of the end of 2025, approximately KRW 81.7 billion (utilization rate of approximately 92%) of the total KRW 89 billion fund had been disbursed, providing substantive financial support to numerous small and medium-sized suppliers. Through the operation of the Shared Growth Fund, we are contributing to the management stability of suppliers and to the enhancement of sustainability across the entire supply chain.

Consulting and Support Framework for Supplier ESG Improvement

To substantively improve the ESG performance of our suppliers, Doosan Enerbility operates a framework that links consulting with follow-up support based on ESG assessment results. Through supply chain ESG assessments, we identify suppliers' risks and areas requiring improvement, and accordingly link tailored improvement consulting and support programs in stages.

For suppliers identified as needing improvement based on assessment results, we provide practical, hands-on consulting on areas such as the establishment of ESG management systems, carbon and CBAM response, and certification acquisition. Suppliers whose improvement efforts and outcomes have been verified are linked to opportunities to participate in the Shared Growth Fund, training and consulting programs, and government-linked support programs. Through this structure, we support suppliers in autonomously strengthening their ESG response capabilities, and we are building a virtuous cycle for enhancing the ESG performance of the entire supply chain.

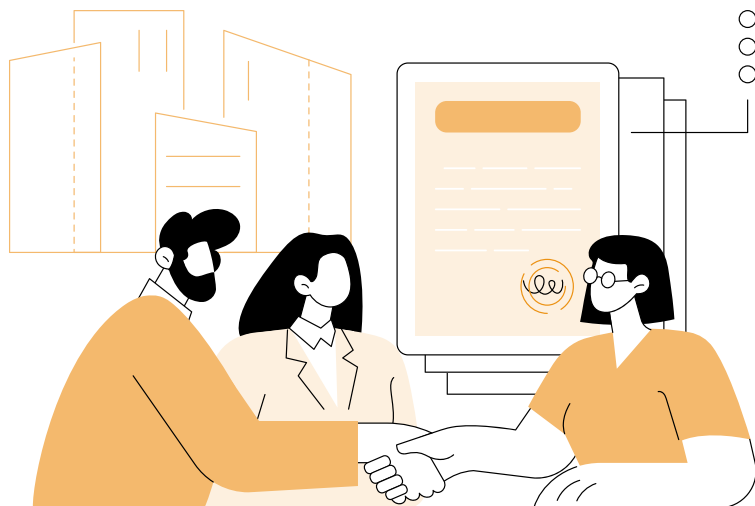
Supply Chain ESG Practical Academy

Doosan Enerbility recognizes the strengthening of suppliers' ESG response capabilities as a key priority, and we operate the Supply Chain ESG Practical Academy for the representatives and practitioners of suppliers participating in ESG assessments. The Academy focuses on enhancing understanding of the purpose of ESG management and supply chain ESG assessment criteria, and on providing hands-on training in practical response measures, thereby supporting suppliers in building internal ESG capabilities. Operated as a small-group, customized training format, the Academy welcomed 97 participants from 62 supplier companies in 2025. Through ongoing training, we are committed to enhancing the ESG competitiveness of our suppliers and elevating the ESG performance of the entire supply chain.

Voluntary ESG Support Program for SMEs

To strengthen the ESG capabilities of our suppliers, Doosan Enerbility participated in the "Voluntary ESG Support Program for Small and Medium Enterprises" organized by the Korea Commission for Corporate Partnership and operated a tailored ESG support program for our supply chain. In 2025, when the program was first launched, the project was implemented with a budget of KRW 240 million, jointly funded on a 1:1 matching basis between Doosan Enerbility and the government.

Through this program, we operated eight programs, including ESG diagnosis and training, carbon management and CBAM response, and certification and disclosure support, delivering substantive benefits in ESG capability enhancement to a total of 72 small and medium-sized suppliers. Through these efforts, we are committed to supporting suppliers in establishing autonomous ESG management frameworks and to elevating the ESG performance of the entire supply chain.



03 Risk Management

Risk Management and Fair Trade Practices

Fairness in Contract Execution

Doosan Enerbility operates a system- and policy-based management framework to ensure fairness and transparency throughout the entire process of executing and performing contracts with our suppliers. We enhance the predictability of transactions through measures such as supplier selection, the provision of information prior to contract execution, the application of standard subcontracting agreements, and the clarification of contract terms. During the contract performance process, we systematically manage key risk factors including payment, penalty operation, dispute resolution, and the protection of technical data. In addition, we strengthen legal compliance through pre- and post-transaction reviews and internal deliberation procedures for subcontracting transactions, thereby maintaining a trustworthy business environment across the entire supply chain.

Subcontracting Act Training

In line with the legislation of subcontract payment adjustment agreements, Doosan Enerbility has conducted briefing sessions for our employees and added a function to manage subcontract payment adjustment agreements to our procurement system. In addition, to prevent the misappropriation and leakage of small and medium-sized enterprises' technical data and to manage the issuance of written requests for technical data, we conduct ongoing training and operate management systems to ensure compliance with the Subcontracting Act.

We conduct annual Subcontracting Act training for our employees to maintain fair transactional relationships with our suppliers, and in 2025, all employees of approximately 80 relevant departments, including all construction sites nationwide, participated in the training.

Subcontracting Monitoring

To proactively prevent unfair practices that may arise in subcontracting transactions with our suppliers and to strengthen legal compliance, Doosan Enerbility operates a regular subcontracting transaction monitoring framework. Based on the obligations and prohibited acts of large enterprises under the Subcontracting Act, we continuously monitor key compliance items that can be reviewed using ERP data on a quarterly basis, and we systematically review potential risks throughout the entire transaction process.

The results of such regular monitoring are reported to management on a quarterly basis, through which we continuously review and improve the transparency and fairness of subcontracting transactions. Going forward, we plan to prevent violations of the Subcontracting Act through ongoing monitoring and the strengthening of internal controls, and to establish a trust-based transactional order with our suppliers.

Operation of Reporting/Consultation Channels

To facilitate smooth communication with our suppliers and create a fair transactional environment, Doosan Enerbility operates the Shared Growth Call Center on a full-time basis. The Shared Growth Call Center serves as an official channel through which all stakeholders, including suppliers, can freely consult and report on matters such as unfair subcontracting practices, violations of the Fair Trade Compliance Program, and difficulties encountered during transactions.

Consultations and reports received through the Call Center are handled with the utmost confidentiality, and upon receipt, they are promptly referred to the relevant departments for timely and fair review and resolution.

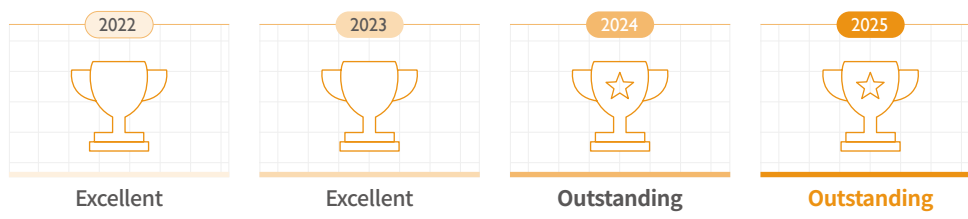
Doosan Enerbility plans to maintain the Shared Growth Call Center as part of an open communication framework and to embed a fair and transparent supply chain management culture.

04 Performance and Targets

Key Achievements in Supply Chain Management

Doosan Enerbility systematically manages our performance in accordance with the Fair Trade Agreement Evaluation by the Fair Trade Commission and the Shared Growth Performance Evaluation indicators of the Korea Commission for Corporate Partnership. We obtained an "Excellent" rating for five consecutive years from 2019 to 2023, and achieved an "Outstanding" rating for two consecutive years in 2024 and 2025.

Shared Growth Index Evaluation Results¹⁾



1) Announced based on the previous year's performance

Supplier Support Performance

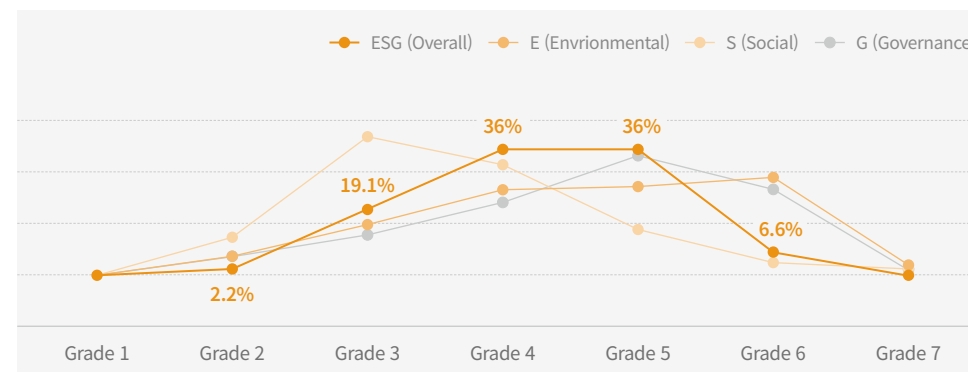
Doosan Enerbility operates programs across four areas, competitiveness enhancement support, communication enhancement, financial support, and overseas expansion support, to promote shared growth with our suppliers. We also receive concerns and suggestions not only from Tier 1 but also from Tier 2 suppliers through regular and ad hoc communications, and we are actively making efforts to address them.

Category	2025 Key Achievements
Competitiveness Enhancement Support	- Technology Escrow: 33 cases - Benefit-sharing System: 30 registrations, 9 approvals - National Human Resources Development Consortium: 504 trainees from 101 companies completed - Supplier quality guidance and improvement training: 165 companies, 163 M/D
Communication Enhancement	- Partners Day: 1 session - Lunar New Year/Chuseok holiday gifts for supplier employees: 1,480 persons annually - Special summer refreshment support: 823 persons - Collected supplier feedback through regular communications with Tier 1 and Tier 2 suppliers: 112 companies (72 Tier 1 suppliers, 40 Tier 2 suppliers) - Strengthening quality cooperation and communication through executive visits to suppliers: 473 visits - Support for supplier safety management costs, safety certification expenses, safety training, and safety consulting
Financial Support	- Shared Growth Fund: KRW 89 billion established, KRW 77.6 billion supported (as of end of 2025) - Labor Cost Payments via nomubi.com: KRW 31.1 billion (for Tier 1 suppliers) - Win-Win Partner Loan: KRW 175.7 billion (Win-Win Payment System) - Direct support: KRW 2.29 billion
Overseas Expansion Support	- PQ approval support for overseas project execution: 3 projects, 30 SMEs, KRW 15.6 billion in revenue generated - Joint overseas site expansion: 2 projects, 2 companies, KRW 38.9 billion - Issuance of Letters of Procurement for SME exports: 63 cases

Supply Chain ESG Assessment Results

In 2025, Doosan Enerbility conducted ESG assessments on a total of 136 suppliers, including core suppliers in major business areas such as nuclear, combined cycle, wind power, and gas turbines. The assessment results identified potential ESG risks at 20 suppliers, but the overall distribution of ratings showed signs of improvement. In particular, the proportion of outstanding suppliers rated within the top three grades expanded to 19.1%, while the proportion of suppliers in the mid-range grades (grades 4 and 5) also increased, indicating that the overall ESG management standards of our suppliers are evolving in a positive direction.

2025 ESG Assessment Results



Targets and Future Plans

Doosan Enerbility will continue to expand the scope of suppliers subject to ESG assessments and actively support not only short-term improvement tasks that suppliers can immediately implement but also mid- to long-term tasks, thereby minimizing risks across the entire supply chain.

2025 Supply Chain Management Targets	2025 Supply Chain Management Performance	2026 Supply Chain Management Targets
Expand the number of ESG-assessed suppliers: from 123 → 135	Conducted on-site assessments of 136 suppliers	Expand the number of ESG-assessed suppliers: from 136 → 145 or more
50% improvement rate in negative impacts at suppliers identified with supply chain risks in 2024	Among the 31 suppliers identified with risks and engaged in rating improvement activities, 24 (77.4%) achieved rating improvements	50% or higher improvement rate in negative impacts at suppliers identified with supply chain risks in 2025
100% on-site guidance visits to suppliers subject to ESG rating improvement	100% on-site guidance visits conducted for all 31 targeted suppliers	100% on-site guidance visits to suppliers subject to ESG rating improvement
Inclusion of major suppliers in combined cycle, wind power, and gas turbines in the assessment scope	Conducted on-site assessments including 36 combined cycle, 10 gas turbine, and 7 wind power suppliers	Inclusion of defense and MRO suppliers in the assessment scope

Social Contribution



01 Governance

Implementation Organization

To strengthen the transparency of donation and sponsorship activities and to systematically review whether all social contribution activities align with our direction of social responsibility, Doosan Enerbility operates the Social Contribution Committee as the highest decision-making body for social contribution. Centered on the Chair of the ESG Committee, the Social Contribution Committee deliberates on the selection of beneficiary organizations and the transparency of donation and sponsorship operations and comprehensively evaluates whether such support aligns with our social contribution strategy.

Social Contribution Committee Organizational Chart



02 Strategy

Social Contribution Principles

Doosan Enerbility continuously strives to contribute to local communities and enhance our corporate value through social contribution activities linked to our business. Based on the three guiding principles of social contribution, Business Oriented, Community Focused, and Employee Engagement, we are expanding our cooperation with local communities and our employee participation, and pursuing activities that contribute to addressing social issues and cultivating future talent. The DELIGHT (Doosan Enerbility LIGHT) program, launched in 2023, has firmly established itself as a flagship social contribution program, systematically pursuing activities that reflect our business characteristics and identity, and continuously expanding mutual prosperity with local communities.

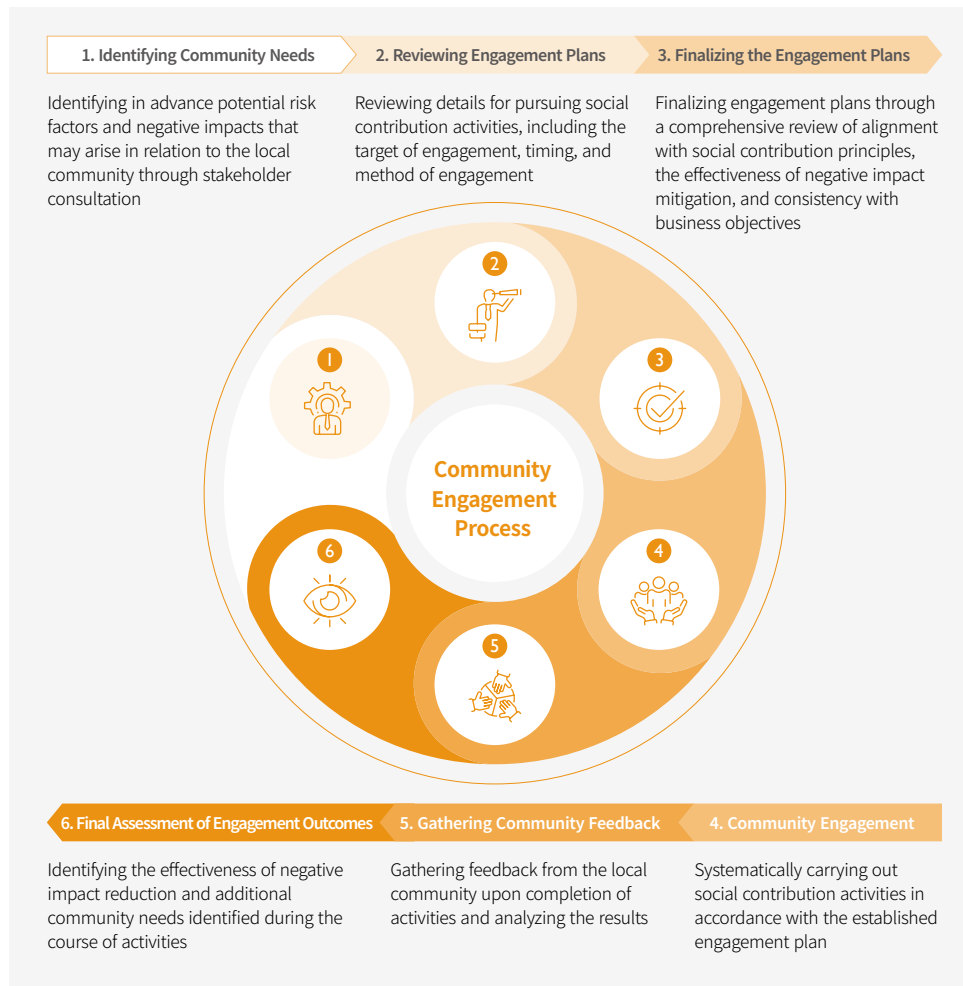
Goal	Contribution to local communities and enhancement of corporate value		
Guiding Principles	 Business-Oriented	 Community-Focused	 Employee Engagement
Areas of Activity	Talent Cultivation - Reflecting the characteristics of our engineering business and developing technical talent - Contributing to the cultivation of future talent in local communities	Support for the Underprivileged Supporting the establishment of social safety nets to prevent and resolve social issues	Community Engagement - Expanding cooperation networks with local communities - Invigorating stakeholder participation
Theme	Doosan Enerbility LIGHT		

03 Risk Management

Community Impact Assessment

Community Engagement Process

In carrying out social contribution activities that affect local communities, Doosan Enerbility continuously listens to local needs through close communication with various organizations and institutions in local communities. Based on such communication, we systematically determine the content of our social contribution programs to minimize negative impacts on local communities and maximize positive impacts.



04 Metrics and Targets

Mid- to Long-term Targets

Doosan Enerbility is committed to authentic social contribution activities to achieve sustainable growth together with society, and for this purpose, we have established and are systematically implementing two core mid- to long-term targets.

The first target is "pursuing sustainable activities," through which we aim to contribute to the fundamental resolution of social issues through long-term and continuous activities, rather than one-off support.

The second target is to "contribute to society in the way we do best," under which we will pursue social contribution activities that reflect our business characteristics, thereby contributing to local communities while simultaneously enhancing our corporate value.



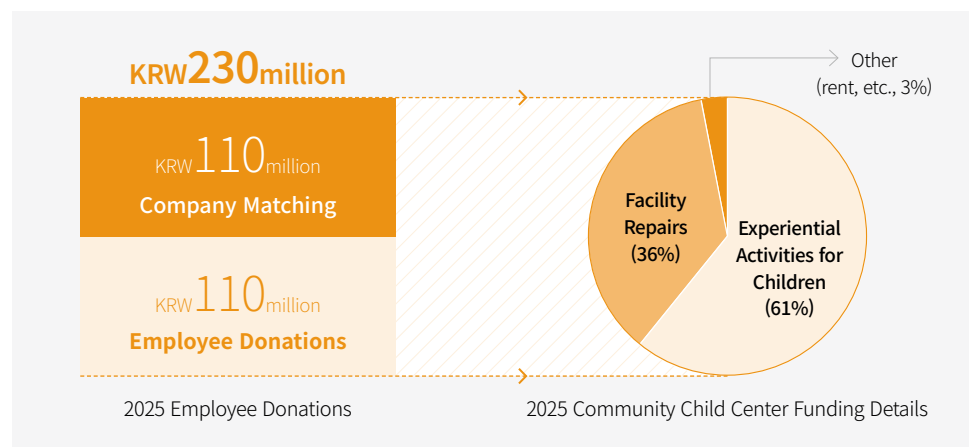
Employee Social Contribution Activities

Doosan Moa (Employee Donation Program)

Doosan Enerbility supports community child centers through a voluntary donation program in which our employees participate, fostering a culture in which employees actively engage as agents of social contribution. By matching employee donations with company contributions, the company and employees jointly fulfill our social responsibility and contribute to creating value in local communities.

This employee participation-based social contribution fund program, "Doosan Moa," operates by raising donations through employees' payroll roundings as well as additional voluntary contributions from individual employees, with Doosan Enerbility providing a corresponding matching grant. Through this, we secure the continuity and scalability of the social contribution fund, and the funds raised are used to sponsor community child centers in the Changwon and Seongnam regions.

In 2025, regular monthly sponsorship of KRW 250,000 each was provided to a total of 75 community child centers, 71 in Changwon and 4 in Seongnam, amounting to KRW 230 million annually. The social contribution funds raised through this program provide a foundation that enables children to experience various programs and grow up in a safe environment, contributing to their development as the seeds of future generations.



New Employee Volunteer Activities

Doosan Enerbility regularly operates volunteer activities each year that bring together new employees and other employees who voluntarily participate. In particular, through DELIGHT (Doosan Enerbility LIGHT), our employee participation-based social contribution program, we continuously pursue activities for mutual prosperity with local communities.

The "Safe Route Home" project, which was completed in 2024 in the Araetjangcheon Village of Jinhae-gu, Changwon City, has continued beyond a one-off activity. In 2025, additional environmental improvement activities were carried out as part of the new employee volunteer program for the continuous management and improvement of the area. A total of 170 new employees, along with other employees, the in-house volunteer group, Jinhae-gu officials, and local residents, took part in the activity. Through the restoration of aged murals and the inspection and repair of solar power facilities, we contributed to enabling local residents to enjoy a safer and more comfortable living environment.



New Employee Volunteer Activities

Key Social Contribution Activities

Talent Cultivation

MOU for Talent Cultivation

Establishing a mutual cooperation framework with schools in Seongnam City to deliver AI special lectures and hands-on programs, thereby contributing to talent cultivation.

2025 Performance

- Conducted special lectures on clean energy and AI for elementary schools in Seongnam City

Energy Scholarship

Providing scholarships to students majoring in nuclear engineering departments in Korea to support the cultivation of specialized talent in the nuclear field.

2025 Performance

- Provided KRW 15 million in scholarships to outstanding undergraduate and graduate students selected from nuclear engineering departments in Korea

Sponsorship of Aspiring Young Golfers

Utilizing the proceeds from paid ticket sales of the Doosan Match Play to provide scholarships for the development of aspiring young golfers.

2025 Performance

- Provided scholarships for aspiring young golfers jointly with Doosan Corporation since 2013

Support for Young Carers

Providing financial support until adulthood for young carers (young people caring for family members) so they can continue their treatment and education in a stable living environment.

2025 Performance

- Allocated approximately KRW 100 million in housing and educational expenses for 9 young carers in the Changwon and Seongnam regions

Support for the Underprivileged

Support for Energy-Vulnerable Groups

Providing energy expense cost support to energy-vulnerable groups in Changwon City to ease the financial burden on households during the winter, when energy consumption rises.

2025 Performance

- Provided 1,500 vulnerable households with KRW 180 million in energy purchase cost support (approximately KRW 120,000 per household), as well as Onnuri Gift Certificates.

Partnerships with Community Child Centers

Based on donations raised through voluntary employee participation, supporting experiential learning for children at community child centers and contributing to the healthy growth and independence of children through facility environment improvements

2025 Performance

- Contributed approximately KRW 230 million to a total of 75 community child centers in the Changwon and Seongnam regions

Sponsorship of Children with Mobility Disabilities

Utilizing donations raised through the employee Step Donation Campaign to support the rehabilitation and independent living of children with mobility disabilities, including support for surgery, treatment, and the purchase of rehabilitation equipment.

2025 Performance

- Continuous activity over five years since 2021
- Sponsored a total of KRW 40 million for children with walking disabilities in the Changwon and Seongnam regions

Support for Gyeongnam Eco-Nuri Voucher Program

After signing an MOU with Gyeongsangnam-do, providing opportunities for vulnerable groups in the local community to experience natural environment and ecological learning at ecological conservation areas within the province.

2025 Performance

- Provided KRW 5 million to enable free environmental experience opportunities at ecological conservation areas in Changwon



MOU for Talent Cultivation



Sponsorship of Aspiring Young Golfers



Support for Energy-Vulnerable Groups



Sponsorship of Children with Mobility Disabilities

Key Social Contribution Activities

Local Community

Safe Route Home

Reflecting our business characteristics of "light" and "energy," we installed solar-powered lights as a renewable energy solution and supported safety infrastructure, including the installation of safety stairs and the maintenance of slopes, thereby contributing to the safety of residents and pedestrians.

2025 Performance

- Created a Safe Route Home at the Gyeongbu Line underground passage commonly known as "Tokki-gul" (Rabbit Tunnel) through the joint participation of private companies and public institutions, with a total project cost of KRW 400 million

Support for Gyeongnam Center for Creative Economy & Innovation

Operating the open innovation program "Big-Star Innovative Growth Partners" to invigorate the start-up ecosystem and manufacturing innovation in Gyeongsangnam-do, supporting the discovery and matching of outstanding start-ups as well as technology verification and development.

2025 Performance

- Provided KRW 150 million as open innovation project funding
- Selected 12 projects linked to our business, conducted mentoring and technical feedback

Tea of Love

Continuously operating the "Tea of Love" and care package delivery program for the Naval Logistics Command, our affiliated military unit, to boost the morale of service members and express gratitude for their dedication.

2025 Performance

- Provided in-kind donations valued at approximately KRW 20 million, including "Tea of Love" (coffee, tea, etc.) and care packages (exercise equipment)

Supplier Energy Efficiency Improvement

Signed an MOU with Korea Electric Power Corporation (KEPCO) to establish an ESG low-carbon management system. As part of carbon reduction activities, jointly supported small and medium-sized suppliers with KEPCO in replacing existing equipment with high-efficiency equipment.

2025 Performance

- Provided approximately KRW 30 million to three suppliers based in Gyeongsangnam-do, contributing to improved energy efficiency (approximately 152MW/year reduction)

Introduction of Overseas Activities

Doosan Škoda Power

Through the Volunteer Day program, supporting nonprofit organizations in social and environmental fields, and creating tangible value for local communities through various activities including manual work, community support, and public environmental improvements.

2025 Performance

- Through the voluntary participation of 98 employees, supported 12 nonprofit organizations across the social and environmental fields

Doosan Lentjes GmbH

Operating support for vulnerable groups whose income is insufficient to cover living expenses, donating grocery store gift vouchers to support food bank users.

2025 Performance

- Donated grocery store gift vouchers valued at EUR 400

Medical Volunteer Services at Overseas Construction Sites

Continuously conducting medical volunteer activities at overseas project sites with limited access to medical care. Since launching the program in Vietnam in 2009, medical support activities have been carried out at various overseas sites including Nepal and Kazakhstan.

2025 Performance

- Conducted medical volunteer services at the El Dabaa Nuclear Power Plant construction site in Egypt
- 42 volunteers participated, including 15 healthcare professionals



Safe Route Home



Tea of Love



Doosan Škoda Power



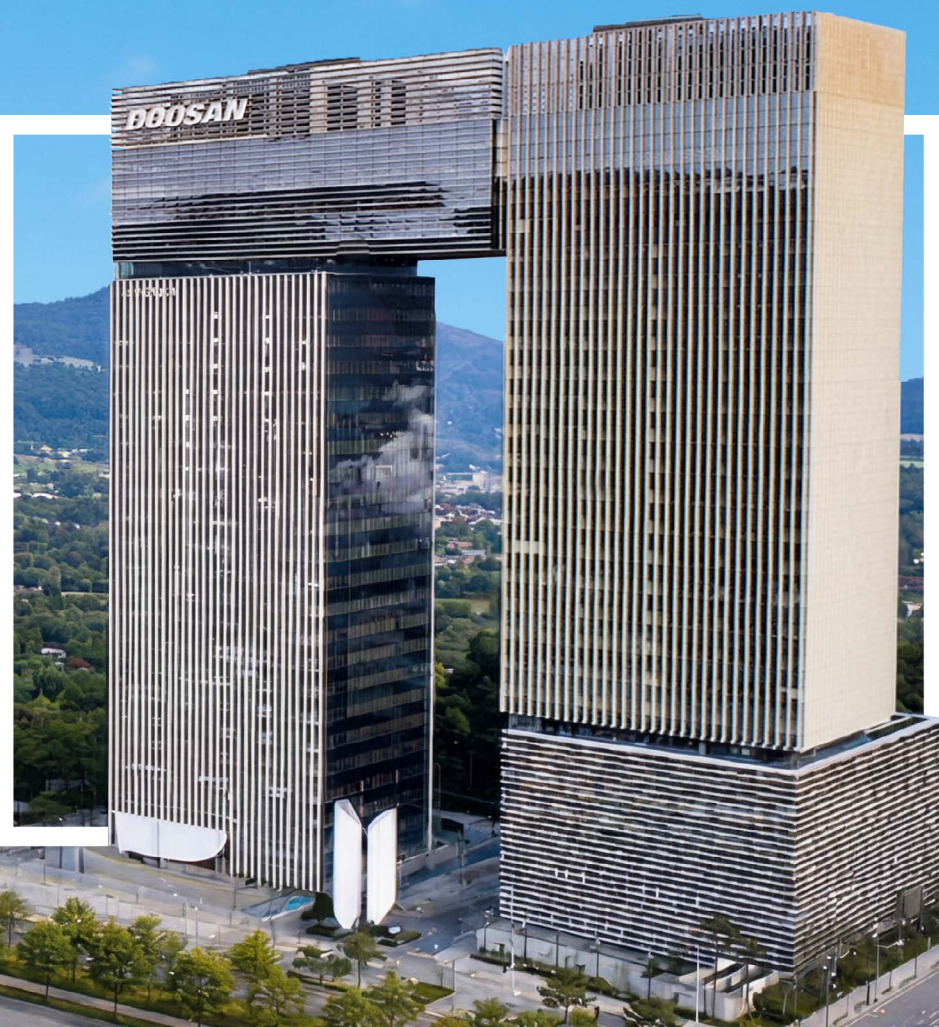
Doosan Lentjes GmbH



Medical Volunteer Services at
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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, outside directors account for a majority of the BOD (more than 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, and changes 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 the Board's independence and expertise, without discrimination based on gender, religion, nationality, race, disability or political affiliation. To enhance the expertise of our outside directors, we have designated our IR Team as a dedicated team to help the directors understand the business and offer training programs to provide an overview of the company's current business status following the restructuring of the business portfolio. In addition, at the 63rd Annual General Meeting of Shareholders held in March 2026, we reappointed a female outside director to enhance the diversity of the BOD. At the same meeting, we also appointed Wonki Min as an outside director, who possesses extensive experience in both AI policy and industry practice, in order to secure future competitiveness through the acceleration of AX (AI Transformation), the strengthening of AI-based product and manufacturing competitiveness, and the optimization of data utilization.

Board Skills Matrix

(As of May 30, 2026)

Category	Name	Gender	Area of Expertise	Skills				Key Career	Initial Appointment	Tenure
				Industry	Finance, Accounting & Risk	ESG	AI			
Inside Director	Geewon Park	Male	Corporate Management, Strategy	●				Chairman & CEO of Doosan Enerbility	March 2008	18 years
	Yeonin Jung	Male	Corporate Management, Administration	●				Vice Chairman & COO of Doosan Enerbility	March 2019	7 years
	Sanghyun Park	Male	Corporate Management, Finance	●	●			President & CFO of Doosan Enerbility	March 2021	5 years
Outside Director	Eunhyung Lee	Female	Business Administration (Professor)	●		●		Professor at Kookmin University Business School	March 2023	3 years
	Eunhang Lee	Male	Finance		●			Tax accountant, Tax Firm Samhwan Former Deputy Director of the National Tax Service	March 2024	2 years
	Jintaek Chung	Male	Mechanical Engineering (Professor)	●				Chairman of DGIST ¹⁾ Former President of Korea University Invited Professor, Kim Jaechul Graduate School of AI, KAIST	March 2025	1 years
	Wonki Min	Male	Digital, AI (Professor)				●	Invited Professor, Kim Jaechul Graduate School of AI, KAIST	March 2026	Newly appointed (March 31, 2026)

1) The Daegu Gyeongbuk Institute of Science and Technology (DGIST)

Current Composition of the Board of Directors¹⁾

Category	Name	Responsibilities	Gender	Term	Major Career
Inside Director	Geewon Park	Chairman & CEO, Chairman of the Board of Directors	Male	March 21, 2008 ~ March 2029 General Meeting of Shareholders	- Current Chairman & CEO of Doosan Enerbility Co., Ltd. - Current Vice Chairman of Doosan Group
	Yeonin Jung	Vice Chairman & COO	Male	March 28, 2019 ~ March 2028 General Meeting of Shareholders	- Current Vice Chairman & COO of Doosan Enerbility Co., Ltd. - Former Head of Doosan VINA
	Sanghyun Park	President & CFO	Male	March 30, 2021 ~ March 2027 General Meeting of Shareholders	- Current President & CFO of Doosan Enerbility Co., Ltd. - Former CEO of Doosan Bobcat Co., Ltd.
Outside Director	Eunhyung Lee	Chair of Internal Transaction Committee; Member of Audit Committee, Outside Director Candidates Nomination Committee, and Compensation Committee	Female	March 29, 2023 ~ March 2029 General Meeting of Shareholders	- Current Professor, Department of Business Administration, Kookmin University - Former Member, Industrial Development Deliberation Committee, Ministry of Knowledge Economy
	Eunhang Lee	Chair of Audit Committee; Member of Outside Director Candidates Nomination Committee, Internal Transaction Committee, and Compensation Committee	Male	March 26, 2024 ~ March 2027 General Meeting of Shareholders	- Current Tax Accountant at Samhwan Tax Corporation - Former Deputy Commissioner of National Tax Service
	Jintaek Chung	Chair of Outside Director Candidates Nomination Committee; Member of Audit Committee, Internal Transaction Committee, and Compensation Committee	Male	March 31, 2025 ~ March 2028 General Meeting of Shareholders	- Current Chairman of DGIST ¹⁾ - Former President of Korea University (20th)
	Wonki Min	Chair of Compensation Committee; Member of Audit Committee, Outside Director Candidates Nomination Committee, and Internal Transaction Committee	Male	March 31, 2026 ~ March 2029 General Meeting of Shareholders	- Current Chair of the National AI Research Hub Advisory Committee - Former Second Vice Minister of Science and ICT

1) The Board of Directors is composed of all the directors. (As of March 31, 2026)

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 and discusses response measures when issues that may have a material impact on the Company's management arise, including those related to economic, environmental, and social aspects. In accordance with the Articles of Incorporation, four BOD subcommittees are established and operated to build a swift and efficient decision-making system grounded in expertise. In 2025, a total of 11 BOD meetings were held, at which 21 agenda items for resolution (general meeting of shareholders, BOD, major internal transactions, accounting and financial management, and other major management-related matters) and 9 agenda items for report were addressed. Through our business reports, we transparently disclose key information related to the operation of the BOD, including the number of meetings held, the contents of major agenda items, the attendance rate of inside and outside directors, and the for/against votes on each agenda item.

Board Operation Performance¹⁾

(Unit: times, Cases)

Category	2023	2024	2025
No. of Meetings Convened	11	12	11
No. of Agenda Items for Resolution	27	25	21
No. of Agenda Items for Modification	0	0	0
No. of Agenda Items for Report	7	8	9

1) The Compensation Committee is included only in the 2025 performance (established in March 2025).

Board of Directors Attendance Rate¹⁾

(Unit: %)

Category	2023	2024	2025
BOD Attendance ²⁾	95.1	94.9	95.5
Outside Directors' Average Attendance ³⁾	97.6	96.8	98.2

1) The Compensation Committee is included only in the 2025 performance (established in March 2025)

2), 3) 2024 data corrected

BOD Subcommittees

The BOD has established the Audit Committee, Internal Transaction Committee, Outside Director Candidates Nomination Committee, and Compensation Committee under the Articles of Incorporation and BOD Operating Regulations, and delegates authority by area of expertise to enhance the efficiency and professionalism of the BOD's decision-making. The Audit Committee is chaired by an expert in the field of accounting and finance and is composed entirely of outside directors to ensure both independence and expertise. 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 undue 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 Nomination 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 the opinions 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. To strengthen the transparency and objectivity of executive compensation, Doosan Enerbility newly established the Compensation Committee through a BOD resolution in March 2025. To ensure independence in the decision-making process, the Compensation Committee is composed entirely of four outside directors, and was established in compliance with the Compensation Committee Guidelines of the Korea Institute of Corporate Governance and Sustainability (KCGS). The agenda items handled by the Committee are clearly defined as follows: matters concerning the ceiling of directors' remuneration to be submitted to the general meeting of shareholders, matters concerning the compensation methods and amounts for long-term incentives (stock-based compensation plan), and matters concerning the establishment and amendment of regulations related to executive compensation.

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 Nomination 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.

Outside Director Training

Training Date	Training Topics	Participant
April 2025	Introduction to key business areas and the status of the Board of Directors for newly appointed outside directors	Jintaek Chung
April 2026	Introduction to key business areas and the status of the Board of Directors for newly appointed outside directors	Wonki Min

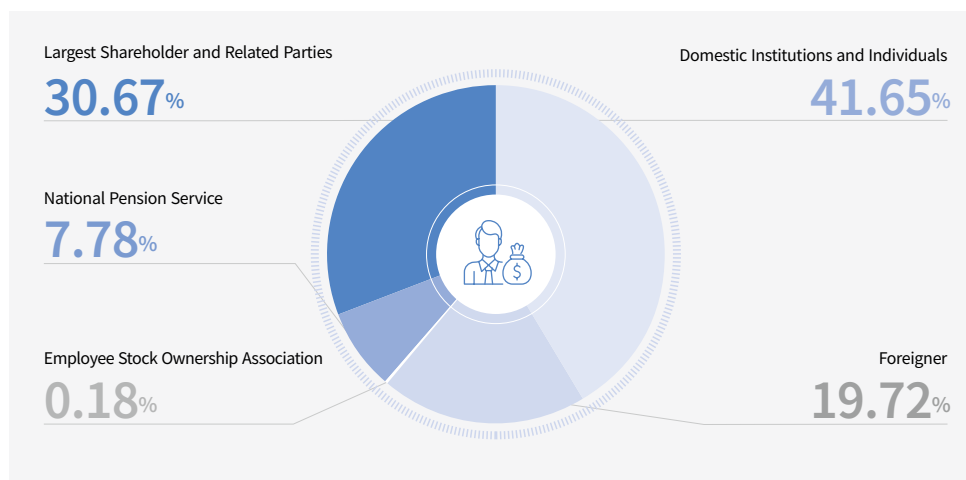
03 Shareholder Rights

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, 2025, 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 2025)



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 voting), 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.

Meanwhile, at the 63rd Annual General Meeting of Shareholders held in 2026, the agenda items to abolish the written voting system and to incorporate the electronic voting system into the Articles of Incorporation were approved. This is expected to extend the period available for shareholders to review meeting agendas, thereby strengthening the protection of shareholder rights, and to contribute to the practice of ESG management by reducing the use of paper mail.

Shareholder Return Policies, Including Dividends

Doosan Enerbility's Articles of Incorporation stipulate that dividends may be paid out in cash and shares. Pursuant to the Articles of Incorporation, the BOD sets a reference date for determining the shareholders entitled to receive dividends, and such date is announced two weeks in advance of the reference date. In addition, the Articles of Incorporation provide that quarterly dividends may be paid in cash and shall be resolved by the BOD within 45 days after each reference date (quarter end date).

We set the "maximization of shareholder value" as our top priority, and through a "selection and concentration" strategy focused on core growth businesses, we pursue sustainable earnings growth and timely investment, thereby expanding order intake and continuously driving up the Company's value and share price.

As of the end of 2025, Doosan Enerbility recorded distributable earnings. From the perspective of Total Shareholder Return (TSR), which encompasses both share price appreciation and shareholder return measures such as dividends, we have established a shareholder return policy aimed at maximizing shareholder value. We believe that by actively investing in rapidly growing future growth businesses, including SMRs, Large NPPs, and gas turbines, the resulting increase in corporate value will deliver greater benefit to shareholders than a simple cash dividend. Going forward, we will continue to do our utmost to maximize shareholder value.

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.

2025 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	9 times (4 domestic, 1 Hong Kong, 1 Singapore, 1 U.S., 1 U.K., 1 France)
Tour Meetings	Analysts and Institutional Investors	Performance/Industry Updates	As needed
Conference Calls	Analysts and Institutional Investors	Performance/Industry Updates	As needed
Conferences	Analysts and Institutional Investors	Securities Company Conferences	5 times (3 domestic, 1 Hong Kong, 1 Singapore)
Factory Tours	Analysts and Institutional Investors	Product/Technology Explanation	3 times
Website Inquiry Board	Analysts, Institutional Investors and Individual Investors	Products, Performance, etc.	As needed
Phone Inquiries	Individual Investors	Products, Performance, etc.	As needed

04 Management Evaluation and Remuneration

Management Remuneration Policy

Doosan Enerbility determines 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 of Doosan Enerbility consists of a fixed base salary, variable short- and long-term incentives linked to performance, and severance pay. The annual salary increase rate for inside directors is set each year at a level similar to that of employees, taking into consideration the Company's ability to pay and market competitiveness. The payout rate for performance-based incentives follows the Doosan Group's common score-based Index, and in the event of exceptional reasons requiring payment, disbursement is made upon reporting to and approval by the BOD. For short-term incentives, the payout amount is calculated by multiplying the previous year's base annual salary by the payout rate, which is derived from a comprehensive evaluation score of quantitative and non-quantitative metrics for the immediately preceding business year.

To encourage the creation of performance from a long-term perspective, we operate compensation schemes including Performance Units (PU), Restricted Stock Units (RSU), and the Phantom Stock Plan (PSP). Performance Units may be granted annually at a level of 20–40% of the base salary by grade in accordance with the Performance Unit Operating Regulations, and are paid in cash based on the performance evaluation results three years after the grant date; no payment is made if the evaluation criteria are not met. For RSUs and PSPs, the size of the grant is determined by reflecting individual and organizational performance evaluation results, and shares or an equivalent cash amount are paid only to executives who have remained in service for at least three years after the grant date. In cases where material losses are incurred due to intentional misconduct or negligence, the grant may be canceled or the cash payment may be restricted in whole or in part in accordance with related regulations, thereby reinforcing the principle of responsible management. Severance pay is calculated in accordance with the executive severance pay regulations approved by resolution of 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

Doosan Enerbility determines CEO compensation based on the Company's mid- to long-term business performance and the principle of responsible management, ensuring that rewards for management performance are organically linked to the enhancement of corporate value. The determination and execution of compensation are carried out transparently and fairly through the BOD reporting and resolution process in accordance with internal regulations.

As of 2025, the CEO's total remuneration was KRW 6,047 million, consisting of KRW 1,697 million in base salary and KRW 4,349 million in bonus, among others. The base salary was determined by comprehensively considering the responsibilities and roles of the Chairman & CEO and Representative Director position in accordance with the internal regulations enacted by the BOD, and was divided into 12 equal monthly installments.

Bonuses are operated in two categories: short-term incentives and long-term incentives. Short-term incentives are paid by comprehensively reflecting both quantitative indicators (MBO), such as financial performance metrics including order intake, EBIT, and FCF, as well as strategic performance tasks, and the qualitative evaluation results of non-quantitative indicators, such as growth potential, responsiveness to market conditions, and improvement of the business portfolio.

Long-term incentives are operated in accordance with the Operating Regulations of the Phantom Stock Plan (PSP). The number of phantom shares is calculated by reflecting both quantitative indicators (MBO), including financial and strategic performance tasks, and the qualitative evaluation results of non-quantitative performance, and is finalized upon approval by the Compensation Committee. The finalized phantom shares are paid in cash linked to the stock price at the point three years after the grant date. Accordingly, the phantom share compensation equivalent to 60,041 shares of Doosan Enerbility granted in 2022 was paid in 2025, upon fulfillment of the three-year vesting condition.

2025 Board of Directors Average Remuneration Amount¹⁾

(Unit: persons, KRW million)

Category	Number of People	Total Remuneration Amount	Average Remuneration per Person
Inside Director	3	10,468	3,489
Outside Director ²⁾	5	298	60

1) The disclosure criteria for the 2025 Business Report.

2) As of December 31, 2025, 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 25, 2025, was additionally reflected.

2025 Board Remuneration Summary

(Unit: KRW million)

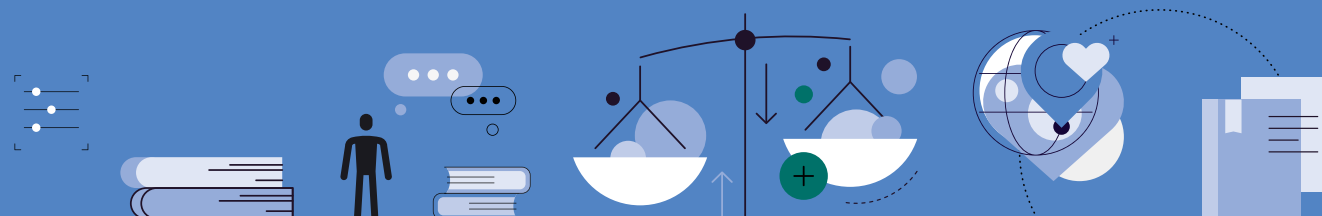
Category	Inside Director	Outside Director	Employees	Inside Director · Employee Remuneration Ratio
Average Remuneration per Person	3,489	60	100	34.89 times

2025 CEO Remuneration Summary

(Unit: KRW million)

Category	CEO Remuneration	Average Employee Remuneration	CEO·Employee Remuneration Ratio
Amount Paid	6,047	100	60.47 times

Ethics and Compliance Management



01 Governance

Organization in Charge

Doosan Enerbility has established the Doosan Group Code of Conduct to promote corporate ethics, applying and enforcing it across all employees. Through Inhwa, our customer-centered management philosophy, transparent management, and innovation, we strengthen our competitiveness and fulfill our corporate social responsibility. A Compliance Officer appointed by resolution of the Board of Directors leads our ethics and compliance management activities. The Legal Team, which reports directly to the Compliance Officer, supports the company's compliance with applicable laws such as the Anti-Graft Act, the Personal Information Protection Act, and the Fair Trade Act. The team provides compliance guidance and conducts ethics training for employees at our headquarters and subsidiaries, as well as partner companies. Internal audit activities based on company regulations and internal control standards are overseen by the Compliance Team, which reports directly to the CFO. The results of these activities are reported to the Audit Committee under the Board of Directors to ensure independence. The Board of Directors receives regular reports from the Compliance Officer and related functions on compliance review results and key compliance and internal control risks. The Board oversees these matters and, when necessary, reviews improvement measures and follow-up actions, retaining ultimate responsibility for ethics and compliance management.

02 Strategy

We have established the Doosan Group Code of Conduct and apply it to all employees to support sustainable growth and uphold our social responsibilities through transparent and fair business practices. The Code of Conduct sets out the core ethical values and standards of conduct expected of employees in the course of their work. It also requires compliance with anti-corruption and anti-bribery laws, as well as internationally applicable standards. The Code promotes responsible decision-making based on fairness and trust in our relationships with customers, partner companies, shareholders, local communities, and other stakeholders. In addition, we conduct regular ethics training for employees, building on internal guidelines established in accordance with relevant laws and a systematic supporting infrastructure. We also disclose the results of this training transparently each year through our Integrated Report. Furthermore, we operate an internal reporting center, fulfilling our social responsibility as a trusted company in partnership with stakeholders such as employees, customers, and partner companies.

[Doosan Group Code of Conduct](#)

03 Risk Management

Activities to Strengthen Ethics and Compliance Management

Activities to Raise Employee Awareness of Ethics and Compliance Management

Doosan Enerbility sends Compliance Officer letters to employees each quarter, sharing information on major laws, systems, and guidelines to help them internalize a culture of ethics and compliance management. During every holiday season, we send letters urging compliance with the Code of Conduct to all employees and partner companies. We further require white-collar employees subject to ethics training to sign a pledge of compliance with the Code of Conduct.

Ethics and Compliance Checklist

Doosan Enerbility monitors employees' compliance on an ongoing basis through a checklist-based self-assessment program covering major legal risk areas, including anti-corruption, fair trade, and subcontracting. The Compliance Officer consolidates the review results and reports them to the Board of Directors. Minor violations are corrected promptly and addressed through retraining, reinforcing the effectiveness of our ethics and compliance management system.

Status of Compliance Officer Newsletter Distribution

Date Sent	Content
April 24, 2025	Subcontracting Act Amendment Prohibiting Unfair Special Contract Terms Passed by the National Assembly
July 16, 2025	Proposed Amendment to the Guidelines for Fair Subcontract Transactions Released for Public Comment; Legislative Developments on Personal Data Breach Response
October 2025	Recent Legislative Developments Expanding Remedies for Subcontractors; Measures to Address Illegal Subcontracting at Serious Accident Sites
December 31, 2025	Amendment to the Act on the Promotion of Mutually Beneficial Cooperation between Large Enterprises and SMEs Passed by the National Assembly

Cyber Reporting Center

Doosan Enerbility operates a Cyber Reporting Center that provides a channel for reporting improper conduct and violations of applicable laws, the Doosan Credo, the Code of Ethics, and other internal regulations. Operated by an independent third party, the Cyber Reporting Center allows reports to be submitted anonymously or under the reporter's real name. The identity of reporters and the details of reports are kept strictly confidential, and retaliation against individuals who raise concerns in good faith is prohibited. The Cyber Reporting Center supports 36 languages and is available to all internal and external stakeholders.

[Cyber Reporting Center](#)

Strengthening the Ethics and Compliance of Partner Companies

Doosan Enerbility introduces the Code of Conduct to partner companies and provides guidance on how to report violations so that potential ethics and compliance issues can be identified and reported. We send seasonal reminders encouraging compliance with the Code of Conduct and have incorporated Code of Conduct compliance clauses into all contracts signed with partner companies. To strengthen ethics and compliance management, only suppliers that agree to comply with our Supply Chain ESG Guidelines are eligible for registration as partner companies. In addition, we accept inquiries and reports related to unfair subcontracting practices and fair trade violations through our website. All submissions are handled promptly and fairly in accordance with our confidentiality principles. We further incorporate compliance requirements into contracts with overseas business agents to prohibit illegal or improper conduct and reinforce ethics and compliance practices.

Ethics and Compliance Training

Doosan Enerbility provides ethics and compliance training to raise employees' ethical awareness. Code of Conduct training is conducted annually for employees at our headquarters and includes content designed to support sound ethical judgment when addressing ethical dilemmas that may arise in the course of business activities. In 2025, we provided Code of Conduct and compliance training to all employees. We enhanced the effectiveness of the program through case-based training linked to employees' Code of Conduct compliance pledge. We also offered year-round compliance training covering the Code of Conduct, compliance, and transparency, while continuing accountability-focused training for executives and managers. Going forward, we will continue to strengthen our ethics and compliance culture by combining preventive training with regular reviews focused on key compliance risk areas.

Status of Ethical Compliance Management Training

Category	Unit	2023	2024	2025
No. of Eligible Employees ¹⁾	Persons	2,875	3,057	4,696
No. of Participants	Persons	2,830	2,975	4,573
Participation Rate	%	98.4	97.3	97.4

1) 2023, 2024 : Office employees (excluding contract employees) eligible for online training

2025 : Office employees (excluding contract employees) and domestic technical employees eligible for online training

Internal Controls

Doosan Enerbility has established compliance standards in accordance with Article 542-13 of the Korean Commercial Act and other applicable regulations and appoints a Compliance Officer through a resolution of the Board of Directors. We protect shareholders and investors from financial losses and reputational damage by establishing internal regulations that govern internal accounting management and disclosure processes in accordance with applicable laws and regulations.

We conduct compliance activities based on our compliance standards and operate internal control over financial reporting in accordance with the Internal Accounting Management Regulations and related guidelines. We also maintain internal procedures to ensure that disclosures are made accurately and in a timely manner in accordance with our Disclosure Information Management Regulations. We assess the design and operating effectiveness of internal control over financial reporting across all business sites and subsidiaries, and report the results annually to the Audit Committee together with internal audit plans and results.



04 Metrics and Targets

Doosan Enerbility regularly reviews the status of our ethics and compliance management as part of our ongoing efforts to improve the system. We will continue to take a multifaceted approach to practicing transparent ethics and compliance management.

Key Ethical Compliance Management Activities in 2025

Category	Item	Main Activities	Scope ¹⁾	Frequency
Personal Information	Personal Information Protection Compliance Review	• Review compliance with personal information protection laws and internal regulations	All Business Sites	Ongoing
	Personal Information Liability Insurance	• Reflect Article 39-7 of the Personal Information Protection Act	Company-Wide	Annually
	Information Security Training for Employees Handling Personal Information	• Reflect Article 28 of the Personal Information Protection Act	Eligible Employees	Annually or Ongoing
Compliance	Compliance Reviews Across Business Operations	• Review compliance risks related to new and existing business activities • Review compliance with trade secrets, unfair competition prevention, fair trade, and improper solicitation prevention requirements	Company-Wide	Ongoing
	Compliance Training for Employees	• Code of Conduct training and Code of Conduct compliance pledge	Permanent Employees	Annually or Ongoing
		• Workplace sexual harassment prevention and disability awareness training	All Employees	
		• Workplace bullying prevention training	All Employees	
		• Information security training	Domestic Office Employees	
		• Anti-corruption and anti-bribery training	Permanent Employees	
		• Seasonal reminder letters encouraging compliance with the Code of Conduct (Lunar New Year and Chuseok)	All Employees	
		• Newsletters on legislative and regulatory developments	All Employees	
	Customs Compliance Training	• Customs declaration and customs compliance training for procurement personnel and project managers	Eligible Employees	Ongoing
	Quarterly Subcontracting Monitoring	• Review subcontracting payment calculation, delays, reductions, cancellations, etc	Eligible Employees	Ongoing
Compliance	Subcontracting Act Training	• Subcontracting Act training for relevant departments	Eligible Employees	Ongoing
	Compliance Training for Newly Appointed Executives and Team Leaders	• Training on key corporate laws for managers	Newly Appointed Executives and Team Leaders	Ongoing
	Compliance Sessions for Executives	• Compliance sessions led by the Compliance Officer for all executives	Executives	Ongoing

Category	Item	Main Activities	Scope ¹⁾	Frequency
Workers Rights	Introduction of the Right to Request Changes to Working Hours During Pregnancy	• Reflect Article 75 of the Equal Employment Opportunity and Work-Family Balance Assistance Act	All Employees	Ongoing
	Employee Invention Compensation Program	• Protection of employee rights in accordance with the Invention Promotion Act	All Employees	Ongoing
	Reemployment Support Services for Older Employees	• Reflect Article 21-3 of the Act on Prohibition of Age Discrimination in Employment and Employment Promotion for Older Persons	Eligible Employees	Ongoing
Others	ESG Committee Activities	• Review and advisory services on domestic and international laws related to the environment, human rights, and governance • Anti-corruption and ethics subcommittee activities within the ESG Committee	ESG Committee	Ongoing
	Training on Compliance with the Unfair Competition Prevention Act	• Training and review activities related to unfair competition and trade secret protection	Eligible Employees	Ongoing
	Status Survey for Holders of National Core Technology Protection	• Article 17 of the Act on Prevention of Divulgence and Protection of Industrial Technology (Status survey for the protection of industrial technology) • Article 22 of the Enforcement Decree of the same Act (Status survey for the protection of industrial technology)	Company (Business Sites Holding National Core Technologies)	Annually
	Integrated Status Survey on Defense Industry Technology Protection	• Article 12 of the Defense Industry Technology Protection Act (Status survey for the protection of defense industry technology) • Article 17 of the Enforcement Decree of the same Act (Status survey for the protection of defense industry technology)	Company (Business Sites Holding Defense Industry Technologies)	Annually

1) All employees include non-regular employees and external workers.

Information Security

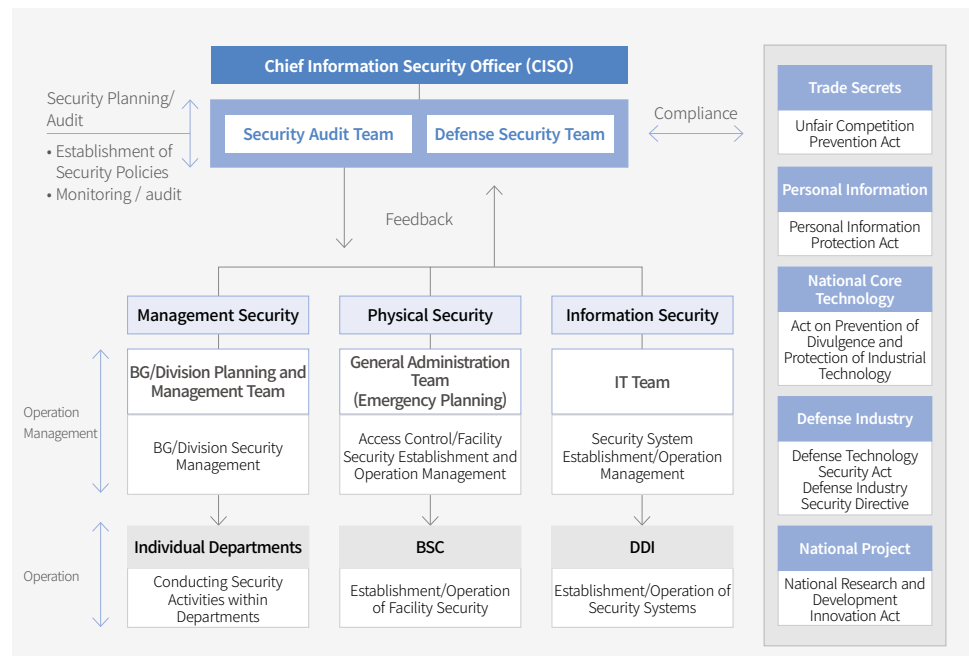
01 Governance

Information Security Organization and Roles

Doosan Enerbility has established internal policies grounded in relevant laws and regulations to protect our trade secrets, core R&D information, the personal information of our employees and stakeholders, and our national core technology and defense industry technology. We also maintain an advanced information protection system underpinned by continuous monitoring and security control activities.

We have appointed an executive-level Chief Information Security Officer (CISO) under the CFO, who meets the qualification requirements set out in the Act on Promotion of Information and Communication Network Utilization and Information Protection and related regulations. The CISO holds independent authority and responsibility over all aspects of our information protection operations and also serves as our Chief Privacy Officer (CPO), ensuring consistent policy implementation. Our CISO brings more than 20 years of practical experience in the field, well above the level required by relevant laws and regulations. Building on this expertise, the CISO oversees company-wide security strategy formulation and risk management.

Information Security Organizational Chart



Information Protection Policy and Compliance

Scope of the Information Protection Policy

Doosan Enerbility recognizes the importance of protecting our information assets and has put in place comprehensive information protection policies and regulations covering all aspects of information security, including human resources, facilities, trade secrets, personal information, and national core technology and defense industry technology. We share these policies transparently with all employees through our internal bulletin board, encouraging voluntary compliance.

For our overseas subsidiaries, we apply our headquarters' standard policy as a baseline, while also establishing and operating separate protection policies tailored to each country's local laws and specific business environment. This approach helps us maintain a consistent level of security across our global operations and apply a systematic approach to managing global compliance risk.

Information Protection Policy

Doosan Enerbility has established an information protection policy based on ISO 27001 to manage security risks across various areas, including cloud computing and the supply chain. All employees and partner companies are required to comply with this policy. Management also conducts regular reviews to continuously update our security system.

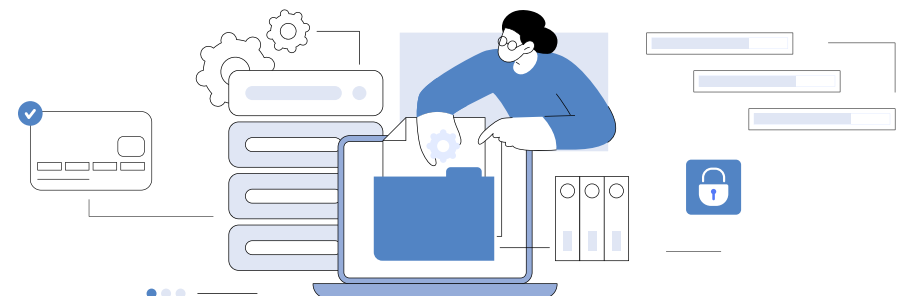


[두산에너지빌리티 정보보호 정책]

1. 정보보호 전략 및 정책

두산에너지빌리티는 고객의 신뢰를 최우선 가치로 삼으며, 정보보호를 기업의 핵심 책임으로 인식하고 있습니다. 이를 위해 ISO 27001 국제 표준을 기반으로 한 명확한 정보보호 정책을 수립하여 전사적으로 운영하고 있습니다. 정보보호 정책은 클라우드 환경에서의 데이터 유출, 내부자의 부주의, 공급망 내 보안 취약점 등 다양한 리스크를 체계적으로 식별하고, 이에 대한 구체적인 대응 전략을 마련합니다. 또한 모든 임직원은 정보보호 정책을 숙지하고 준수할 의무가 있으며, 외부 협력사와의 계약 시에도 동일한 수준의 정보보호 기준을 요구하며, 제3자로부터의 위험도 정기적 용제하고 있습니다.

정보보호 정책은 경영진의 정기적인 검토를 통해 최신화하고 있으며, 회사의 모든 보안 활동의 기준이 됩니다.



02 Strategy

Information Security Certification Based on International Standards

Doosan Enerbility has obtained and maintained ISO 27001, an international standard certification, to demonstrate the objectivity of our information protection management system. We undergo rigorous annual surveillance audits to confirm our continued eligibility for this certification. In accordance with the ISO 27001 framework, we have documented the processes that safeguard the confidentiality, integrity, and availability of our information assets. This has created an environment where security is driven by systems rather than by individual competency. We also conduct periodic internal audits of our information systems to identify vulnerabilities and implement corrective actions, continuously strengthening the reliability of our information protection management system.

Enhancing the Protection of Core Technologies

As a global leader in gas turbine development and manufacturing, Doosan Enerbility classifies and manages information assets under a three-tier classification system (Highly Confidential, Confidential, and General) to protect key technologies and prevent information leakage. Building on this classification, we identify and control potential risks throughout the lifecycle of information assets, including their creation, use, storage, distribution, and deletion. We apply enhanced security controls to Highly Confidential assets and strictly prohibit their external distribution. We are progressively extending these security controls to core technologies in our nuclear and renewable energy businesses, including wind power. These measures protect our intellectual property while demonstrating the reliability of our security practices to our partners in the global market.

Building a Risk Response Framework for New IT Environments

Doosan Enerbility is adopting advanced technologies such as AI and cloud computing across our business. As these technologies introduce new security risks, we are building a framework to proactively address them. We are pursuing a company-wide strategy to strengthen our security capabilities, allowing us to identify and control potential risks in these new technology environments at an early stage. In addition, we keep our security standards under continuous review, updating them to keep pace with the evolving technology environment and maintaining a robust system that protects our information assets and customer information.

03 Risk Management

Information Security Enhancement Activities and Programs

Business Continuity Management

Doosan Enerbility has implemented a Business Continuity Management (BCM) process to maintain the stability of our core operations and ensure swift recovery, even in the event of unexpected disasters or accidents. We regularly conduct company-wide mock exercises to test our actual response capabilities. We use the gaps identified through these exercises to continually refine our response system, enhancing its overall effectiveness.

Global Security Operations Center (Global SOC)

Doosan Enerbility operates a Global Security Operations Center (Global SOC) that provides around-the-clock, real-time monitoring of security threats at business sites worldwide. We have incorporated artificial intelligence (AI) and an automation platform (SOAR) into this system to accurately identify genuine threats within large volumes of security logs, and have standardized our incident response process. As a result, we have improved both the speed of threat detection and the accuracy of our analysis, further strengthening our security control environment.

Security Control Key Tasks

Hack Detection and Monitoring



- 24x365 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

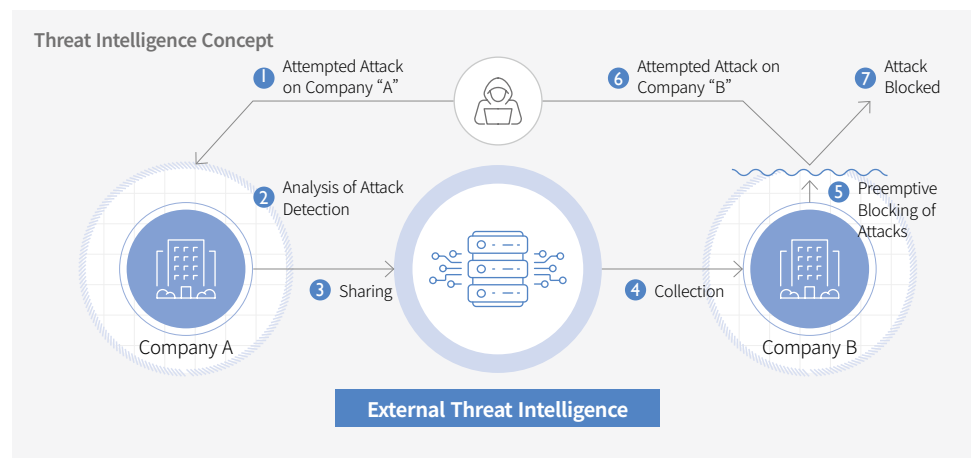


- 24x365 response to security questions
- Responding to inquiries regarding various security issues, etc.

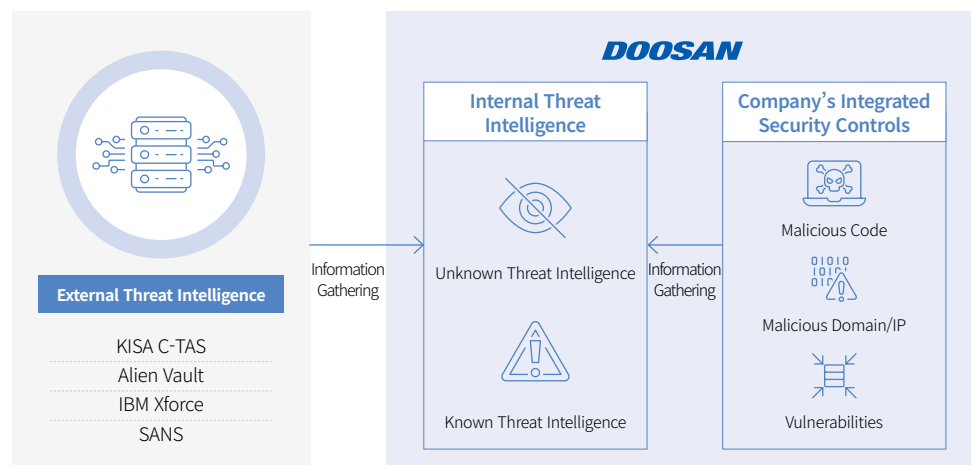
Security Controls with External Organizations

Doosan Enerbility leverages C-TAS (Cyber Threat Analysis and Sharing), a national threat intelligence platform operated by the Korea Internet & Security Agency (KISA), to strengthen our security control capabilities. We regularly collect threat intelligence from C-TAS and identify key data, such as indicators of compromise (IoCs). These indicators are reflected in our internal detection and blocking policies and applied across security control operations. This enhances our ability to respond to external cyber threats before they escalate.

Threat Intelligence Conceptual Diagram

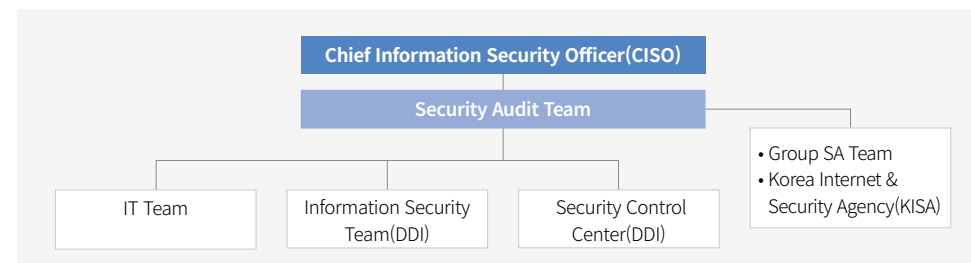


Threat Intelligence Architecture



Security Incident Response

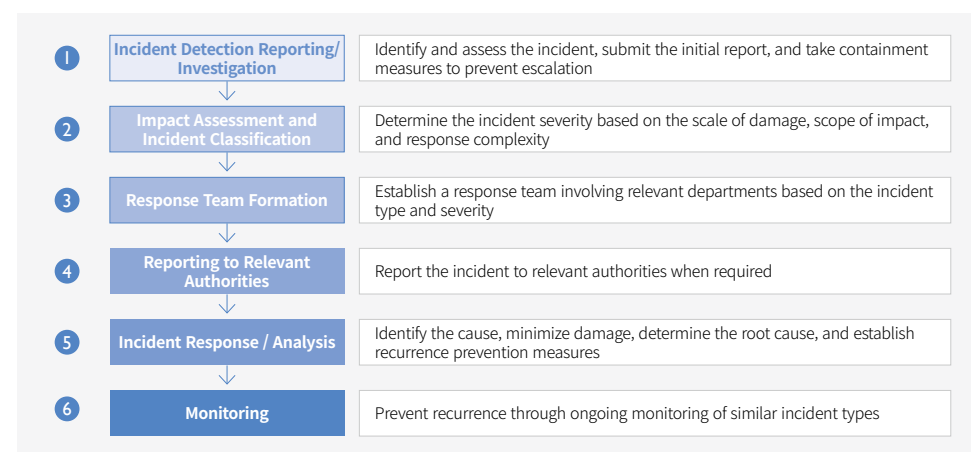
Doosan Enerbility operates a dedicated Cyber Incident Response Team responsible for managing cyber incidents and protecting information assets. When a security incident occurs, the team takes immediate action to contain the threat and promptly assesses its scope and impact to minimize damage. Findings from incident investigations are reflected in preventive measures and security policies to help prevent recurrence.



Roles and Responsibilities

Responsible Party	Roles and Responsibilities
CISO	Oversee information security incidents and determine response measures
Security Audit Team	Establish response plans and security measures, and direct overall incident response
IT Team	Operate business systems and IT infrastructure, and support the investigation and resolution of security incidents
Information Security Team(DDI)	Analyze security vulnerabilities and implement remediation measures
Security Operations Center(DDI)	Perform real-time monitoring, pattern analysis, and isolation of infected PCs

Security Incident Response Process



Information Security Awareness Activities

Security Training and Simulation Drills

Doosan Enerbility provides annual online information security training for all employees. Training topics include email security, trade secrets management, PC management, and personal information management. Role-specific training is also provided for new hires, newly appointed department heads, and departmental security officers. Changes to security policies and major security issues are communicated promptly through our internal portal and email to keep employees informed. We conduct phishing simulation drills twice a year based on recent cyberattack trends. By simulating real-world attack scenarios such as ransomware distribution, wire transfer fraud, and information theft, we raise employees' awareness of cyber threats.

Security Inspections and Audits

We operate a structured program of regular and ongoing security checks to assess the level of security policy implementation and identify areas for improvement. Internally, we conduct our own industrial security audits, basic security checks, and phishing drills. We also conduct vulnerability assessments of our IT systems to identify and address security gaps. Externally, we ensure the objectivity and reliability of our security management through regular external audits, such as the National Core Technology Survey and the Defense Technology Protection Survey. In particular, we apply enhanced security standards to externally accessible work systems and mobile applications to prepare against external information security breaches.

Vulnerability Assessments

We conduct annual vulnerability assessments of our systems, infrastructure, networks, and externally accessible applications and remediate identified vulnerabilities. Enhanced security standards are applied to externally accessible business systems and mobile applications to protect against external cyber threats. We also conduct penetration testing with ethical hackers to simulate real-world attack scenarios and evaluate our systems from an attacker's perspective.

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

Through our information security efforts, there have been no violations of information security or personal data protection laws and no damage resulting from data breaches over the past four years.

04 Metrics and Targets

Information Security Management

Number of Data and Privacy Breaches

Category	2023	2024	2025
Company data	0	0	0
Personal information	0	0	0

Internal Inspections

Inspection Entity	CISO		Group Security Organization
Content	Basic security checks	In-house industrial security audit	Phishing drills
Frequency	Once every half year	Once a year	Twice a year
Target	All employees	IT department	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 Business Division

Status of Information Security Investments

Information Security Investments

In 2025, we invested approximately 7% of our total information technology investment in information security. Major investments included vulnerability assessments and remediation, penetration testing, enhanced security for externally accessible systems, Global Security Operations Center (GSOC), ISO 27001 certification, company-wide online information security training, implementation of mobile device management (MDM), and personal information liability insurance.

Appendix

04

81	Performance Metrics
100	Environmental Management Policy Guidelines
101	Health and Safety Policy Guidelines
102	Creation of Social Value
103	Index
103	GRI Content Index
106	SASB Index
106	TCFD Index
106	UNGC Index

107	Stakeholder Communications
108	Association
109	Third-Party Assurance Statement
111	GHG Assurance Statement

Performance Metrics

Economic Performance Data

Summary Income Statement

Non-Consolidated Basis

(Unit: KRW million)

Subject	End of 61st term	End of 62nd term	End of 63rd term
1. Sales	6,651,862	6,320,304	7,117,023
2. Costs of Goods Sold	5,802,616	5,479,395	6,104,053
Gross Profit	849,246	840,909	1,012,970
3. SG&A Expenses	394,388	447,482	516,964
Operating Profit	454,858	393,427	496,006
4. Financial Income or Losses	(137,207)	(149,054)	(132,636)
5. Other Non-Operating Income or Losses	(552,349)	(417,459)	53,854
Corporate Tax Revenue	(234,698)	(173,086)	417,224
6. Non-consolidated Basis	(130,519)	(2,781)	(90,442)
Net Income	(104,179)	(170,305)	507,666

Non-Consolidated Basis

(Unit: KRW million)

Subject	End of 61st term	End of 62nd term	End of 63rd term
1. Sales	17,589,888	16,233,055	17,057,876
2. Costs of Goods Sold	14,572,887	13,503,336	14,314,566
Gross Profit	3,017,001	2,729,719	2,743,310
3. SG&A Expenses	1,549,683	1,712,119	1,980,598
Operating Profit	1,467,318	1,017,600	762,712
4. Financial Income or Losses	(267,951)	(181,252)	(345,069)
5. Other Non-Operating Income or Losses	(422,197)	(199,053)	(113,640)
6. Equity Method Income or Losses	(38,688)	20,484	22,804
Profit or Loss before Tax	738,482	657,779	326,807
7. Income Tax Expenses	220,960	263,090	121,644
8. Income from Discontinued Operations	-	-	-
Net Profit for the Period	517,522	394,689	205,163
Ownership Interest in Controlled Entites	55,598	111,365	84,762
Non-Controlling Interest	461,924	283,324	120,401

Summary Financial Statement

Non-Consolidated Basis

(Unit: KRW million)

Subject	End of 61st term	End of 62nd term	End of 63rd term
1. Current Assets	4,051,762	4,048,371	4,910,318
2. Non-Current Assets	9,632,747	9,708,503	9,956,057
Total Assets	13,684,509	13,756,874	14,866,375
1. Current Liabilities	6,317,892	5,687,590	6,393,638
2. Non-Current Liabilities	1,441,868	2,332,951	2,272,402
Total Debt	7,759,760	8,020,541	8,666,040
1. Capitalization	3,267,327	3,267,327	3,267,327
2. Capital Surplus	1,675,106	1,525,844	1,302,468
3. Other Equity Items	(1,961)	(2,135)	(2,135)
4. Accumulated Other Comprehensive Income	1,007,940	1,042,900	1,014,329
5. Retained Earnings	(23,663)	(97,603)	618,346
Total Equity	5,924,749	5,736,333	6,200,335
Debt and Equity Totals	13,684,509	13,756,874	14,866,375

Non-Consolidated Basis

(Unit: KRW million)

Subject	End of 61st term	End of 62nd term	End of 63rd term
1. Current Assets	9,641,568	10,049,022	10,771,711
2. Non-Current Assets	14,999,266	16,265,813	16,741,512
Total Assets	24,640,834	26,314,835	27,513,223
1. Current Liabilities	9,596,750	8,945,820	10,107,067
2. Non-Current Liabilities	4,202,575	5,707,923	5,396,786
Total Debt	13,799,325	14,653,743	15,503,853
1. Capitalization	3,267,327	3,267,327	3,267,327
2. Capital Surplus	1,712,764	1,572,095	1,441,574
3. Other Equity Items	46,057	46,766	45,529
4. Accumulated Other Comprehensive Income	906,691	1,215,926	1,334,986
5. Retained Earnings	1,184,532	1,394,448	1,696,327
6. Non-Controlling Interest	3,724,138	4,164,530	4,223,627
Total Equity	10,841,509	11,661,092	12,009,370
Debt and Equity Totals	24,640,834	26,314,835	27,513,223

Policy Spending¹⁾

(Unit: KRW million)

Subject	End of 61st term	End of 62nd term	End of 63rd term
Total Spending	2,190	2,522	2,531
Lobby	-	-	-
Political Donation	-	-	-
Membership Fee	2,190	2,522	2,531
Membership Fee Details			
Overseas Construction Association	417	429	422
Changwon Chamber of Commerce and Industry	306	345	287
EPRI(Electric Power Research Institute) ²⁾	158	102	-
Korea Enterprises Federation	-	-	188

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

2) Starting this year, this account item has been reclassified as training expenses and is therefore excluded from association dues.

R&D Investments¹⁾

Classification	Unit	2023	2024	2025
Total R&D Investment	KRW million	397,657	393,111	413,196
R&D Expenses to Sales Ratio	%	2.30	2.46	2.47

1) Based on the consolidated financial statements

Environmental Performance Data-Consolidated Basis

Energy Consumption¹⁾

Classification		Unit	2023	2024	2025
Total Energy Consumption	Doosan Enerbility ²⁾	MWh	842,863	891,343	832,628
	Doosan Fuel Cell	MWh	13,502	16,637	25,482
	Doosan Bobcat	MWh	441,348	470,241	548,661
	Doosan Skoda Power ⁴⁾	MWh	20,278	20,630	19,512
Energy Consumption (Direct)	Doosan Enerbility	MWh	524,722	583,314	542,707
	Doosan Fuel Cell	MWh	3,225	3,089	3,303
	Doosan Bobcat	MWh	N/A	N/A	407,009
	Doosan Skoda Power	MWh	1,667	2,001	1,909
Energy Consumption (Indirect)	Doosan Enerbility ²⁾	MWh	318,140	308,029	289,921
	Doosan Fuel Cell	MWh	10,277	13,549	22,179
	Doosan Bobcat	MWh	N/A	N/A	141,652
	Doosan Skoda Power	MWh	18,611	18,629	17,603
Electricity	Doosan Enerbility ²⁾	MWh	314,529	304,473	286,398
	Doosan Fuel Cell	MWh	8,363	11,374	17,654
	Doosan Bobcat	MWh	N/A	N/A	141,049
	Doosan Skoda Power	MWh	N/A	5,801	10,542
Steam-Heat (Hot Water)	Doosan Enerbility	MWh	3,611	3,556	3,523
	Doosan Fuel Cell	MWh	1,914	2,175	4,525
	Doosan Bobcat	MWh	N/A	N/A	603
	Doosan Skoda Power	MWh	N/A	12,828	7,061
Nuclear Energy Consumption	Doosan Enerbility	MWh	-	-	-
	Doosan Fuel Cell	MWh	-	-	-
	Doosan Bobcat	MWh	-	-	-
	Doosan Skoda Power	MWh	-	-	2,703
Renewable Energy Consumption	Doosan Enerbility	MWh	-	-	-
	Doosan Fuel Cell	MWh	-	-	-
	Doosan Bobcat	MWh	-	-	-
	Doosan Skoda Power ³⁾	MWh	-	4,667	5,943

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) 2023 and 2024 data for Doosan Enerbility's domestic business sites corrected due to a change in the electricity usage conversion factor

3) 2024 data corrected

4) 2023 data corrected

Emission of Greenhouse Gas (Scope 1&2)

Classification		Unit	2023	2024	2025
Total GHG Emissions ¹⁾	Doosan Enerbility	tCO ₂ eq	262,996	260,606	248,262
	Doosan Fuel Cell	tCO ₂ eq	4,798	6,187	9,297
	Doosan Bobcat ²⁾	tCO ₂ eq	150,071	135,784	154,197
	Doosan Skoda Power	tCO ₂ eq	6,800	6,491	6,087
Direct GHG Emissions (Scope 1) Subtotal	Doosan Enerbility	tCO ₂ eq	115,896	125,171	118,597
	Doosan Fuel Cell	tCO ₂ eq	924	936	1,112
	Doosan Bobcat ²⁾	tCO ₂ eq	52,458	65,760	92,699
	Doosan Skoda Power	tCO ₂ eq	400	508	503
Indirect GHG Emissions (Scope 2) Subtotal	Doosan Enerbility	tCO ₂ eq	147,100	135,438	129,665
	Doosan Fuel Cell	tCO ₂ eq	3,874	5,252	8,185
	Doosan Bobcat ²⁾	tCO ₂ eq	97,613	70,024	61,498
	Doosan Skoda Power	tCO ₂ eq	6,400	5,983	5,585

1) 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.

2) Used emission factors from the IPCC guidelines according to GHG Emission Factors for Electricity Consumption (EU) and domestic emissions trading system guidelines.

Social Performance Data-Consolidated Basis

Employee Status

Classification		Unit	2023	2024	2025
Total Number of Employees	Doosan Enerbility	Persons	5,965	6,174	6,233
	Doosan Fuel Cell	Persons	470	542	709
	Doosan Bobcat	Persons	9,879	9,621	9,846
	Doosan Skoda Power	Persons	990	1,053	1,069
By Employment Type					
Permanent Employees	Doosan Enerbility	Persons	4,540	4,603	4,806
	Doosan Fuel Cell	Persons	448	440	531
	Doosan Bobcat ²⁾	Persons	9,566	9,377	9,141
	Doosan Skoda Power	Persons	941	989	1,015
Male	Doosan Enerbility	Persons	4,346	4,368	4,520
	Doosan Fuel Cell	Persons	405	401	487
	Doosan Bobcat	Persons	7,614	7,490	7,269
	Doosan Skoda Power	Persons	768	809	840
Female	Doosan Enerbility	Persons	194	235	286
	Doosan Fuel Cell	Persons	43	39	44
	Doosan Bobcat	Persons	1,952	1,887	1,870
	Doosan Skoda Power	Persons	173	180	175
Temporary Employees	Doosan Enerbility	Persons	1,425	1,571	1,427
	Doosan Fuel Cell	Persons	22	102	178
	Doosan Bobcat ²⁾	Persons	313	224	705
	Doosan Skoda Power ¹⁾	Persons	49	64	54
Male	Doosan Enerbility	Persons	1,295	1,398	1,248
	Doosan Fuel Cell	Persons	12	83	163
	Doosan Bobcat	Persons	204	152	485
	Doosan Skoda Power ¹⁾	Persons	33	47	38
Female	Doosan Enerbility	Persons	130	173	179
	Doosan Fuel Cell	Persons	10	19	15
	Doosan Bobcat	Persons	109	92	135
	Doosan Skoda Power ¹⁾	Persons	16	17	16

1) Includes non-guaranteed hours employees (employees employed by the company without a guaranteed minimum or fixed number of working hours)

2) Figures may differ from the total due to the inclusion of overseas employees who did not disclose personal information (gender)

Status of Management Positions(1/2)^{1), 2)}

Classification		Unit	2023	2024	2025
Management Positions	Doosan Enerbility	Persons	3,841	3,696	3,650
	Doosan Fuel Cell	Persons	207	204	205
	Doosan Bobcat	Persons	3,563	3,993	2,025
	Doosan Skoda Power	Persons	154	156	5
Top/Senior Management	Doosan Enerbility	Persons	69	73	78
	Doosan Fuel Cell	Persons	9	5	4
	Doosan Bobcat	Persons	57	67	74
	Doosan Skoda Power	Persons	5	5	5
Male	Doosan Enerbility	Persons	68	71	76
	Doosan Fuel Cell	Persons	7	5	4
	Doosan Bobcat	Persons	53	63	69
	Doosan Skoda Power	Persons	5	5	5
Female	Doosan Enerbility	Persons	1	2	2
	Doosan Fuel Cell	Persons	2	0	0
	Doosan Bobcat	Persons	4	4	5
	Doosan Skoda Power	Persons	0	0	0
Middle Management	Doosan Enerbility	Persons	3,452	369	398
	Doosan Fuel Cell	Persons	-	23	31
	Doosan Bobcat	Persons	1,566	1,720	363
	Doosan Skoda Power	Persons	34	33	0
Male	Doosan Enerbility	Persons	3,312	364	392
	Doosan Fuel Cell	Persons	0	22	30
	Doosan Bobcat	Persons	1,315	1,431	323
	Doosan Skoda Power	Persons	29	28	0
Female	Doosan Enerbility	Persons	140	5	6
	Doosan Fuel Cell	Persons	0	1	1
	Doosan Bobcat	Persons	251	289	40
	Doosan Skoda Power	Persons	5	5	0

1) Management positions are categorized according to our internal hierarchy.

2) The number of employees in 2024 changed due to a revision in the criteria for classifying management and non-management positions, following changes to the internal rank system.

Social Performance Data-Consolidated Basis

Status of Management Positions(2/2)¹⁾

Classification		Unit	2023	2024	2025
Junior Management	Doosan Enerbility	Persons	320	3,254	3,174
	Doosan Fuel Cell	Persons	198	176	170
	Doosan Bobcat	Persons	1,940	2,206	1,588
	Doosan Skoda Power	Persons	115	118	0
Male	Doosan Enerbility	Persons	293	3,102	3,018
	Doosan Fuel Cell	Persons	185	164	153
	Doosan Bobcat	Persons	1,415	1,570	1,281
	Doosan Skoda Power	Persons	104	107	0
Female	Doosan Enerbility	Persons	27	152	156
	Doosan Fuel Cell	Persons	13	12	17
	Doosan Bobcat	Persons	525	636	307
	Doosan Skoda Power	Persons	11	11	0
Non-Management Positions	Doosan Enerbility	Persons	2,193	2,478	2,583
	Doosan Fuel Cell	Persons	263	338	504
	Doosan Bobcat	Persons	6,316	5,628	7,734
	Doosan Skoda Power	Persons	834	897	1,064
Male	Doosan Enerbility	Persons	2,036	2,229	2,282
	Doosan Fuel Cell	Persons	225	293	463
	Doosan Bobcat	Persons	5,035	4,578	6,081
	Doosan Skoda Power	Persons	661	716	873
Female	Doosan Enerbility	Persons	157	249	301
	Doosan Fuel Cell	Persons	38	45	41
	Doosan Bobcat	Persons	1,281	1,050	1,653
	Doosan Skoda Power	Persons	173	181	191

1) Management positions categorized according to our internal hierarchy

Female Employee Status(1/2)¹⁾

Classification		Unit	2023	2024	2025
All employees					
Number of Female Employees	Doosan Enerbility	Persons	324	408	465
	Doosan Fuel Cell	Persons	53	58	59
	Doosan Bobcat	Persons	2,061	1,979	2,005
	Doosan Skoda Power	Persons	189	197	191
Percentage of Female Employees	Doosan Enerbility	%	5.4	6.6	7.5
	Doosan Fuel Cell	%	11.3	10.7	8.3
	Doosan Bobcat	%	20.9	20.6	20.5
	Doosan Skoda Power	%	19.1	18.7	17.9
Management Positions					
Number of Female Employees in Management Positions	Doosan Enerbility	Persons	168	159	164
	Doosan Fuel Cell	Persons	15	13	18
	Doosan Bobcat	Persons	780	929	352
	Doosan Skoda Power	Persons	16	16	0
Percentage of Female Employees in Management Positions	Doosan Enerbility	%	4.4	4.3	4.5
	Doosan Fuel Cell	%	7.3	6.4	8.8
	Doosan Bobcat	%	21.9	23.3	17.4
	Doosan Skoda Power	%	10.39	10.26	0
Percentage of Female Top/Senior Managers	Doosan Enerbility	%	1.4	2.7	2.6
	Doosan Fuel Cell	%	22.2	0	0
	Doosan Bobcat	%	7.0	6.0	6.8
	Doosan Skoda Power	%	0	0	0
Percentage of Female Middle Managers	Doosan Enerbility	%	4.1	1.4	1.5
	Doosan Fuel Cell	%	0	4.3	3.2
	Doosan Bobcat	%	16.0	16.8	11.0
	Doosan Skoda Power	%	14.7	15.2	0
Percentage of Female Junior Managers	Doosan Enerbility	%	8.4	4.7	4.9
	Doosan Fuel Cell	%	6.6	6.8	10.0
	Doosan Bobcat	%	27.1	28.8	19.3
	Doosan Skoda Power	%	9.6	9.3	0

1) Includes temporary employees

Social Performance Data-Consolidated Basis

Female Employee Status(2/2)¹⁾

Classification		Unit	2023	2024	2025
Non-Management Positions					
Percentage of Female Employees in Non-Management Positions	Doosan Enerbility	%	7.2	10.1	11.7
	Doosan Fuel Cell	%	14.4	13.3	8.1
	Doosan Bobcat	%	20.3	18.7	21.4
	Doosan Skoda Power	%	20.7	20.2	18.0
Management Positions in Revenue-Generating Functions					
Number of Female Managers	Doosan Enerbility	Persons	88	94	97
	Doosan Fuel Cell	Persons	3	2	3
	Doosan Bobcat	Persons	-	-	-
	Doosan Skoda Power	Persons	9	9	0
Number of Male Managers	Doosan Enerbility	Persons	2,997	3,149	3,108
	Doosan Fuel Cell	Persons	47	49	50
	Doosan Bobcat	Persons	-	-	-
	Doosan Skoda Power	Persons	132	135	0
Percentage of Female Managers	Doosan Enerbility	%	2.9	2.9	3.0
	Doosan Fuel Cell	%	6.0	3.9	5.7
	Doosan Bobcat	%	-	-	-
	Doosan Skoda Power	%	6.4	6.3	0
Management Positions in STEM²⁾-Related Functions³⁾					
Number of Female Employees	Doosan Enerbility	Persons	182	223	75
	Doosan Fuel Cell	Persons	4	4	7
	Doosan Bobcat	Persons	-	-	-
	Doosan Skoda Power	Persons	1	1	0
Number of Male Employees	Doosan Enerbility	Persons	4,708	4,778	2,596
	Doosan Fuel Cell	Persons	90	85	102
	Doosan Bobcat	Persons	-	-	-
	Doosan Skoda Power	Persons	28	27	0
Percentage of Female Employees	Doosan Enerbility	%	3.7	4.5	2.8
	Doosan Fuel Cell	%	4.3	4.5	6.4
	Doosan Bobcat	%	-	-	-
	Doosan Skoda Power	%	3.5	3.6	0

1) Includes temporary employees

2) Science, Technology, Engineering, Mathematics

3) Calculated in line with the criteria for counting employees in management positions from 2025

New Hires and Turnover

Classification		Unit	2023	2024	2025
New Hires Total	Doosan Enerbility	Persons	185	193	313
	Doosan Fuel Cell	Persons	55	199	334
	Doosan Bobcat	Persons	1,768	911	1,020
	Doosan Skoda Power	Persons	107	119	N/A
Turnover Total	Doosan Enerbility	Persons	172	55	136
	Doosan Fuel Cell	Persons	59	110	178
	Doosan Bobcat	Persons	N/A	N/A	N/A
	Doosan Skoda Power	Persons	88	75	137

Employee Training

Classification		Unit	2023	2024	2025
Total Training Hours	Doosan Enerbility	Hours	85,423	83,979	109,829
	Doosan Fuel Cell	Hours	5,308	5,991	7,024
	Doosan Bobcat ¹⁾	Hours	201,559	159,010	176,982
	Doosan Skoda Power	Hours	19,812	26,641	N/A
Average Training Hours for All Employees	Doosan Enerbility	Hours	14.3	13.6	17.6
	Doosan Fuel Cell	Hours	11.3	11.1	9.9
	Doosan Bobcat ¹⁾	Hours	21.2	16.8	20.0
	Doosan Skoda Power	Hours	20.0	25.3	21.0

1) 2023 and 2024 data corrected

Environmental Performance Data-Non-Consolidated Basis

Energy Consumption^{1), 2)}

Classification		Unit	2023	2024	2025
Total Energy Consumption	Total	MWh	842,863	891,343	832,628
	Domestic Business Sites	MWh	793,974	788,676	736,630
	Overseas Construction Sites ³⁾	MWh	48,889	102,668	95,998
Direct Energy Consumption	Total	MWh	524,722	583,314	542,707
	Domestic Business Sites	MWh	486,667	508,282	458,782
	Overseas Construction Sites	MWh	38,056	75,033	83,925
Indirect Energy Consumption	Total	MWh	318,140	308,029	289,921
	Domestic Business Sites	MWh	307,307	280,394	277,848
	Overseas Construction Sites	MWh	10,833	27,635	12,073
Electricity	Total	MWh	314,529	304,473	286,398
	Domestic Business Sites	MWh	303,696	276,839	274,325
	Overseas Construction Sites	MWh	10,833	27,635	12,073
Steam-Heat (Hot Water)	Total	MWh	3,611	3,556	3,523
	Domestic Business Sites	MWh	3,611	3,556	3,523
	Overseas Construction Sites	MWh	-	-	-
Renewable Energy Consumption	Total	MWh	-	-	-
	Domestic Business Sites	MWh	-	-	-
	Overseas Construction Sites	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) 2023 and 2024 data for domestic business sites corrected due to a change in the electricity usage conversion factor

3) Overseas Construction Sites 2023 data corrected

Energy Intensity, Costs, Reduction Amount

Classification		Unit	2023	2024	2025
Energy Intensity ¹⁾²⁾	Total	MWh/KRW 100 million	12.7	14.1	11.7
Energy Costs	Total	KRW million	92,233	89,753	87,000
Cost Reduction	Total	KRW million	1,421	1,723	1,866
Total Energy Savings ³⁾	Total	MWh	6,111	6,389	2,068

1) Energy Intensity = Total Energy Consumption / Sales Revenue (Non-consolidated Sales Revenue for each fiscal year)

2) 2023 and 2024 data for domestic business sites corrected due to a change in the electricity usage conversion factor

3) Detailed Energy Reduction Methods: Introduction of high-efficiency equipment, operational method optimization, etc

Greenhous Gas Emission (Scope 1&2)

Classification		Unit	2023	2024	2025
Total GHG Emissions ¹⁾	Total	tCO ₂ eq	262,996	260,606	248,262
	Domestic Business Sites	tCO ₂ eq	246,296	235,253	225,466
	Overseas Construction Sites	tCO ₂ eq	16,700	25,353	22,796
Direct GHG Emissions (Scope 1) Subtotal	Total	tCO ₂ eq	115,896	125,171	118,597
	Domestic Business Sites	tCO ₂ eq	106,296	107,624	98,980
	Overseas Construction Sites	tCO ₂ eq	9,600	17,547	19,617
Indirect GHG Emissions (Scope 2) Subtotal	Total	tCO ₂ eq	147,100	135,438	129,665
	Domestic Business Sites	tCO ₂ eq	140,000	127,631	126,486
	Overseas Construction Sites	tCO ₂ eq	7,100	7,807	3,179

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.

Greenhouse Gas Emission Intensity

Classification		Unit	2023	2024	2025
Greenhouse Gas Emission Intensity (Market-Based) ¹⁾		tCO ₂ eq/KRW 100 million	4.0	4.2	3.5
Scope 1 Intensity		tCO ₂ eq/KRW 100 million	1.7	2.0	1.7
Scope 2 Intensity		tCO ₂ eq/KRW 100 million	2.2	2.1	1.8

1) Market-Based Greenhouse Gas Emission Intensity = Total Market-Based Greenhouse Gas Emissions / Sales Revenue (Non-consolidated Sales Revenue for each fiscal year)

Greenhous Gas Emission (Scope 3)¹⁾

※ Domestic

Classification		Unit	2023	2024	2025
Total Other Indirect GHG emissions (Scope 3)		tCO ₂ eq	37,157	52,801	52,783
Category 2 (Purchasing capital goods)		tCO ₂ eq	354	314	386
Category 3 (Fuel and energy not included in Scopes 1, 2)		tCO ₂ eq	19,678	28,880	27,805
Category 4 (Upstream transportation and distribution)		tCO ₂ eq	5,686	11,431	11,851
Category 5 (Job-generated waste)		tCO ₂ eq	3,796	2,347	2,982
Category 6 (Business travel) ²⁾		tCO ₂ eq	4,930	5,577	6,397
Category 7 (Employee Commuting)		tCO ₂ eq	1,145	1,529	1,529
Category 9 (Downstream transportation and distribution)		tCO ₂ eq	1,569	2,724	1,833
Scope 3 Intensity ³⁾ (Emissions per Unit of Revenue)		tCO ₂ eq	0.6	0.8	0.7

1) Categories 13 (Downstream Leased Assets) and 14 (Franchises) are not applicable.

2) 2023 data corrected

3) Scope 3 Intensity = Total Greenhouse Gas Emissions (Scope 3) / Revenue (Separate Revenue by Fiscal Year)

Environmental Performance Data-Non-Consolidated Basis

Air Pollutant Emissions

※ Changwon Headquarters

Classification	Unit	2023	2024	2025
Nox Emissions	Tons	137.8	131.5	124.9
Sox Emissions	Tons	12.7	11.8	7.4
VOC (Volatile Organic Compound) Discharge Amount ¹⁾	Tons	0.30	0.20	0.05
HAP (Hazardous Atmosphere Pollutants) Discharge Amount	Tons	0	0	0
PM (Particulate Matter) Discharge Amount	Tons	7.6	6.8	10.9
Mercury Emissions	Tons	0	0	0
Ozone-Depleting Substance Emissions (CFC-eq)	Tons	0	0	0

1) 2023 and 2024 data corrected due to an error in the aggregation method

Water Withdrawal, Consumption, and Recycling

※ Domestic

Classification	Unit	2023	2024	2025
Total Water Withdrawal	Tons	1,326,052	1,219,832	1,684,391
By Source				
Surface Water	Tons	-	-	-
Groundwater	Tons	60,307	9,473	468,310 ¹⁾
Rainwater	Tons	-	-	-
Wastewater Inflow from Other Business Sites	Tons	-	-	1
Water Supply or Other Water Support Systems	Tons	1,265,745	1,204,151	1,216,080
Other	Tons	-	6,208	-
Total Water Consumption	Tons	23,015	41,723	345,242
Recycled Water Volume	Tons	-	-	-
Alternative Water Use	Tons	-	12,480	-

1) The increase in groundwater intake in 2025 is due to the application of a new calculation formula (wastewater and sewage discharge volume – tap water and other water supply volume) at two domestic construction sites — the Honam High-Speed Rail Project and the Sejong-Anseong Expressway Project.

Water Withdrawal by Major Business Sites¹⁾

※ Domestic

Classification		Unit	2025
Total Water Withdrawal	Changwon Headquarters	Tons	1,132,411
	Bundang Office	Tons	68,197
	Honam High-Speed Railway Project ²⁾	Tons	418,418
By Source			
Surface Water	Changwon Headquarters	Tons	-
	Bundang Office	Tons	-
	Honam High-Speed Railway Project ²⁾	Tons	-
Groundwater	Changwon Headquarters	Tons	1,527
	Bundang Office	Tons	-
	Honam High-Speed Railway Project ²⁾	Tons	417,773
Rainwater	Changwon Headquarters	Tons	-
	Bundang Office	Tons	-
	Honam High-Speed Railway Project ²⁾	Tons	-
Wastewater Inflow from Other Business Sites	Changwon Headquarters	Tons	1
	Bundang Office	Tons	-
	Honam High-Speed Railway Project ²⁾	Tons	-
Water Supply or Other Water Support Systems	Changwon Headquarters	Tons	1,130,884
	Bundang Office	Tons	68,197
	Honam High-Speed Railway Project ²⁾	Tons	645
Other Water Withdrawal	Changwon Headquarters	Tons	-
	Bundang Office	Tons	-
	Honam High-Speed Railway Project ²⁾	Tons	-
Total Water Consumption	Changwon Headquarters	Tons	258,073
	Bundang Office	Tons	-
	Honam High-Speed Railway Project ²⁾	Tons	-

1) Top three business sites among all domestic sites, ranked by water intake volume

2) Domestic construction sites

Environmental Performance Data-Non-Consolidated Basis

Wastewater and Sewage Discharge

※ Domestic

Classification	Unit	2023	2024	2025
Total Wastewater and Sewage Discharge	Tons	1,303,037	1,178,109	1,339,148
Wastewater Discharge¹⁾	Tons	504,539	469,034	585,413
Sewage Discharge	Tons	798,498	709,075	753,735
Water Quality of Discharged Wastewater²⁾				
TOC	mg/L	3.40	2.95	3.44
SS	mg/L	3.20	3.93	2.97
N-H	mg/L	0.10	0.00	0.00
Fe	mg/L	0.20	0.17	0.04
T-N	mg/L	3.30	2.86	3.13
T-P	mg/L	0.00	0.02	0.03

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

2) Wastewater quality at the Changwon headquarters

Raw Material Use and Recycling

※ Changwon Headquarters

Classification	Unit	2023	2024	2025
Total Raw Material Used	Tons	200,283	169,194	175,277
Raw Materials Not Reused/Recycled¹⁾	Tons	131,631	111,195	114,523
Reused/Recycled Raw Materials²⁾	Tons	68,652	57,999	60,754
Recovered Iron	Tons	58,583	49,704	51,001
Scrap	Tons	10,069	8,295	9,753
Percentage of Recycled Raw Materials Used	%	34.3	34.3	34.7

1) Includes non-renewable raw materials such as scrap iron and ferroalloy, in addition to renewable materials

2) Renewable materials

Waste Generation, Disposal, and Recycling¹⁾

Classification	Unit	2023	2024	2025 ⁴⁾
Total Waste Generated	Tons	88,499	82,440	66,091
Total Hazardous Waste	Tons	3,977	3,805	4,345
Composting	Tons	0	0	0
Incineration				
Without Energy Recovery	Tons	493	524	1,037
With Energy Recovery	Tons	0	0	0
Landfill	Tons	2,625	2,391	2,517
Other	Tons	7	197	0
Recycling	Tons	852	692	791
Recycling Rate	%	21.4	18.2	18.2
Total Non-Hazardous Waste	Tons	84,522	78,635	61,746
Composting	Tons	0	0	0
Incineration				
Without Energy Recovery	Tons	588	591	904
With Energy Recovery	Tons	0	0	0
Landfill	Tons	1,524	1,019	3,225
Other ²⁾	Tons	28,453	32,306	13,515
Recycling	Tons	53,957	44,719	44,102
Recycling Rate ³⁾	%	63.8	56.9	71.4

1) No radioactive waste generated from 2023 to 2025 (Changwon site)

2) Domestic construction site waste generation decreased in 2025 compared with 2023 and 2024.

3) 2023 data corrected

4) Overseas data included from 2025

Hazardous Chemical Emissions

※ Domestic

Classification	Unit	2023	2024	2025
Number of Substances	Substances	4	5	5
Hazardous Chemical Substances Used	Tons	118	84	165

Environmental Performance Data-Non-Consolidated Basis

Total Environmental Expenditure

※ Domestic

Classification	Unit	2023 ¹⁾	2024	2025
Total Environmental Expenditure	KRW million	4,078	11,469	6,674
Environmental Investment	KRW million	787	5,508	1,893
Outsourced Waste Treatment Cost	KRW million	1,841	3,128	2,209
Air Quality-Related Cost	KRW million	999	2,162	1,815
Water Quality-Related Cost	KRW million	451	671	758
Total Proceeds from Disposal	KRW million	1,294	1,322	1,148

1) 2023 data based on the Changwon site

Green Product Procurement

Classification	Unit	2023	2024	2025
Purchase Amount	KRW million	73,279	51,518	2,312

Violations of Environmental Laws and Regulations¹⁾

Classification	Unit	2023	2024	2025
Number of Environmental Incidents	Cases	0	0	0
Fines Due to Incidents	KRW million	0	0	0

1) Only domestic violations of environmental laws and regulations subject to administrative fines of KRW 10 million or more were reported, and no such cases occurred during 2023-2025.

Social Performance Data-Non-Consolidated Basis

Employee Status

Classification	Unit	2023	2024	2025
Total Number of Employees	Persons	5,965	6,174	6,233
By Employment Type				
Permanent Employees	Persons	4,540	4,603	4,806
Male	Persons	4,346	4,368	4,520
Female	Persons	194	235	286
Temporary Employees	Persons	1,425	1,571	1,427
Male	Persons	1,295	1,398	1,248
Female	Persons	130	173	179

Status of Management Positions^{1), 2)}

Classification	Unit	2023	2024	2025
Management Positions				
Top/Senior Management				
Male	Persons	68	71	76
Female	Persons	1	2	2
Middle Management				
Male	Persons	3,312	364	392
Female	Persons	140	5	6
Junior Management				
Male	Persons	293	3,102	3,018
Female	Persons	27	152	156
Non-Management Level				
Male	Persons	2,036	2,229	2,282
Female	Persons	157	249	301

1) Management positions are classified according to the company's internal rank system.

2) The number of employees in 2024 changed due to a revision in the criteria for classifying management and non-management positions, following changes to the internal rank system

Female Employee Status¹⁾

Classification	Unit	2023	2024	2025
All Employees				
Number of Female Employees	Persons	324	408	465
Percentage of Female Employees	%	5.4	6.6	7.5
Management Positions				
Number of Female Employees in Management Positions	Persons	168	159	164
Percentage of Female Employees in Management Positions	%	4.4	4.3	4.5
Percentage of Female Employees in Top/Senior Management	%	1.4	2.7	2.6
Percentage of Female Employees in Middle Management	%	4.1	1.4	1.5
Percentage of Female Employees in Junior Management	%	8.4	4.7	4.9
Percentage of Female Employees in Non-Management Positions	%	7.2	10.0	11.7
Management Positions in Revenue-Generating Functions				
Number of Female Managers	Persons	88	94	97
Number of Male Managers	Persons	2,997	3,149	3,108
Percentage of Female Managers	%	2.9	2.9	3.0
Management Positions in STEM²⁾-Related Functions³⁾				
Number of Female Managers	Persons	182	223	75
Number of Male Managers	Persons	4,708	4,778	2,596
Percentage of Female Managers	%	3.7	4.5	2.8

1) Includes temporary employees

2) Science, Technology, Engineering, Mathematics

3) Calculated in line with the criteria for counting employees in management positions from 2025

Social Performance Data-Non-Consolidated Basis

Employee Status by Age, Position/Rank

Classification	Unit	2023	2024	2025
By Age				
Under 30				
Male	Persons	455	532	664
Female	Persons	86	142	195
30-50				
Male	Persons	3,470	3,312	3,344
Female	Persons	230	250	253
Over 50				
Male	Persons	1,716	1,922	1,760
Female	Persons	8	16	17
By Position/Rank				
Executive¹⁾				
Male	Persons	68	71	76
Female	Persons	1	2	2
Senior Manager				
Male	Persons	2,594	2,682	2,709
Female	Persons	133	148	156
Associate				
Male	Persons	1,530	1,591	1,511
Female	Persons	190	258	307
Technical Staff				
Male	Persons	1,449	1,422	1,472
Female	Persons	0	0	0

1) Includes professional executives

Employee Status by Country

Classification	Unit	2023	2024	2025
Domestic	Persons	5,320	5,373	5,575
Overseas	Persons	645	801	658

Employee Status by Nationality

Classification	Unit	2023	2024	2025
Korea				
Number of Employees	Persons	5,942	6,153	6,215
Percentage of Employees	%	99.6	99.7	99.7
Number of Management Positions	Persons	3,829	3,683	3,637
Percentage of Management Positions ¹⁾	%	99.7	99.6	99.6
Ukraine				
Number of Employees	Persons	7	7	7
Percentage of Employees	%	0.1	0.1	0.1
Number of Management Positions	Persons	7	7	7
Percentage of Management Positions ¹⁾	%	0.2	0.2	0.2
India				
Number of Employees	Persons	7	4	1
Percentage of Employees	%	0.1	0.1	0.0
Number of Management Positions	Persons	0	0	0
Percentage of Management Positions ¹⁾	%	0	0	0
Other				
Number of Employees	Persons	9	10	10
Percentage of Employees ²⁾	%	0.2	0.2	0.2
Number of Management Positions	Persons	5	6	6
Percentage of Management Positions ¹⁾	%	0.1	0.2	0.2

1) Percentage of Management Positions = Number of Employees in Management Positions by Nationality / Total Number of Employees in Management Positions

2) 2024 data corrected

Social Performance Data-Non-Consolidated Basis

Employee Diversity and Inclusion

Classification	Unit	2023	2024	2025
Employment Diversity				
Employees with Disabilities	Persons	64	73	97
Percentage of Employees with Disabilities	%	1.1	1.2	1.6
Employees of National Merit	Persons	110	109	105
Percentage of Employees of National Merit	%	1.8	1.8	1.7

Workers Who Are Not Employees¹⁾

Classification	Unit	2023	2024	2025
Total Number of Workers Who Are Not Employees				
Self-Employed/Freelancers	Persons	0	0	0
Agency Workers	Persons	0	201	208

1) Data aggregated since 2024

New Hires and Turnover¹⁾

Classification	Unit	2023	2024	2025
Total New Hires	Persons	185	193	313
By Gender				
Male	Persons	164	153	257
Female	Persons	21	40	56
By Age				
Under 30	Persons	135	148	263
30-50	Persons	46	44	50
Over 50	Persons	4	1	-
Open Positions Filled by Internal Candidates (Internal Hiring)	%	87.8	85.6	82.5
Cost per Hire	KRW	3,287,662	4,686,544	3,802,743
Turnover total	Persons	172	55	136
By Gender				
Male	Persons	164	52	129
Female	Persons	8	3	7
By Age				
Under 30	Persons	23	23	24
30-50	Persons	49	26	29
Over 50	Persons	100	6	83
Turnover Rate ²⁾	%	3.8	1.2	2.8
Number of Voluntary Turnovers	Persons	74	52	54
Number of Voluntary Turnovers ³⁾	%	1.6	0.8	1.2
Average Tenure				
Male Employees	Years	17.4	17.5	17.2
Female Employees	Years	10.4	9.4	8.5

1) Covers full-time employees (office and technical positions)

2) Turnover rate = Number of employees who left / Number of full-time employees

3) Voluntary turnover rate = Number of voluntary leavers (departures other than retirement or disciplinary dismissal) / Average number of employees

Social Performance Data-Non-Consolidated Basis

Employee Training¹⁾

Classification	Unit	2023	2024	2025
Total Training Hours	Hours	85,423	83,979	109,829
Average Training Hours for All Employees	Hours	14.3	13.6	17.6
Average Training Hours per Employee				
By Gender				
Male	Hours	13.9	12.8	16.7
Female	Hours	22.2	24.9	29.2
By Age				
Under 30	Hours	38.2	41.0	56.2
30-50	Hours	13.9	12.0	13.5
Over 50	Hours	7.7	7.0	7.4
By Training Type				
Leadership Training	Hours	9.5	12.5	15.8
Functional Training	Hours	1.0	1.1	3.3
By Positions				
Management	Hours	13.9	13.0	9.5
Non-Management	Hours	14.6	14.5	26.7
Training Cost				
Total Training & Development Cost	KRW million	10,260	12,231	12,041
Average Training Cost per Employee	KRW/Person	1,719,963.0	1,981,005.9	1,931,828.2
Percentage of Employees Participating in Training	%	33.7	35.0	36.4

1) Includes temporary employees

Return on Investment (HC ROI)

Classification	Unit	2023	2024	2025
Total Revenue (A)	KRW million	6,651,862	6,320,304	7,117,023
Total Operating Expenses (B) ¹⁾	KRW million	6,197,004	5,926,877	6,621,017
Total Employee-related Expenses (C) ²⁾	KRW million	749,965	875,679	1,010,259
HC ROI ³⁾	-	1.61	1.45	1.49

1) Total operating expenses = Cost of goods sold + Selling and administrative expenses

2) Total employee-related expenses = Sum of salaries, severance pay, welfare expenses, and training expenses. 2023 and 2024 data corrected based on this sum.

3) 2023 and 2024 data corrected based on HC ROI = (A-(B-C))/C

Percentage of Workers Covered by Collective Agreement

Classification	Unit	2023	2024	2025
Number of Employees Eligible for Membership ¹⁾	Persons	1,635	1,612	1,568
Labor Unions, Labor-Management Committee				
Number of Members	Persons	1,428	1,343	1,336
Membership Rate	%	87.3	83.3	85.2

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

Equal Pay Indicators¹⁾

Classification	Unit	2023	2024	2025
Executive Level				
Base Salary Ratio ²⁾	%	99.1	99.1	100
Base Salary + Performance-Based Cash Incentives Ratio ²⁾	%	98.9	99.8	101.8
Management Level				
Base Salary				
Female	KRW million	81	83	93
Male	KRW million	80	85	90
Ratio ²⁾	%	101.3	97.6	103.3
Base Salary + Performance-Based Cash Incentives				
Female	KRW million	88	102	122
Male	KRW million	88	106	112
Ratio ²⁾	%	100.0	96.2	108.9
Non-Management Level				
Base Salary				
Female	KRW million	53	56	55
Male	KRW million	53	58	55
Ratio ²⁾	%	100	96.6	100
Gender Pay Gap ³⁾	%	N/A	41.8	45.2

1) Comparison based on a selected group of employees currently employed through the same hiring process

2) Ratio = Female Compensation (Amount) / Male Compensation (Amount)

3) Gender Pay Gap = (Average Hourly Wage of Male Employees – Average Hourly Wage of Female Employees) / (Average Hourly Wage of Male Employees)

Social Performance Data-Non-Consolidated Basis

Parental Leave Status³⁾

Classification	Unit	2023	2024	2025
Number of Employees Eligible for Parental Leave¹⁾				
Male	Persons	1,668	1,339	1,193
Female	Persons	97	93	92
Number of Employees That Took Parental Leave				
Male	Persons	33	26	44
Female	Persons	14	16	19
Number of Employees That Returned from Parental Leave				
Male	Persons	45	22	48
Female	Persons	18	9	18
Parental Leave Return Rate				
Male	%	91	100	100
Female	%	100	90	95
Number of Employees Retained 12 Months After Returning from Parental Leave				
Male	Persons	45	44	19
Female	Persons	16	18	9
Parental Leave Retention Rate²⁾				
Male	%	94	98	86
Female	%	84	100	100

1) Criteria for parental leave eligibility: Employees with children aged 9 or younger as of the end of the respective year

2) Retention rate = (Total number of employees retained 12 months after returning to work following parental leave / Total number of employees returning from parental leave in the prior reporting period) × 100

3) Discrepancies with the business report may exist due to differences in calculation criteria and timing. From 2025, the data is aligned with the business report.

Identification of Partner Companies

Classification	Unit	2023	2024	2025
Number of Tier 1 Partner Companies	Companies	853	818	744
Number of Core Tier 1 Partner Companies¹⁾	Companies	111	275	284
Share of Purchases From Core Tier 1 Partner Companies	%	11.5	15.4	27.0
Number of Core Tier N Partner Companies	Companies	89	83	86
Number of Core Partner Companies	Companies	200	358	370

1) Starting in 2024, the scope of core tier 1 partner companies was expanded beyond those with prior-year transaction records to include those with no prior-year transactions but a high likelihood of future transactions.

Significant Negative Environmental and Social Impacts in the Supply Chain

Classification	Unit	2023	2024	2025
Number of Partner Companies Assessed for Supply Chain ESG	Companies	104	123	136
Percentage of Core Partner Companies Assessed for ESG	%	32.0	30.2	28.4
Number of Partner Companies Identified With Supply Chain Risks (Actual or Potential Negative Impacts)^{1), 2)}	Companies	34	35	20
Percentage of Risk-Identified Partner Companies With Agreed Improvement Actions³⁾	%	44.1	88.6	95.0
Number of Partner Companies With Resolved Significant Negative Impacts	Companies	22	11	24
Number of Disciplinary Actions Taken Against Partner Companies	Cases	1	0	2
Number of Partner Companies Assessed for Environmental Impacts	Companies	104	123	136
Number of Partner Companies Participating in Competency Enhancement Programs^{4), 5)}	Companies	N/A	83	161

1) Updated to reflect the refinement of risk identification criteria

2), 3), 4) 2024 data corrected

5) The competency enhancement program began in 2024, with 42 partner companies participating as of the end of May 2024.

Social Performance Data-Non-Consolidated Basis

Employee Health and Safety¹⁾

Classification	Unit	2023	2024	2025
Employees				
LTIFR²⁾				
Total	LTIFR	1.28	0.61	0.74
Domestic	LTIFR	1.82	1.42	0.82
Overseas	LTIFR	0	0	0
ODR³⁾				
Total	ODR	0.43	0.10	0.16
Domestic	ODR	0.61	0.24	0.18
Overseas	ODR	0	0	0
LWSR ⁴⁾	LWSR	185.8	21.3	27.0
Partner Companies				
LTIFR²⁾				
Total	LTIFR	0.77	0.74	0.31
Domestic	LTIFR	4.07	2.00	1.05
Overseas	LTIFR	0.00	0.06	0.00
LWSR ⁴⁾	LWSR	117.3	297.7	176.8
Number of Accidents				
Total	Cases	53	20	14
Domestic	Cases	52	19	13
Overseas	Cases	1	1	0

1) LTIFR, ODR, and number of accidents based on all domestic and overseas sites; LWSR based on all domestic sites

2) LTIFR (Lost Time Injuries Frequency Rate) = (Total lost-time accidents / Total working hours) × 1,000,000

3) ODR (Occupational Disease Rate) = ((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

Classification	Unit	2023	2024	2025
Number of Safety-Related Product Recall Issues	Cases	0	0	0
Total Number of Products Affected by Safety-Related Recall Issues	Units	0	0	0
Amount of Monetary Sanctions Related to Product Safety (Fines, Penalties, Etc.)	KRW	0	0	0

Customer Satisfaction

Classification	Unit	2023	2024	2025
Customer Satisfaction Survey	Points	89.9	91.5	89.3

Human Rights Assessment

Classification	Unit	2023	2024	2025
Own Operations (Employees)				
Percentage of Sites Assessed over the Past 3 Years (A)	%	20.0	22.2	20.0
Percentage of Assessed Sites with Identified Risks (B)	%	8.8	4.4	3.8
Percentage of Risk-Identified Sites with Mitigation/Remedial Measures in Place (C)	%	75.0	100.0	100.0

Volunteering

※ Domestic

Classification	Unit	2023	2024	2025
Number of Activities	Cases	17	22	22
Employee Participation				
Number of Participants	Persons	1,053	1,358	958
Participation Rate ¹⁾	%	17.7	22.0	15.4
Volunteer Hours				
Total Volunteer Hours	Hours	7,436	8,479	5,179
Volunteer Hours per Employee ²⁾	Hours	1.2	1.4	0.8

1) Participation rate = Number of participants / Total number of employees

2) Volunteer hours per employee = Total volunteer hours / Total number of employees

Social Performance Data-Non-Consolidated Basis

Social Contribution Expenditure¹⁾

Classification	Unit	2023	2024	2025
Expenditure Amount				
Cash	KRW 100 million	5.2	5.9	10.2
In-Kind	KRW 100 million	0.7	2.4	6.9
Operating Costs	KRW 100 million	0.1	0.1	0.1
Total	KRW 100 million	6.0	8.4	17.1
Contribution Type				
Charitable Donations	KRW 100 million	0.3	0.3	3.5
Community Investment	KRW 100 million	5.7	8.1	13.7
Commercial Initiatives	KRW 100 million	0	0	0
Activity Area				
Talent Development	KRW 100 million	2.6	0.4	1.6
Support for the Underprivileged	KRW 100 million	0.7	3.3	4.6
Community-Based Initiatives	KRW 100 million	2.7	4.7	10.9

1) Figures for each detailed classification under Expenditure Amount, Type of Contribution, and Activity Area are truncated to the nearest whole number and therefore may not sum precisely to the total.

Governance Performance Data-Non-Consolidated Basis

Board of Directors Status¹⁾

Classification	Unit	2023	2024	2025
Total BOD Members	Persons	7	7	7
Inside Directors	Persons	3	3	3
Outside Directors	Persons	4	4	4
Other Non-Executive Directors	Persons	0	0	0
Male	Persons	6	6	6
Female	Persons	1	1	1
Average Tenure ²⁾	Years	4	4	5
BOD Meetings Held	Times	11	12	11
Board Attendance Rate ³⁾	%	95.1	94.9	95.5
Average Outside Director Attendance Rate ⁴⁾	%	97.6	96.8	98.2
Resolution Agenda Items	Cases	27	25	21
Amended Resolution Agenda Items	Cases	0	0	0
Reporting Agenda Items	Cases	7	8	9

1) As of the end of the fiscal year

2) 2023 and 2024 data corrected as of the end of the fiscal year

3), 4) 2024 data corrected

Board and Executive Compensation

Classification	Unit	2023	2024	2025
Total BOD Compensation	KRW million	4,845	10,024	10,765
Inside Directors	KRW million	4,573	9,728	10,468
Outside Directors (Excluding Audit Committee Members)	KRW million	-	-	-
Audit Committee Members ¹⁾	KRW million	272	296	298
Standing Audit Committee Member	KRW million	-	-	-
Average Compensation per Person	KRW million	606	1,253	1,346

1) Audit Committee Members totaled four as of December 31 each year; however, compensation includes amounts paid to one retired outside director through the date of retirement.

Ethics Training

※ Domestic

Classification	Unit	2023	2024	2025
Number of Eligible Employees¹⁾	Persons	2,875	3,057	4,696
Number of Employees Completing Anti-Corruption (Ethics) Training	Persons	2,830	2,975	4,573
Completion Rate	%	98.4	97.3	97.4

1) 2023, 2024: Office employees eligible for online training (excluding temporary employees)

2025 : Office employees (excluding contract employees) and domestic technical employees eligible for online training

Governance Performance Data-Non-Consolidated Basis

Ethics Management Reporting Status

Classification	Unit	2023	2024	2025
Total Reports	Cases	27	93	15
Total Reports via Cyber Reporting Center	Cases	20	88	15
Whistleblower Type				
Identified Whistleblowers				
Employees	Cases	2	2	3
Partner Companies	Cases	3	4	3
Clients	Cases	4	57	1
Other	Cases	3	3	3
Anonymous Whistleblowers				
Employees	Cases	1	-	1
Partner Companies	Cases	2	1	2
Clients	Cases	-	18	-
Other	Cases	5	3	2
Total Reports via Other Channels (e.g., HR, Shared Growth)	Cases	7	5	-
Total Actions	Cases	26	93	15
Resolution Rate	%	96	100	100
Human Rights Violations (e.g., Discrimination, Grievances)				
Reports	Cases	9	7	6
Cases Handled				
Offender Discipline	Cases	4	1	3
Victim Compensation	Cases	-	-	-
No Charges/Closed	Cases	5	5	3
Other Actions (e.g., Team Reassignment)	Cases	-	1	-
Under Review	Cases	-	-	-
Total Actions	Cases	9	7	6
Resolution Rate	%	100	100	100

Classification	Unit	2023	2024	2025
Corruption and Unfair Practices (e.g., Bribery, Unfair Trade, Monopoly, Collusion, Conflict of Interest, Money Laundering)				
Reports	Cases	13	4	2
Cases Handled				
Disciplinary Actions	Cases	-	1	-
Business Partner Contracts Terminated or Not Renewed	Cases	-	-	-
Legal Actions	Cases	-	1	-
No Charges/Closed	Cases	12	2	2
Under Review	Cases	1	-	-
Total Actions¹⁾	Cases	13	4	2
Resolution Rate²⁾	%	100	100	100
Data Protection (Including Customer Personal Data Breaches)				
Reports	Cases	-	2	-
Cases Handled				
Disciplinary Actions	Cases	-	-	-
No Charges/Closed	Cases	-	2	-
Under Review	Cases	-	-	-
Total Actions	Cases	-	2	-
Resolution Rate	%	-	100	-
Other (e.g., Apartment Construction Site Complaints)				
Reports	Cases	5	80	7
Cases Handled				
Closed	Cases	5	80	7
Under Review	Cases	-	-	-
Total Actions	Cases	5	80	7
Resolution Rate	%	100	100	100

1), 2) 2023 data corrected

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 overseas 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.

Creation of Social Value

Doosan Enerbility plans to continuously increase not only the financial value generated by its business, but also the positive social and environmental impacts of its business activities. To this end, we have been enhancing our system for converting social and environmental impacts into financial value. The resulting value calculated through social value measurement is defined as the social value created by Doosan Enerbility. We will continue to expand business activities that have positive impacts, while those that cause negative impacts will be improved to reduce their impact.

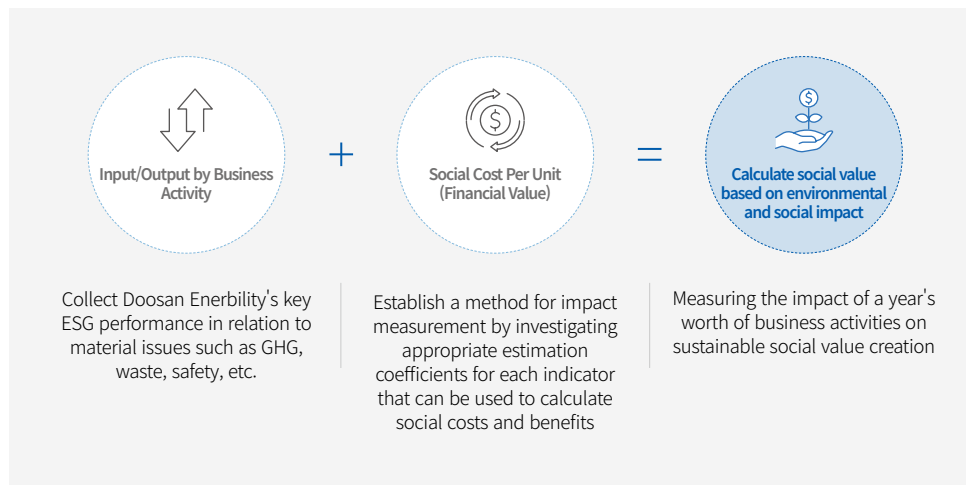
How We Measure Social Value

In order to effectively measure social value, we collected key results from management activities as input and output data. We also established an impact measurement system based on domestic and overseas statistics and research data to identify trends in impact measurement and introduce clear standards and measurement methods.

Social Value Measurement Results

(Unit: KRW 100 million)

Classification		Considerations for defining and measuring impact	Results of social value management
Environmental	Greenhouse gas impact	Calculate the social cost of CO ₂ to reflect domestic and overseas GHG emissions	-172
	Water impact	Reflects management costs associated with water use and wastewater generation from production activities in environmental impact fees	
	Waste impact	Converting the social cost of the final disposal of waste, such as incineration, into a social cost.	
	Air quality impact	Quantify environmental impacts on local communities based on emissions of key air pollutants from domestic operations	
Social	Employee impact	Calculate the positive impact on the community through job creation and employee paychecks	+3,485
	Safety incident impact	Calculate the social benefits of preventing employee safety incidents such as industrial accidents.	
	Partner Company impact	Calculate the monetary value of additional social value created, such as increased sales indirectly generated for partner companies by supporting struggling partner companies through methods such as the Shared Growth Fund	
	Community investment	Assign non-monetary values to social value, such as employee time spent on community conservation activities.	
Economy	Investor interest	Value added by the company's business performance	+4,940
	Government taxes	Paying taxes on a company's economic performance to contribute to the development of the country and improve the standard of living of its citizens, and translating that performance into social value.	
Total Social Value			+8,253



GRI Content Index

Mandatory Reporting

Statement of use	Doosan Enerbility is reporting the information on sustainable management for the period from January 1, 2025, to December 31, 2025, 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	109-110
	2-6	Activities, value chain, and other business relationships	9-19
	2-7	Employees	84-86, 91-96
	2-8	Workers who are not employees	93
	2-9	Governance structure and composition	21, 69
	2-10	Nomination and selection of the highest governance body	70
	2-11	Chair of the highest governance body	69
	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	69, 2025 Corporate Governance Report [304000]
	2-16	Communication of critical concerns	21-23, 2025 Corporate Governance Report [304100]
	2-17	Collective knowledge of the highest governance body	70
	2-18	Evaluation of the performance of the highest governance body	70, 72
	2-19	Remuneration policies	70, 72
	2-20	Process to determine remuneration	70, 72
	2-21	Annual total compensation ratio	72
	2-22	Statement on sustainable development strategy	4
	2-23	Policy commitments	30, 46, 49, 52, 59, 73, 76
	2-24	Embedding policy commitments	30-31, 46-47, 50, 52-53, 60-61, 73-74, 77-79

Subject	Metric	Disclosure	Report Page
GRI 2: General Disclosures 2021	2-25	Processes to remediate negative impacts	53, 61, 73, 99
	2-26	Mechanisms for seeking advice and raising concerns	53, 61, 73, 99
	2-27	Compliance with laws and regulations	90
	2-28	Membership associations	108
	2-29	Approach to stakeholder engagement	107
	2-30	Collective bargaining agreements	94
GRI 3: Material Topics	3-1	Process to determine material topics	24
	3-2	List of material topics	25

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	43, 83, 87
	305-2	Energy indirect (Scope 2) GHG emissions	43, 83, 87
	305-3	Other indirect (Scope 3) GHG emissions	87
	305-4	GHG emissions intensity	87
	305-5	Reduction of GHG emissions	41
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	32, 88

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	49-51
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	96

Material Topic: Safety and Health Management

Subject	Metric	403-7Disclosure	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	45-48
	403-2	Hazard identification, risk assessment, and incident investigation	45-48
	403-3	Occupational health services	46
	403-4	Worker participation, consultation, and communication on occupational health and safety	45, 47
	403-5	Worker training on occupational health and safety	46
	403-6	Promotion of worker health	47
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	46-47
	403-8	Workers covered by an occupational health and safety management system	46
	403-9	Work-related injuries	96
	403-10	Work-related ill health	96

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	73-75
	205-3	Confirmed incidents of corruption and actions taken	99
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	"Status of Sanctions by the Fair Trade Commission" (Business Report, p. 446)
GRI 415: Public Policy	415-1	Political contributions	82

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	95
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	60
	414-2	Negative social impacts in the supply chain and actions taken	95

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	86, 93
	401-3	Parental leave	95
GRI 404: Training and Education	404-1	Average hours of training per year per employee	86, 94
	404-2	Programs for upgrading employee skills and transition assistance programs	54-56
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	52, 69, 84-86, 91-93
	405-2	Ratio of basic salary and remuneration of women to men	52, 94
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	99

GRI 101: Biodiversity

Subject	Metric	Disclosure	Report Page
GRI 101: Biodiversity	101-2	Management of biodiversity impacts	35
	101-4	Identification of biodiversity impacts	35
	101-5	Locations with biodiversity impacts	36

GRI 306: Waste

Subject	Metric	Disclosure	Report Page
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	32
	306-2	Management of significant waste-related impacts	32
	306-3	Waste generated	89
	306-4	Waste diverted from disposal	89
	306-5	Waste directed to disposal	89

GRI 301: Materials

Subject	Metric	Disclosure	Report Page
GRI 301: Materials	301-1	Materials used by weight or volume	34
	301-2	Recycled input materials used	34

GRI 302: Energy

Subject	Metric	Disclosure	Report Page
GRI 302: Energy	302-1	Energy consumption within the organization	83, 87
	302-3	Energy intensity	87
	302-4	Reduction of energy consumption	87

GRI 303: Water and Effluents

Subject	Metric	Disclosure	Report Page
GRI 303: Water and Effluents	303-1	Interactions with water as a shared resource	34
	303-2	Management of water discharge-related impacts	32
	303-3	Water withdrawal	88
	303-4	Water discharge	89
	303-5	Water consumption	88

SASB Index

Subject	Metric	Disclosure	Report Page
Energy Management	RT-EE-130a.1	(1) Total energy consumed	87
		(2) Percentage of grid electricity	87
		(3) Percentage renewable	87
Hazardous Waste Management	RT-EE-150a.1	(1) Amount of hazardous waste generated	89
		(2) Percentage recycled	89
	RT-EE-150a.2	(1) Number of reportable spills	89
		(2) Aggregate quantity of reportable spills	89
		(3) Quantity recovered	89
Product Safety	RT-EE-250a.1	(1) Number of recalls issued	96
		(2) Total units recalled	96
	RT-EE-250a.2	Total amount of monetary losses as a result of legal proceedings associated with product safety	96
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	73-75
		(2) Description of policies and practices for prevention of anti-competitive behavior	73-75
	RT-EE-510a.2	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	99
	RT-EE-510a.3	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	99
Activity Metrics	RT-EE-000.A	Number of units produced by product category	Not Applicable
	RT-EE-000.B	Number of employees	84-86, 91-96

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	39-43
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	39-43
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	39-43
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks	39-43
	b) Describe the organization's processes for managing climate-related risks	39-43
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	22, 39-43
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	43
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	42, 87
	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	52-53
	Principle 2. make sure that they are not complicit in human rights abuses.	52-53
Labor Rules	Principle 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	94
	Principle 4. the elimination of all forms of forced and compulsory labor;	52
	Principle 5. the effective abolition of child labor; and	52
	Principle 6. the elimination of discrimination in respect of employment and occupation.	52
Environment	Principle 7. Businesses should support a precautionary approach to environmental challenges;	30-43
	Principle 8. undertake initiatives to promote greater environmental responsibility; and	30-43
	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.	73-75

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	Ongoing
			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	Korea Machinery Industry Shared Growth Promotion Foundation	Annual
			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
			National R&D Project Public Institutions (KETEP, KEIT, 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 City Carbon Neutral Green Growth Committee	Quarterly
			Changwon Coast Guard Regional Oil Spill Response Council	As required
			Chemical Accident Public-Private Joint Response Council	Once a Year
			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 Memberships

Memberships in Major Associations and Organizations

Category	List of Associations
Common	Changwon Chamber of Commerce and Industry, Korea Enterprises Federation, Korea International Trade Association, UNGC (UN Global Compact) Network Korea, Korea Listed Companies Association, Korea Intellectual Property Association, Korea AEO Association, Korea Plant Industries Association, Green Ammonia Alliance
R&D	Korean Society of Mechanical Engineers, Korea Engineering & Consulting Association, Korea Industrial Technology Association, Institute of Electronics and Information Engineers, Korea Aerospace Industries Association, The Korean Institute of Metals and Materials, Korean Society for New and Renewable Energy, Korea Society of Waste Management, Korean Society of Environmental Engineers, Korea Defense Industry Association, The Korean Society of Combustion (KOSCO), The Korean Institute of Power Electronics (KIPE), The Korean Welding and Joining Society (KWJS), The Korean Institute of Electrical Engineers (KIEE), The Korean Society for Aeronautical and Space Sciences (KSAS), Advanced Structural Materials Symposium, The Korean Society for Technology of Plasticity (KSTP), ICTP (International Conference on Technology of Plasticity) 2026
Supply Chain	Korea Fair Competition Federation
New Business	H2KOREA (Korea Hydrogen Alliance), Green Ammonia Alliance, H2 Business Summit
Plant EPC	Construction Association of Korea , Korea Mechanical Construction Contractors Association, Korea Housing Builders Association, Korea Electrical Contractors Association, Korea Information and Communication Contractors Association, Korea Fire Facility Association, Korea Construction Transport New-Technology Association, Korea Federation of Construction Contractors, KDPA (Korea Desalination Plant Association), International Contractors Association of Korea
Power Services	Summer Annual Conference of Korean Society for Fluid Machinery, ACGT, Power Generation Research Group, The Korean Institute of Electrical Engineers, The Korean Society of Propulsion Engineers, Korea Project Management Association, Korean Society of Propulsion Engineers (KSPE) Fall Conference, Korean Society for Fluid Machinery (KSFM) Winter Conference, The Korean Society of Combustion (KOSCO) Fall Conference (GT)
Nuclear Power	Korea Atomic Industrial Forum, Korea Nuclear Association for International Cooperation, Korean Nuclear Society, Korean Radioactive Waste Society, Korea Hydro Power Industry Association, Korean Society of Pressure Vessels and Piping, Korea Defense Industry Association, Korean Society for Fluid Machinery
Quality	The Korean Society for Nondestructive Testing (NDE), Korea Quality Masters Association, Korean Master Hand Association, NIAC, Korean Standards Association, Korea Electric Association
Wind Power	Korea Wind Energy Industry Association (KWEIA), Jeonnam Wind Power Association, Energy Transition Forum Korea, Korea Ocean Grid Industry Association (KOGIA), Korea Wind Power Service Association, Korea Wind Energy Association (KWEA)

Verification Opinion Statement

Sustainability Report Verification

Dear Stakeholders

Korean Foundation for Quality (hereinafter 'KFQ') has been engaged to independently verify the 2026 Integrated Report of Doosan Enerbility (hereinafter 'the Report')¹⁾ of (Doosan Enerbility)²⁾ (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) Data Collection Period : financial and non-financial performance from January 1, 2025 to December 31, 2025, and includes some performance data for the first half of 2026
2) Organization Address (based on headquarters) : 22, Doosanvolvo-ro, Seongsan-gu, Changwon-si, Gyeongsangnam-do, South Korea

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: Head Office Activities and Achievements, Domestic and International Projects, and Subsidiary and Affiliate Performance

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

Classification	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 101(Biodiversity) • GRI 205(Anti-corruption) • GRI 206(Anti-competitive Behavior) • GRI 301(Materials) • GRI 302(Energy) • GRI 303(Water and Effluents) • GRI 305(Emissions) • GRI 306(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 in accordance with AA1000AS (v3), AA1000AP (2018), and Type 2 Moderate Assurance.

Verification Method

The audit team reviewed relevant procedures, systems, and control mechanisms, along with available performance data, to assess the reliability of the information disclosed in the Report 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 appropriateness of narrative disclosures, were evaluated through interviews with the responsible personnel. However, interviews with internal/external stakeholders were not conducted. / Additionally, interviews with external stakeholders were 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 Opinion Statement

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.

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.
- 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.

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 2025.

1) Company address (based on headquarters): 22 Doosan Volboro, Seongsan-gu, Changwon-si, Gyeongsangnam-do, 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 2025.

Verification Criteria

The verification process was based on [Rule for emission reporting and certification of GHG emission trading Scheme²⁾], [Rules for verification of operating the GHG emission trading scheme³⁾] and [ISO14064-3] for every applicable part.

2) Notification No. 2025-64 of Ministry of Environment

3) Notification No. 2025-165 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.

Verification Opinions

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 materiality assessment result of GHG emissions has satisfied the criteria for the Company that emits less than 500,000 tCO₂-eq by meeting less than 5% of the total emissions.
- 3) Thus, KFQ concludes that GHG Emissions of Company in 2025 is correctly calculated and reported in accordance with "Rule for emission reporting and certification of GHG emission trading Scheme".

Unit : tCO₂eq

Scope 1	Scope 2	Total
98,980.036	126,486.360	225,465

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



국립환경과학원

June 23, 2026
CEO **Ji-Young Song**
Korean Foundation for Quality

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') of DOOSAN ENERBILITY CO., LTD.¹⁾ (hereinafter 'Company') for 2025. 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 under the operational control and organizational boundary of the company during 2025.

Verification Criteria

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

- ISO 14064-1:2018, 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.

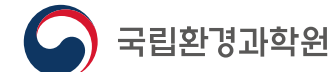
Conclusion

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".

Classification		Scope 1	Scope 2	Total
GHG Emissions (Unit:tCO ₂ eq)	10 Overseas	19,616.997	3,179.227	22,796
Energy Usage (Unit:TJ)	Construction Sites	302.13	43.463	346

* Because total emissions from each site are rounded, the company's total emissions may differ from the actual values by ± 1 tCO₂eq.



June 19, 2026
 CEO **Ji-Young Song**
 Korean Foundation for Quality

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 CO., LTD.¹⁾ (hereinafter 'Company') for 2025. 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 Doosanvolvo-ro, Seongsan-gu, Changwon, Gyeongsangnam-do, Republic of Korea

Verification Purpose

The purpose is to provide an independent verification opinion on the company's Scope3 emissions.

Verification Scope

The verification covered seven emission categories²⁾ selected by the company during 2025.

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

Verification Criteria

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

- Criteria
 - ISO 14064-1:2018, ISO14064-3:2019
 - 2006 IPCC Guidelines for National Greenhouse Gas Inventories
 - GHG Protocol Corporate Standard
 - Rule for emission reporting and certification of greenhouse gas emission trading Scheme
- 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 2025 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. 2025 Scope 3 Emissions Calculation Results

Organization : DOOSAN ENERBILITY CO., LTD.

Emission calculation period: The emission calculation period is from January 1st to December 31st, 2025.

Scope 3 Emissions Verification Results

Unit : tCO₂eq

	Category	Emissions
2	Capital goods	385.777
3	Fuel and Energy-related activities not included in Scope 1+2	27,805.172
4	Upstream transportation and distribution	11,851.128
5	Waste generated in operations	2,981.707
6	Business travel	6,397.006
7	Employee commuting	1,528.789
9	Downstream transportation and distribution	1,833.382
	Total	52,782.961



국립환경과학원

June 19, 2026
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