



*Enabling a Sustainable*  
**FUTURE AHEAD**

# About This Report

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## Overview

At Samsung E&A, we issue our annual Sustainability Report to facilitate transparent communication with stakeholders regarding our sustainable business goals, activities, and achievements. This report marks the fourteenth edition of Samsung E&A's Sustainability Report. For more transparent communication with our stakeholders related to sustainability, we performed a double materiality assessment to select material issues and specified our sustainability performance and activities for the year in line with our sustainability strategy, AHEAD. Our efforts and performance regarding each material issue are reported in accordance with global disclosure requirements.

## Reporting Principle and Credibility

This report aligns with the Global Reporting Initiative (GRI) Standards 2021, the internationally recognized standard for sustainability reporting. We have also integrated industry-specific reporting standards established by the Sustainability Accounting Standards Board (SASB) to address key issues relevant to our industry. Additionally, we have followed the disclosure recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and applied the UN SDG Index. The financial information presented in this report adheres to the Korean version of International Financial Reporting Standards (K-IFRS). For objectivity and transparency, an independent external verification agency has conducted a third-party verification of the report.

## Report Verification

To ensure objectivity and enhance the credibility of the report's content, we obtained third-party verification for the report. The results of this verification are provided on p.106.

## Reporting Period

The report primarily covers key sustainability activities and performance between January 1 and December 31, 2024, including certain significant issues from the period before 2024 and early 2025. In some instances, three-year data from 2022 to 2024 has been included to illustrate trends over time.

## Reporting Scope

This report encompasses all our business locations in Korea and abroad, including project sites and subsidiaries. When we report data in varying scopes, such as including suppliers, it is clearly indicated.

\* The reporting scope for the three-year data is provided on p.88-102.

## Additional Information

To enhance the stakeholders' access to the information, this report is publicly available on Samsung E&A's website ([www.samsungena.com](http://www.samsungena.com)).

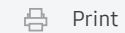
## Interactive Guide

The report was published as an interactive PDF with features such as navigation to relevant pages within the report and links to related webpages.

## Contact

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# CEO Message

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Dear valued stakeholders,

First of all, I want to express my deepest gratitude for your unwavering trust and support in Samsung E&A.

Last year, the global business environment rapidly changed due to geopolitical uncertainties and changes in energy supply chains. With growing emphasis on energy security and the rise of domestically-focused economic strategies, the pace of renewable energy transition has temporarily decelerated, and the role of traditional energy sectors is being re-examined.

However, countries across the world still agree on the seriousness of climate change and the need for going carbon neutral, which is becoming a vital strategy to secure sustainable competitiveness. We need to approach climate change and net-zero systematically from a mid- to long-term perspective.

Based on our consistent ESG philosophy and execution capabilities, we are upgrading our strategy structure in all sectors of environment, society, and governance, continuing changes and innovations to leap into a sustainable engineering solution company.

Last year, Samsung E&A produced a meaningful result even amid the global uncertainties. We won the Fadhili Gas Increment Project, valued at USD 6 billion, which is the largest order in our history, recording the largest annual contract amount. Moreover, we entered the SAF (sustainable aviation fuel) market and took the first step toward the era of energy transition.

At the same time, we clarified our directions of technology innovation and sustainable management with two flagship brands that will lead our future growth: AHEAD and E&Able. Based on the AHEAD execution model, we are expanding digital transformation and further enhancing our unique project execution capabilities. In parallel, E&Able represents our commitment to supporting the global efforts to achieve net-zero and creating a circular economy, leveraging the three key strategies—carbon reduction (E&Able Low), zero-carbon energy (E&Able Zero), and environmental technologies based on a circular economy (E&Able Circle).

Building on the progress, we are determined to enhance our execution capabilities toward a sustainable future. Especially, the systematic implementation of our ESG strategies serves as the key engine for our mid- to long-term sustainable management.

In the environmental sector, a key area in sustainable management, we are focusing on the energy transition business. We strive to secure low-carbon technologies such as hydrogen, ammonia, and CCUS (carbon capture, utilization, and storage). In addition to making our own research efforts, we are closely cooperating with global companies such as Nel from Norway to develop green hydrogen solutions.

Moreover, we are continuously strengthening our environmental capabilities across the EPC<sup>1)</sup> value chain through eco-friendly construction, resource circulation, and waste treatment. For GHG reduction, we are broadening our management scope from Scope 1 and 2 to Scope 3. Additionally, we are on track to achieve the goal

1) Engineering, Procurement, Construction

of using 100% renewable energy by 2030 and achieving net-zero emissions by 2050.

With the belief, “People are the most valuable asset,” we are fulfilling our social responsibilities based on a people-oriented corporate culture. By prioritizing safety above anything else, we are spreading a self-governed safety culture centering on respect, communication and prevention under the slogan, “S.A.Y (Safety Around You).”

Also, In addition, we are fostering a culture of respect regardless of nationality, gender and generation and creating an inclusive organizational culture where diversity is cherished. We strive to share growth with our suppliers based on mutual trust and contribute to creating a sustainable and harmonious society through responsible social contribution activities.

Furthermore, we continue to enhance our governance for transparent and responsible management. We are comprehensively managing ESG initiatives under the leadership of the ESG Committee and improving our execution and strategies across our operations.

This year, we established new shareholder-friendly policies and resumed dividend payments for trust-based governance. We will continue to lay a foundation for sustainable management by giving back to our shareholders in a responsible manner.

With the belief, “A sustainable future starts from today’s responsibilities,” we will proactively respond to the global sustainability trends and implement the values of ESG. As a sustainable solutions provider, we are committed to creating a better tomorrow where everyone can thrive, empowered by technologies that harmonize with the environment.

I look forward to your continued interest and support as we move forward together.

Thank you.

**Hong Namkoong**  
President & CEO



# SAMSUNG E&A at a glance

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## Company Introduction

Samsung E&A is an energy and environment solution company that provides a variety of services in areas ranging from project development, engineering, procurement, construction, and commissioning to O&M<sup>2)</sup> based on extensive experience and technology competence, taking the lead in the advanced global EPC<sup>1)</sup> market. For five decades, we have delivered exceptional client-oriented services, completing over 1,000 projects worldwide in regions such as the Middle East, Asia, Americas, and Europe. Our commitment to enhancing client value and maintaining impeccable quality has earned us global recognition and competitiveness.

1) Engineering, Procurement, Construction

2) Operation & Maintenance

<b>Company Name</b>	Samsung E&A
<b>CEO</b>	Hong Namkoong
<b>Address</b>	Samsung GEC, Sangil-ro 6-gil, Gangdong-gu, Seoul, Korea
<b>Founded in</b>	1970
<b>Number of Employees</b>	6,895

## Corporate Culture

To achieve our vision of “An engineering company that builds a better future with advanced technology,” we are upgrading our business execution structure based on innovative technologies for a unique competitiveness, while securing our own source technologies, and developing projects for the environment and energy transition. Furthermore, to accomplish the new vision, we defined core values, which are Creativity, Collaboration and Commitment, and practices to guide our employees.



## Business Areas

At Samsung E&A, we continually expand our business areas across the engineering industry, including oil and gas processing, refineries, petrochemicals, energy transition, industrial facilities, environmental plants and biopharmaceutical plants. Leveraging our extensive experience, advanced technology and exceptional workforce, we provide comprehensive services, spanning project development, engineering, procurement, construction, commissioning, and operation and maintenance.

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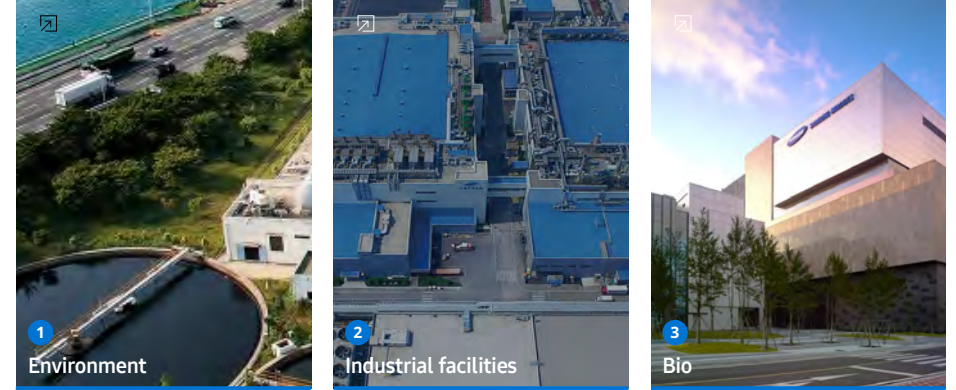
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### Hydrocarbon



- |  |  |   |   |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>• Gas Processing &amp; Treating (GOSP<sup>1)</sup>, GSP<sup>2)</sup>)</li> <li>• LNG (Liquefaction, Regasification)</li> <li>• Pipelines</li> <li>• Offshore</li> </ul> | <ul style="list-style-type: none"> <li>• Cracking &amp; Coking (Hydrocracker, Delayed Coker)</li> <li>• Hydro Treating</li> <li>• Distillation (CDU<sup>3)</sup>, VDU<sup>4)</sup>)</li> <li>• Aromatics</li> <li>• U&amp;O (Utility &amp; Offsite)</li> </ul> | <ul style="list-style-type: none"> <li>• Naphtha-Ethane- Propane Cracking</li> <li>• Ethylene</li> <li>• Propylene</li> <li>• Fertilizers</li> <li>• Polymers</li> <li>• U&amp;O (Utility &amp; Offsite)</li> </ul> | <ul style="list-style-type: none"> <li>• Hydrogen</li> <li>• CCUS<sup>5)</sup></li> <li>• ASU (Air Separation Unit)</li> <li>• Energy Optimization</li> </ul> |
|--|--|---|---|









### Non-Hydrocarbon



- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Sewage Treatment</li> <li>• Wastewater Treatment</li> <li>• Water Treatment</li> <li>• Water Reuse</li> <li>• Air Pollution Prevention</li> <li>• Ultrapure Water</li> <li>• Waste Treatment</li> <li>• Waste to Energy</li> </ul> | <ul style="list-style-type: none"> <li>• Semiconductor</li> <li>• Display</li> <li>• Battery</li> <li>• Electronic Components</li> <li>• Tire</li> <li>• Metallurgy</li> <li>• Power Plant</li> </ul> | <ul style="list-style-type: none"> <li>• Monoclonal Antibody</li> <li>• Recombinant Protein</li> <li>• Vaccine</li> <li>• Blood Plasma</li> <li>• Cell/Gene Therapy</li> <li>• Chemical Drug</li> </ul> |
|---|---|---|

1) GOSP : Gas-Oil Separation Process    3) CDU : Crude Distillation Unit    5) CCUS : Carbon Capture, Utilization and Storage  
 2) GSP : Gas Separation Process    4) VDU : Vacuum Distillation Unit

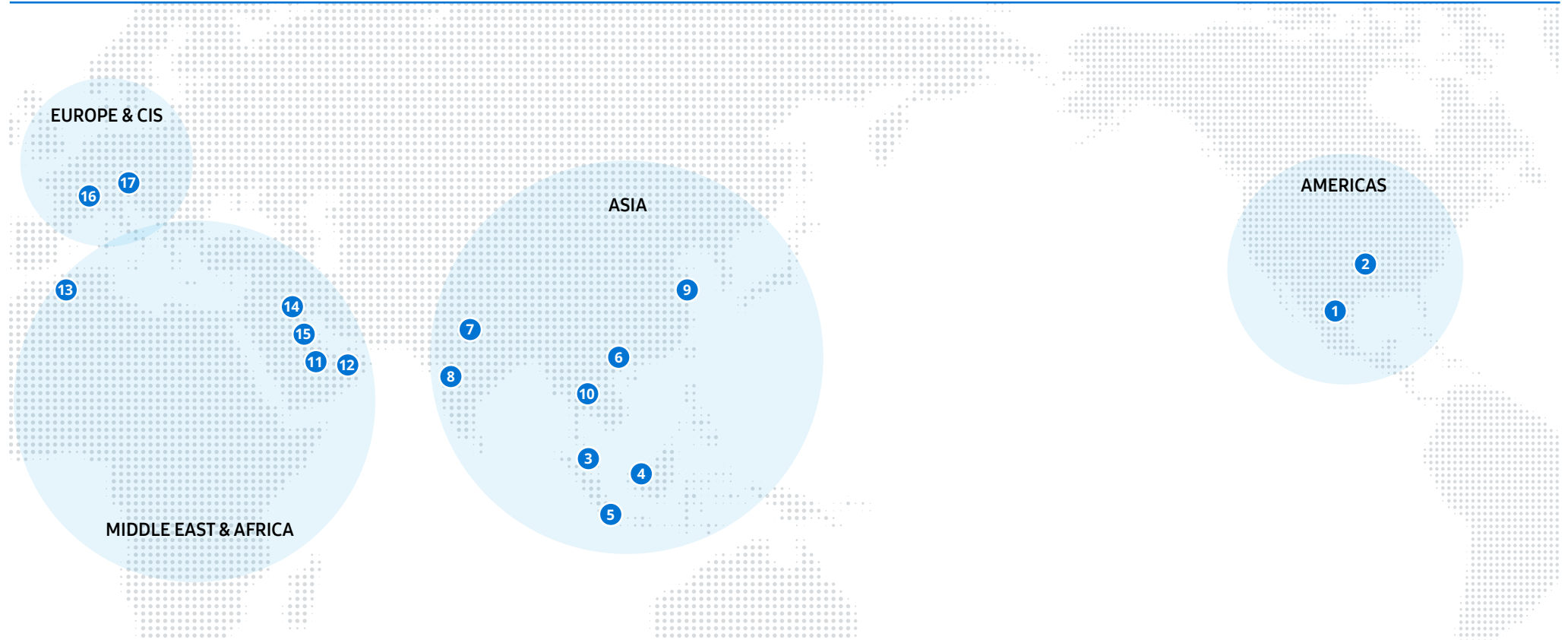
### Services

 <b>Project Management</b>	 <b>Front End Loading</b>	 <b>Financing</b>	 <b>Engineering</b>	 <b>Procurement</b>	 <b>Construction</b>	 <b>Commissioning</b>	 <b>Operation &amp; Maintenance</b>
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**AMERICAS**

- 1** Mexico  
SAMSUNG E&A Mexico
- 2** USA  
SAMSUNG E&A America

**ASIA**

- 3** Malaysia  
SAMSUNG E&A Malaysia
- 4** Malaysia  
SAMSUNG E&A Kuching
- 5** Indonesia  
SAMSUNG E&A Indonesia
- 6** Vietnam  
SAMSUNG E&A Vietnam
- 7** India  
SAMSUNG E&A India
- 8** India  
SAMSUNG E&A Mumbai
- 9** China  
SAMSUNG E&A Shanghai
- 10** Thailand  
SAMSUNG E&A Thailand

**MIDDLE EAST & AFRICA**

- 11** Saudi Arabia  
SAMSUNG E&A Saudi Arabia
- 12** UAE  
SAMSUNG E&A UAE
- 13** Algeria  
SAMSUNG E&A Algeria
- 14** Iraq  
SAMSUNG E&A Iraq
- 15** Kuwait  
SAMSUNG E&A Kuwait

**EUROPE & CIS**

- 16** Italy  
SAMSUNG E&A Milano
- 17** Hungary  
SAMSUNG E&A Hungary



# Financial Performance

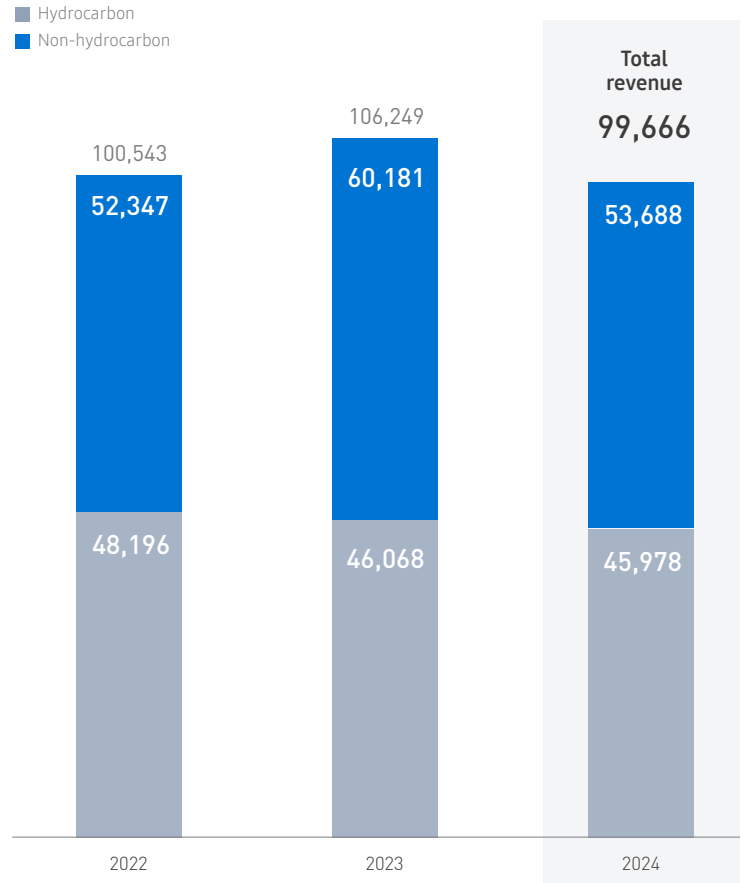
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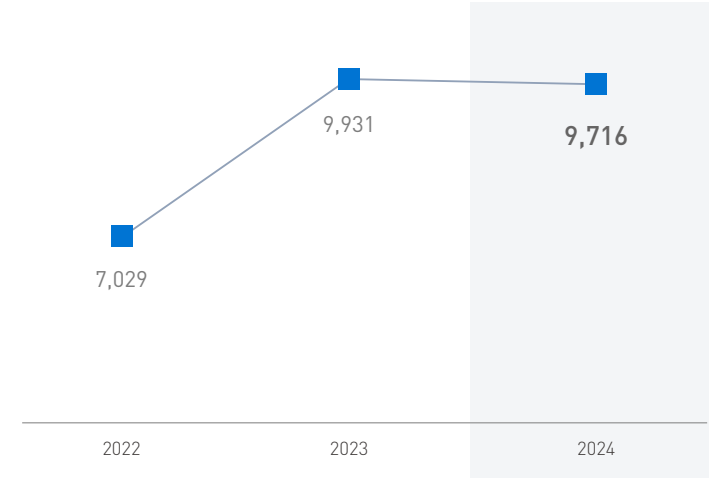
## Financial Performance<sup>1)</sup>

We continue to achieve stable growth driven by a strong order backlog, a differentiated execution structure, and meticulous project management. In 2024, we recorded KRW 9.96 trillion in revenue, KRW 971.6 billion in operating profit, and KRW 14.4 trillion in new orders.

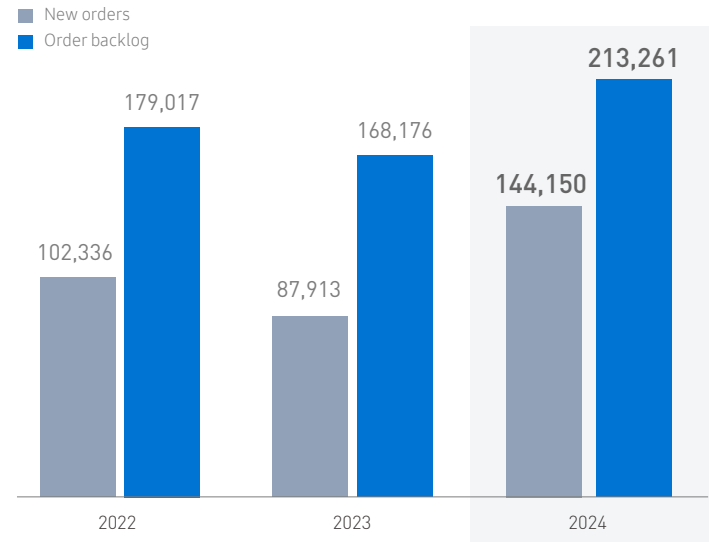
Revenue by Business Division Unit : KRW 100 million



Operating Profit Unit : KRW 100 million



Contract Amount Per Year Unit : KRW 100 million



## Key Performance<sup>2)</sup>



**1,623** projects

Number of executed projects

▲ 30 projects



**48** countries

Number of countries where projects were executed

▲ 1 country



**14.4** KRW trillion

New orders in 2024

▲ KRW 5.6 trillion



**21.3** KRW trillion

Order backlog at the end of 2024

▲ KRW 4.5 trillion

1) Revenue, operating profit, contract amount and order backlog are on a consolidated basis.

2) The number of projects and countries is cumulative as of the end of 2024.

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# ESG Committee Chair's Message

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**While fulfilling our environmental responsibilities, we will enhance our sustainability efforts grounded in social trust, aiming to become a company that creates both economic and social value.**

Dear valued shareholders, clients and stakeholders,

I want to express my sincere gratitude for your keen interest and trust in Samsung E&A's sustainable management activities.

In the rapidly changing global environment, there are increasing demands for companies' sustainability and responsible management. Especially, issues like energy transition, climate crisis, and resource depletion are moving beyond environmental issues and have become critical challenges that are directly linked to companies' survival and competitiveness.

In response to evolving expectations, we are applying ESG management to our operations and relentlessly reinforcing a strategy-oriented ESG structure with a focus on execution.

Recognizing the structural characteristics of the EPC business, we have long implemented reduction strategies to minimize the use of energy and resources from the early stages of engineering.

We are tirelessly carrying out activities to reduce GHG emissions to achieve the goal of net-zero emissions by 2050. At the same time, we developed a circular economy model based on waste recycling and resource circulation to expand the foundation for sustainable operations.

In particular, we help our employees autonomously engage in ESG initiatives through resource circulation training and participatory programs.

Also, Additionally, we aim to contribute to accomplishing net-zero by conducting eco-friendly R&D investment and commercializing technology, backed by real-world demonstration. We also strive to proactively identify future-oriented business models that will lead the trends of energy transition instead of merely responding to environmental regulations. We implement our ESG strategies to embed ESG in all our operations and decisions in order to create long-term value over short-term outcomes.

Under the leadership of the ESG Committee, Samsung E&A will keep closely collaborating with the Board of Directors and organizations in the company to further advance our sustainable management initiatives.

While fulfilling our environmental responsibilities, we will enhance our sustainability efforts grounded in social trust, aiming to become a company that creates both economic and social value.

I look forward to your continued support in Samsung E&A's journey toward a sustainable tomorrow.

**Junghyun Choi**

Chair of the ESG Committee



# ESG Management Framework

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At Samsung E&A, we pursue sustainable management where we fulfill our corporate, social and environmental responsibilities to create value for our shareholders and investors while upholding values shared by all stakeholders. With a steadfast focus on advancing human society and diligently serving as a responsible member of the global community, we have established a dedicated team for sustainable management and strive to make value-driven decisions. Building upon the pillars of “environmental,” “social,” and “governance,” we have set key directions to implement sustainable management. By actively monitoring global initiatives and seeking insight from external evaluations, we continuously identify areas for improvement and enhance our existing practices.

## Governance of Sustainable Management

We established the ESG Committee, consisting solely of outside directors, in March 2022 to strengthen our governance of sustainable management. The ESG Committee is committed to driving the company's sustainable growth and development by receiving reports on key initiatives such as the ESG strategic framework, the implementation of the renewable energy transition, and environmental management systems.

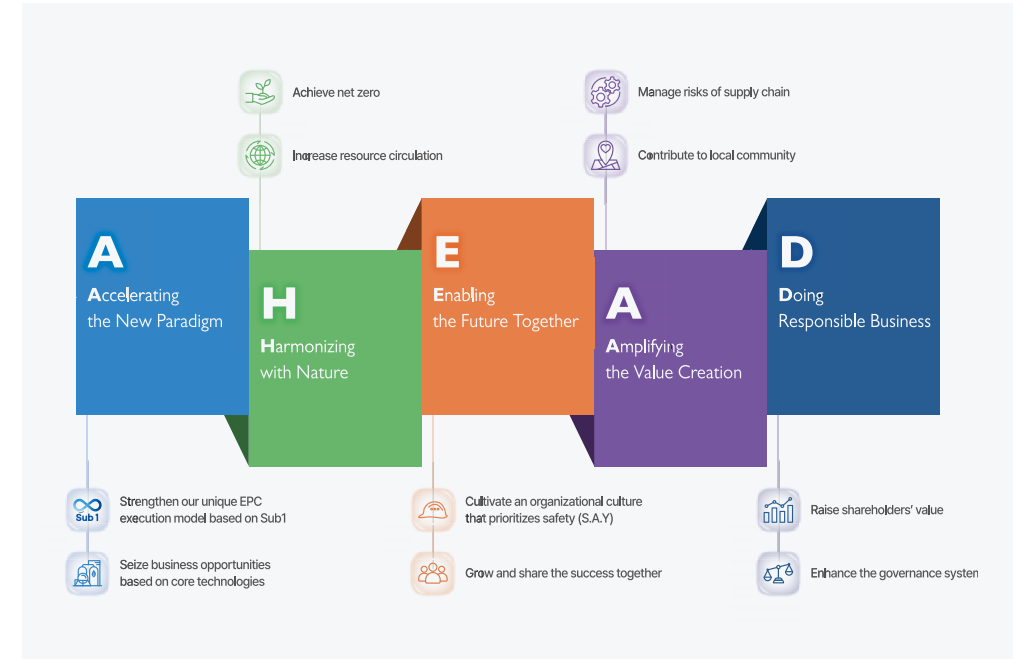
## Organization Supporting the ESG Committee

Samsung E&A has established a dedicated ESG Group to support the activities of the ESG Committee. The group assists in the operation of the Board of Directors and the ESG Committee, formulates and implements strategic directions for the company's ESG initiatives, and manages tasks such as ESG disclosures and responses to external evaluations to promote the sustainable development of Samsung E&A.



## ESG Strategy Framework

In 2024, to enhance the implementation of our sustainability-centered management strategies, we devised the ESG strategy framework with the keyword “AHEAD” and defined tasks in key areas. Based on Samsung E&A's new ESG strategy framework, we aim to enhance the value of sustainability, improve stakeholder value for our clients, shareholders and local communities, and strive to create a sustainable company and society.



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# A



## Accelerating the New Paradigm

### Key Areas and performance

#### Strengthen Our Unique EPC Execution Model driven by Sub1 Strategy

- Applied our unique execution model, the "AHEAD" strategy in projects across EPC areas
- Introduced AI, and promoted the adoption of Digital Twin

Execution Innovation Model

#### Seize Business Opportunities Based on Core Technologies

- Formulated an E/T (Energy Transition) strategy under the E&Able brand
- Expanded participation in CCUS (Carbon Capture, Utilization and Storage) Project
- Expanded investments in eco-friendly technologies, and promoted sustainable corporate investments

Transition to Low-Carbon Business  
 Eco-friendly Technology Innovation

# H



## Harmonizing with Nature

### Key Areas and performance

#### Achieve Net-Zero

- Expanded the scope of ISO 50001 certification
- Increased purchases of Green Premium electricity and Renewable Energy Certificates (RECs)
- Expanded the management of Scope 3 System through the linkage work of SEEM-S, an environmental management system

Climate Change Response

#### Increase Resource Circulation

- Expanded recycling on-site waste into safety supplies, such as car stoppers and traffic cones
- Business agreement between leading resource circulation partners and local governments
- Implemented ESG campaigns

Environmental Management

# E



## Enabling the Future Together

### Key Areas and performance

#### Cultivate an Organizational Culture that Prioritizes Safety (S.A.Y)

- Established 3 major safety and health objectives and approved by the Board of Directors
- Increased safety and health investment
- Received a commendation from the Minister of Employment and Labor for the Songdo SBL P5 site, and Gold Award for the Malaysia Sarawak Methanol Project site

Strengthening Safety and Health

#### Grow and Share the Success Together

- Enhanced global talent cultivation and training programs
- Improved the Samsung Culture Index 3 years in a row

Employees

# A



## Amplifying the Value Creation

### Key Areas and performance

#### Manage Risks of Supply Chain

- Achieved the highest grade in the Win-Win Growth Index for 4 years in a row
- Implemented GO Quality activities to embed a culture of quality and strengthen quality management

Supplier

Quality

#### Contribute to Local Community

- Built Global Hope Libraries
- Consistently engaged employees in social contribution activities

Social Contribution

# D



## Doing Responsible Business

### Key Areas and performance

#### Raise Shareholders' Value

- Promoted communication with shareholders through overseas non-deal roadshows (NDR) and conferences
- Resumed dividend payment in 2025
- Released the three-year shareholder return policy
- Appointed a member in charge of shareholder rights

Governance

Risk Management

#### Enhance the Governance System

- Acquired the ISO 37001 and ISO 37301 certifications
- Strengthened information security at domestic and overseas sites

Governance

Ethical Management

Information Security



# Double Materiality Assessment

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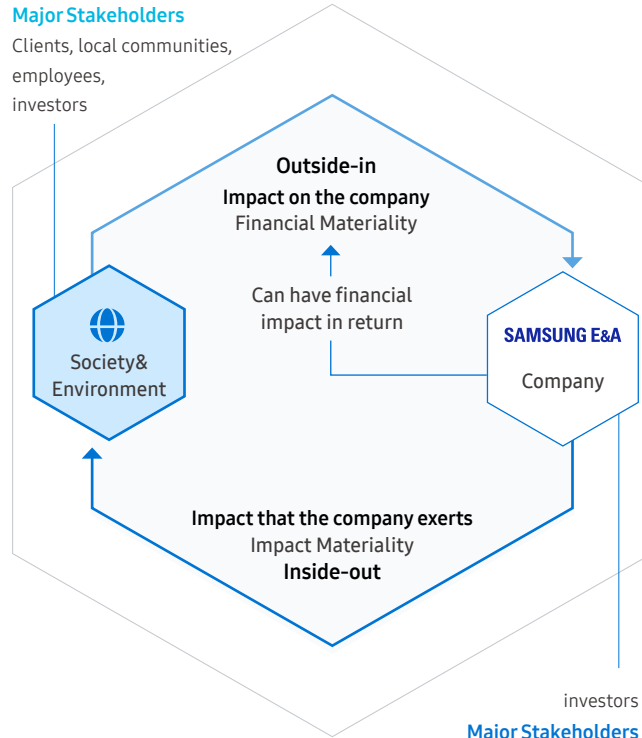
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## Overview of Double Materiality Assessment

To select material issues, we performed a double materiality assessment, which deals with financial materiality—how changes in the environment and external factors financially affect the company—and impact materiality—how the company's activities related to key ESG topics affect the environment and society including stakeholders. Through double materiality assessment, which takes into account these two perspectives, the company can clearly understand its stakeholders' concerns and expectations and reflect them into its business strategies to improve its business performance while incorporating environmental and social values throughout its operations.

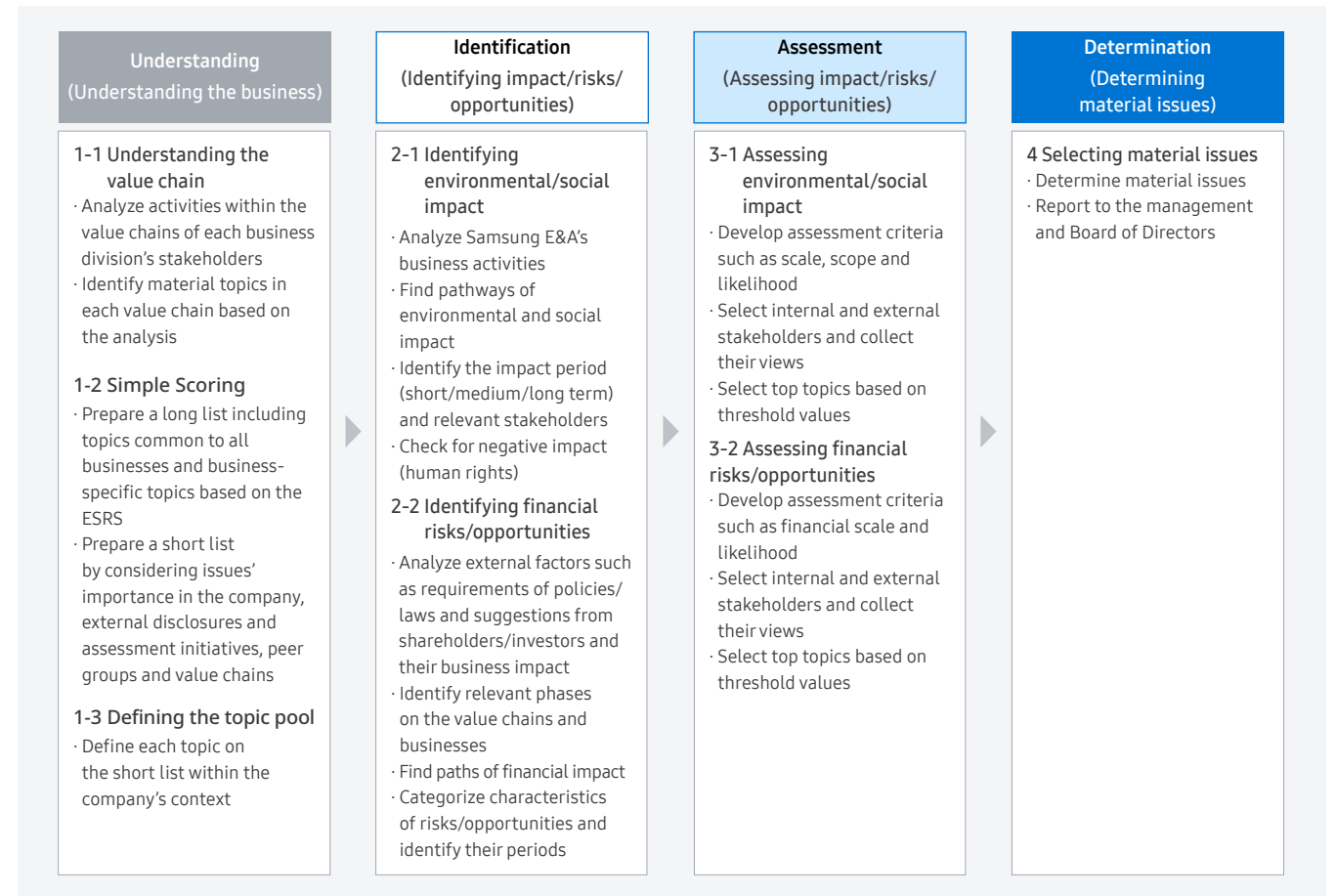
### Major Stakeholders

Clients, local communities, employees, investors



## Process of Double Materiality Assessment

To select material issues, we conduct a double materiality assessment based on the criteria of GRI<sup>1)</sup> and ESRS<sup>2)</sup> every year. The issues selected through the double materiality assessment are determined after the review and approval of the management and the Board of Directors. Samsung E&A's double materiality assessment consists of four steps—understanding the business, identifying impact, risks and opportunities, assessing impact, risks and opportunities, and determining material issues.



1) GRI : Global Reporting Initiative 2) ESRS : European Sustainability Reporting Standards

## Results of Double Materiality Assessment

We selected material topics after analyzing and assessing each topic's social and environmental impact and financial impact. In 2024, we selected 13 short-listed issues out of a total of 31 ESG long-list issues that are highly relevant to Samsung E&A. Among them, we identified five key material issues: transition to low-carbon business, eco-friendly technology innovation (R&D), strengthening safety and health, and ethical management. Notably, ethical management was newly identified as a material issue compared to the previous year. We report in detail activities and performance related to these five material issues in accordance with the ISSB Framework (governance, strategy, risk management, and metrics and targets).

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### Material Issues

<p><b>01</b> <span style="float: right;">E</span></p> <p><b>Climate Change Response</b></p> <p>Material Topic 3</p> <p><b>Environmental/Social Impact</b> ●●●</p> <p><b>Financial Impact</b> ●●●</p> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>· Establishing the Net-Zero Emissions Roadmap</li> <li>· Reducing and monitoring GHG emissions</li> </ul> <p>Harmonizing with Nature</p>	<p><b>02</b> <span style="float: right;">S</span></p> <p><b>Strengthening Safety and Health</b></p> <p>Material Topic 4</p> <p><b>Environmental/Social Impact</b> ●●●</p> <p><b>Financial Impact</b> ●●●</p> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>· Embedding safety culture (S.A.Y)</li> <li>· Expanding safety and health investment and training</li> </ul> <p>Enabling the Future Together</p>	<p><b>03</b> <span style="float: right;">E</span></p> <p><b>Transition to Low-carbon Business</b></p> <p>Material Topic 1</p> <p><b>Environmental/Social Impact</b> ●●●</p> <p><b>Financial Impact</b> ●●●</p> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>· Promoting E&amp;Able, a technology-based solution for the future</li> <li>· Increasing investment in eco-friendly technology companies</li> </ul> <p>Accelerating the New Paradigm</p>	<p><b>04</b> <span style="float: right;">E</span></p> <p><b>Eco-friendly Technology Innovation</b></p> <p>Material Topic 2</p> <p><b>Environmental/Social Impact</b> ●●●</p> <p><b>Financial Impact</b> ●○○</p> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>· Increasing investment in eco-friendly technology</li> <li>· Strategy of water electrolysis technology</li> </ul> <p>Accelerating the New Paradigm</p>	<p><b>05</b> <span style="float: right;">G</span></p> <p><b>Ethical Management</b></p> <p>Material Topic 5</p> <p><b>Environmental/Social Impact</b> ●●●</p> <p><b>Financial Impact</b> ●○○</p> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>· Enhancing the structure of ethical and compliance management and operating the CPMS</li> <li>· Expanding ethics training and compliance audits/monitoring</li> </ul> <p>Doing Responsible Business</p>
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### Other Issues

●●● High ●●○ Medium ●○○ Low

Area	ESG issues	Environmental/social impact	Financial impact
06	E Energy	●●○	●●○
07	S Employees' working conditions	●●○	●●○
08	S Human rights in the supply chain and labor	●●○	●●○
09	S Information security	●●○	●●○
10	E Pollutants (Air/water/soil)	●●○	●○○
11	E Waste	●○○	●○○
12	E Environmental impact of plants (products) and infrastructure	●○○	●○○
13	S Fair transactions	●○○	●○○

\* E : environmental, S : social, G : governance



## Key Issues and Communication Channels for Stakeholders

Our five major stakeholders are clients, shareholders & investors, employees, suppliers and local communities. We actively communicate with our stakeholders to identify their key interests and apply them to our operations.

Overview

### Sustainability Strategy

ESG Committee Chair's Message

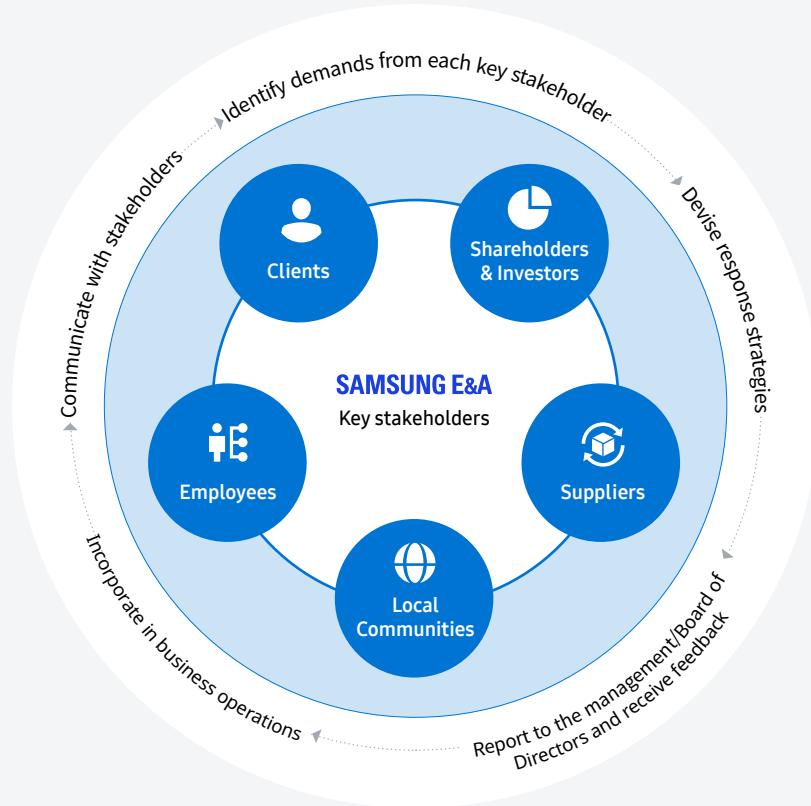
ESG Management Framework

2024 Highlights

### | Double Materiality Assessment

Sustainability Performance

Appendix



### Clients

#### Key Issues

- Environmental impact of plants (products) and infrastructure
- Information security

#### Communication Channels

- Client portal websites, business divisions' channels
- Communication network of global offices
- Client satisfaction surveys

### Shareholders & Investors

#### Key Issues

- Ethical management
- Energy
- Eco-friendly technology innovation (R&D)

#### Communication Channels

- General shareholders' meeting
- Official website
- Corporate information disclosure
- IR<sup>1)</sup> activities (attending NDRs<sup>2)</sup> and conferences in Korea and overseas)

### Suppliers

#### Key Issues

- Fair transactions
- Human rights and labor of the supply chain

#### Communication Channels

- Partner portals
- Online and offline training and support
- Regular meetings and seminars

### Local Communities

#### Key Issues

- Climate change
- Waste
- Pollutants (air/water/soil)

#### Communication Channels

- Operation of global offices
- Official website/media
- Contribution to local communities
- Regional specialists and market surveys

### Employees

#### Key Issues

- Strengthening safety and health
- Employees' working conditions

#### Communication Channels

- Employee Council
- Labor union
- Samsung Culture Index
- Intranet/meetings
- Anonymous online message board
- Broadcasts and campaigns

1) IR: Investor Relations

2) NDR: Non-Deal Roadshow



## Response to Material Issues to Create Business Value

	Climate Change Response	Strengthening Safety and Health	Ethical Management
Overview			
Sustainability Strategy			
ESG Committee Chair's Message			
ESG Management Framework			
2024 Highlights			
Double Materiality Assessment			
Sustainability Performance			
Appendix			
<b>Business cases</b>	<p>A possible increase in revenue by expanding eco-friendly businesses such as carbon capture and hydrogen</p> <p>Increase in cost for adopting eco-friendly facilities and rising fuel expenses</p> <p>Increase in cost of sales for construction due to abnormal weather events and an increase in restoration costs</p>	<p>Safety incidents can create risks such as casualties, project delays, a decrease in credibility and legal liabilities</p> <p>Increase in cost and risk due to serious accidents</p> <p>Occupational safety poses a direct risks to the company's reputation due to strengthening legal regulations in Korea and overseas and increasing interest of external stakeholders</p>	<p>In the event of ethical issues such as misconduct or unfair contracts, risks may arise due to violations of the Fair Trade Commission's regulations, State Contract Act or Foreign Corrupt Practices Act</p> <p>Reputational risks may arise, including a decline in trust from investors, clients, and other stakeholders</p>
<b>Response strategies</b>	<p>Declaration to achieve net-zero emissions by 2050</p> <p>Establishing and applying measures for sites during heat waves, cold waves and rainy seasons (Preparing schedules considering heat waves/ cold waves, applying a flag system to respond to heat waves, limiting time for outdoor work for vulnerable workers, etc.)</p> <p>Monitoring regulations such as the GHG emissions trading scheme</p>	<p>Organizations and personnel dedicated to safety under the leadership of the Chief Safety Officer (CSO<sup>1)</sup>)</p> <p>Internalizing a safety culture through S.A.Y (Safety Around You)</p> <p>Comprehensively managing data on the working environment with S-HMS<sup>2)</sup></p> <p>Engaging in S-CAR (Safety-Corrective Action Request) activities to identify potential hazards</p> <p>Achieving a one notch improvement in daily S-Cycle safety assessment</p>	<p>Operating the Compliance Team under the leadership of the Chief Compliance Officer</p> <p>Assigning compliance officers and managers (136 employees in 2024) to all our places of business in Korea and overseas for self-governed compliance activities</p> <p>Specifying guidelines for ethics and compliance that all employees must follow in the Samsung E&amp;A Code of Conduct</p> <p>Acquiring certifications of ISO 37001 (anti-bribery management systems) and ISO 37301 (compliance management systems)</p> <p>At least seven compliance audits every year</p>
<b>Targets and metrics</b>	<p>Setting the target of using 100% renewable energy by 2030 to reduce GHG emissions by 45% from the 2018 baseline</p> <p>Improving Scope 3 management to expand the scope of calculation and receive certifications</p>	<p>Attaining average score of 85 in the Safety Culture Survey across domestic and overseas sites</p> <p>Reducing work-related illness incidence by 30% compared to 2024</p>	<p>Completion rate of compliance training for employees: at least 95%</p> <p>Retaining the ISO 37001 and ISO 37301 certifications</p>

## Response to Material Issues of External Stakeholders

	Climate Change Response	Strengthening Safety and Health	Ethical Management
Impact scope	<p>Scope of value chain</p> <p>Operation by the company, products and services, supply chain</p>	<p>Scope of value chain</p> <p>Operation by the company, products and services, supply chain</p>	<p>Scope of value chain</p> <p>Operation by the company, products and services, supply chain</p>
Scope of impact assessment	<p>Environment, Society, Clients, Supply chain</p>	<p>Society, Clients, Supply chain</p>	<p>Society, Clients, Supply chain</p>
Relevance and materiality	<p><b>Type Risk and opportunity factors</b></p> <p>Increase in environmental and social restoration costs and decrease in biodiversity due to more frequent natural disasters</p> <p>Increase in clients' and end users' costs to respond to carbon regulations and energy costs</p>	<p><b>Type Risk</b></p> <p>Casualties and material damage from serious incidents</p> <p>More meticulous management of safety and health risks in the supply chain due to increasing safety and health regulations and requirements</p>	<p><b>Type Risk</b></p> <p>Increased response cost in the event of regulatory breaches</p> <p>Emergence of corporate reputational risk</p>
Impact metrics and assessment	<p>Reduction of GHG emissions</p>	<p>Lost time injury rate (LTIR<sup>3)</sup>) of employees and suppliers</p>	<p>Compliance audits, the number of regulatory violations</p>

1) CSO : Chief Safety Officer

2) S-HMS : Samsung Health Management System

3) LTIR : Lost Time Injury Rate



# SUSTAINABILITY PERFORMANCE

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# Accelerating the New Paradigm



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**Key areas**

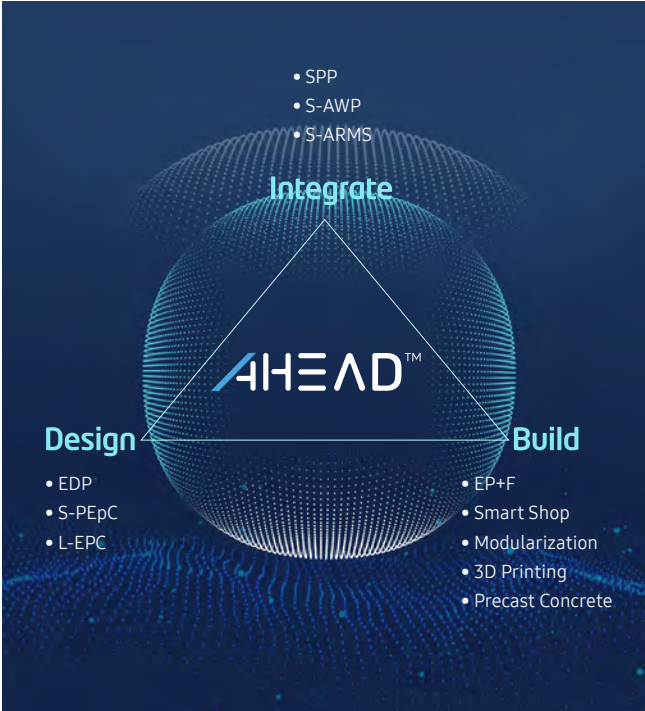
Strengthen Our Unique EPC Execution Model driven by Sub1 Strategy	→	Execution Innovation Model
Seize Business Opportunities Based on Core Technologies	→	Transition to Low-Carbon Business Eco-Friendly Technology Innovation



## Execution Innovation Model

### AHEAD Strategy

At Samsung E&A, we are committed to enhancing client value in projects across EPC areas through the “AHEAD” strategy, our unique execution model. The AHEAD execution model, which is powered by the EDP (Engineering Data Platform), brings intelligence and automation across the full EPC cycle and consists of Design AHEAD, Build AHEAD and Integrate AHEAD. The AHEAD model, which innovates project execution, broadens our business scope from EPC and creates a differentiated innovation competitiveness by improving profitability and minimizing risks.



### Design Ahead

With Design AHEAD, we finalize designs in advance to minimize the risks of changes, which are inherent in our business. The EDP (Engineering Data Platform), one of our key solutions, shifts the focus of engineering from documents to data and automates all engineering areas. The S-PEpC (Pre-defined Design and Spec), which defines equipment specs in early stages, and the L-EPC PKG, which shortens the engineering period and enhances quality through early collaboration with major licensors. In this way, we preemptively manage our schedules.

### Build Ahead

With Build AHEAD, we maximize off-site construction to improve productivity and safety on sites. We modularize and fabricate key facilities such as steel structures and piping off-site to overcome constraints of a variable onsite environment including supply of manpower and equipment, infrastructure and weather. We also fabricate and erect building walls and structures with PC (precast concrete) to reduce schedules. Moreover, we developed Smart Shops and 3D Printing to fabricate piping spools and automate building construction to enhance our EPC execution competitiveness.

### Integrated Ahead

Integrate AHEAD enables preemptive and integrated management and enhances the productivity and quality of our projects. We manage our projects in an optimal manner with the SPP (Smart Planning Platform) and S-AWP (Samsung Advanced Work Packaging for Preemptive Management) by standardizing our ample experience in EPC execution and rendering it into data. In addition, we use the S-ARMS (Smart Augmented Reality Management System), a site management system using augmented reality technology, for efficient management of construction and quality.

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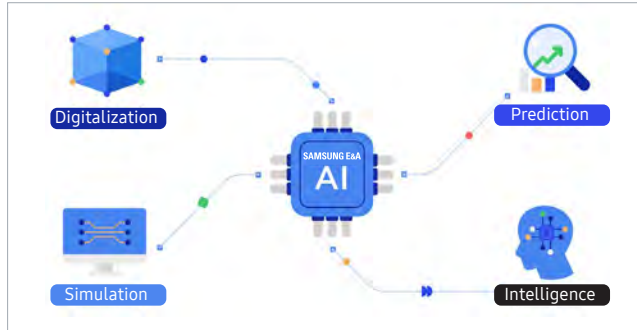
Enabling the Future Together

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Doing Responsible Business

## Adopting AI

We have set the direction for adopting AI for engineering automation in four areas: Digitalization, Simulation, Prediction and Intelligence. We strive to automate the extraction of external design information and engineering, optimize layout designs through simulations, operate an automatic schedule generation system and prediction model, and enhance productivity with technology like the S-ARMS and Smart Piping Shop.



CASE

### Adopting Palantir Foundry

We are adopting Palantir Foundry to establish a data-based work environment and enhance data collection and utilization. Palantir Foundry is an advanced data analytics solution developed by Palantir Technologies, a U.S.-based big data company, to meet the diverse needs of private-sector businesses. It integrates vast amounts of big data with AI technologies, enabling companies to design and utilize various business management tools tailored to their specific requirements.

In particular, each department is actively developing customized applications using Palantir Foundry. These efforts have led to the automation of repetitive and inefficient processes, as well as the creation of data-driven decision support systems, thereby improving overall operational efficiency. Furthermore, enhanced data sharing and collaboration across departments have contributed to optimizing workflows and driving transformative innovation across the organization.

## AI Day and Citizen Developers

In addition to leveraging AI at the company level, we encourage employees to use AI for work. Starting in 2025, the company plans to regularly host “AI Day” and systematically nurture talent by selecting Citizen Developers<sup>1)</sup> from each department.

AI DAY features a variety of programs aimed at strengthening employees’ digital capabilities and fostering a culture of AI adoption across the organization. These include expert lectures, hands-on workshops, and competitions designed to solve real-world business challenges. In particular, Citizen Developers receive mentoring support to design and develop customized work platforms tailored to their departments’ unique needs and operational challenges.

Such innovation is driven by advancements in AI technologies and the use of No-Code/Low-Code platforms like FabriX<sup>2)</sup> and Palantir Foundry. These platforms enable employees to leverage their domain knowledge and field experience to build applications for data analysis, automation, and workflow optimization without requiring complex programming skills. As a result, teams can swiftly identify key challenges, implement department-specific solutions, and ultimately accelerate the company’s digital transformation and AI adoption capabilities.

- 1) Employees who independently solve work-related problems using AI based on their practical experience
- 2) FabriX : A generative AI service platform for enterprises, developed by Samsung SDS

AI DAY



## Establishing Digital Twin

In order to visualize EPC objects and optimize productivity through simulations, we apply advanced technology such as AI, IoT and robots to our AHEAD strategy to establish a digital twin for plant design, construction and integrated management. For this, we run various prediction simulations of engineering and construction to prepare optimal designs and construction schedules and minimize risks. In addition, we are determined to make the best decisions on time by comprehensively managing the safety, quality and progress of project execution in real time.

CASE

### SWP3D (Smart Work Place 3D)

The SWP3D, a work platform using virtual 3D space, is an integrated system for company-wide collaboration and management of EPC quality. On the SWP3D, which is connected to our company systems, we provide space where our stakeholders can work together on all stages from engineering, procurement and construction to commissioning. In addition, with a digital twin, we can carry out tasks in real time in a 3D environment based on data, which leads to prompt decision making and problem solving. Moreover, it includes diverse simulation functions that enable us to review and remove risks in advance before construction. The SWP3D enhances our competitiveness by improving our work execution capabilities while increasing client satisfaction by reducing costs.



# Transition to Low-Carbon Business

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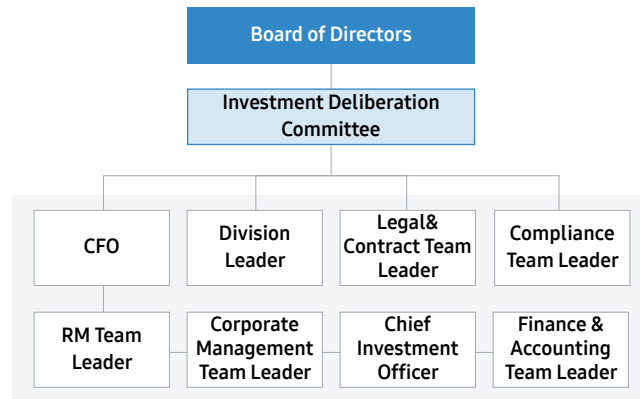
Appendix

## Governance

### Corporate and Partnership Investment Governance

As the transition to a low-carbon economy is accelerating, Samsung E&A is leading efforts to create a low-carbon industrial ecosystem to “Contribute to resolving the climate crisis with unprecedented technology.” In addition to technologies across clean hydrogen’s lifecycle from generation, transportation and storage to utilization, we strive to secure and commercialize key low-carbon source technologies such as CCUS, SAF, clean ammonia and clean methanol. We are securing technologies through investments and strategic partnerships both domestically and internationally. To support this, we have established comprehensive rules and processes covering the full investment lifecycle from planning and evaluation to execution and post-investment management. By clearly defining review items at each stage and delineating departmental roles and responsibilities (R&R), the aim is to prevent asset underperformance and to achieve investment objectives through optimal asset management.

#### Governance of Investment Deliberation



### E&Able Tech Forum

In September 2024, we hosted the E&Able Tech Forum, where we unveiled our energy transition technology roadmap and demonstrated our commitment to becoming an energy solution company. Through this initiative, we emphasized our vision of creating a sustainable future through the development and commercialization of technology solutions centered on three pillars—E&Able Low (low carbon), E&Able Zero (zero carbon), and E&Able Circle (environment). The company also showcased its ongoing technology solutions and development roadmap to potential clients, while exploring new business opportunities in collaboration with participating organizations. The forum brought together over 250 participants, including global partners in the energy transition sector, domestic and international project owners, universities, and venture capital firms. Under the theme “Fostering Bridges to Enable a Sustainable Future,” the forum featured expert presentations and discussions on seven key technology solutions in the fields of energy transition and the environment—namely carbon capture, blue hydrogen, green hydrogen, e-fuel, organic waste treatment, and wastewater reuse. Participants engaged in in-depth dialogue on the future direction of the company’s energy technologies.

E&Able Tech Forum



## Strategy

### E&Able Solution

To lead the transition to a net-zero society, we strive to leverage technology to reduce carbon emissions and provide clean energy sources. Using eco-friendly technology, we have developed a solution that converts waste into resources, supporting a circular economy. The E&Able solutions deliver a comprehensive service value chain encompassing business development, licensing, EPF, FEL/FEED, EPC and O&M.



**Rapidly and Further**

A Solution Enabling a Better Future by Addressing Societal Challenges

E&Able™ Low	E&Able™ Zero	E&Able™ Circle
<p><b>Accelerating carbon reduction for a sustainable future</b></p> <ul style="list-style-type: none"> <li>· Carbon Capture</li> <li>· Blue H<sub>2</sub> &amp; NH<sub>3</sub></li> <li>· Bio SAF</li> <li>· Efficien-C™</li> <li>· Intelligen-C™</li> </ul>	<p><b>The future of coexistence powered by green hydrogen</b></p> <ul style="list-style-type: none"> <li>· Green H<sub>2</sub>&amp;NH<sub>3</sub></li> <li>· e-SAF</li> <li>· e-Methanol</li> </ul>	<p><b>The future of circular economy driven by environmental technology</b></p> <ul style="list-style-type: none"> <li>· Water Treatment</li> <li>· Transforming Waste into Energy</li> <li>· Air Pollution Prevention</li> </ul>



\* Approval from the Board of Directors or the Management Committee when necessary

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## E&Able Low

We provide efficient solutions for reducing carbon emissions. Our solutions capture industrial carbon emissions from production facilities, store them deep underground, produce clean fuel that emits less carbon, and reduce carbon emissions through energy optimization. Through these efforts, we contribute to building a more sustainable society.

### Participating in the Shepherd CCS<sup>1)</sup> Flagship Project

We are developing various flagship projects in collaboration with various global companies. For example, we are participating in the Shepherd CCS Project, a cross-border CCS hub project, with our partners from Korea and overseas. We plan to capture CO<sub>2</sub> from Korean industrial complexes, store it in a hub in Korea, and transport it to a country outside Korea for permanent storage. The participants will develop the entire lifecycle of the CCS value chain from searching for storage facilities to capturing, transporting and storing carbon from Korea. The pre-FEED for developing a hub terminal in Ulsan is completed, and commercial operation is scheduled in 2030.

1) CCS : Carbon Capture and Storage

### Shepherd CCS Summit

To shape the future of the carbon capture industry, we attended the Shepherd CCS Summit in June 2024 and discussed the success and development of the global CCS business with Korea National Oil Corporation, global companies including Petronas, and government bodies of Korea and Malaysia. In the keynote speech, we shared the vision behind our key projects and provided updates on the development of CO<sub>2</sub> hub clusters, while exploring opportunities for collaboration.



### Signing a CCUS MOU

In September 2024, we signed an MOU with Honeywell, a global integrated solutions provider, to jointly promote carbon capture solutions for power plants. The ASCC (Advanced Solvent Carbon Capture) technology, developed by Honeywell UOP, a subsidiary of Honeywell, is a wet carbon capture solution capable of capturing over 95% of CO<sub>2</sub> emissions from flue gas generated after fossil fuel combustion. This technology is regarded as a breakthrough in contributing to global decarbonization efforts in the power generation sector. Under this partnership, we will be responsible for the EPC scope, while Honeywell will provide the ASCC technology and contribute to the development of process optimization solutions, as we work together to expand our business in the carbon capture field.

### Winning the Contract for a New Biorefinery Plant in Malaysia

In January 2025, we signed a contract for a new biorefinery project in Malaysia, valued at KRW 1.4 trillion. This eco-friendly plant, located at Pengerang in Johor, southern Malaysia, will produce about 650,000 tons per year of sustainable aviation fuel (SAF), biodiesel and bio-naphtha. We will be responsible for the whole execution process - engineering, procurement, construction and commissioning. SAF is a renewable aviation fuel produced from biomass sources such as used cooking oil and palm oil, serving as an alternative to fossil fuels. As it can significantly reduce carbon emissions, it is drawing attention as a next-generation eco-friendly energy source.

### Joined the Global Energy Alliance UNEZA

In May 2025, Samsung E&A joined UNEZA (Utilities for Net -Zero Alliance), an organization under the International Renewable Energy Agency (IRENA). UNEZA is a global alliance of energy companies established as a follow-up to COP28<sup>1)</sup>, and includes more than 40 member companies from the power generation and equipment sectors. The alliance promotes project development to achieve net-zero and hosts seminars to strengthen public-private partnerships. Through continued participation, we plan to build networks with global power companies, explore business opportunities related to carbon capture, and enhance global cooperation toward net-zero and the transition to renewable energy.

1) COP : Conference of the Parties – the supreme decision-making body of the United Nations Framework Convention on Climate Change (UNFCCC)



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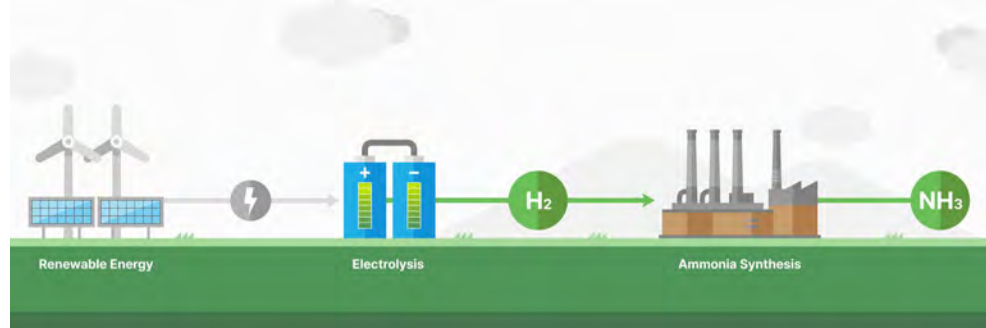
Amplifying the Value Creation

Doing Responsible Business

## E&Able Zero

We are providing future solutions to usher in the hydrogen era. Our E-to-M (Electrons-to-Molecules) solution harnesses renewable energy for water electrolysis and produces green hydrogen so that this hydrogen can be combined with captured carbon and generate clean chemicals and fuels. We are also devoting our energy to developing and commercializing eco-friendly aviation fuels and ship fuels.

Green H<sub>2</sub> & NH<sub>3</sub>



## Launching CompassH2, a New Green Hydrogen Solution

We are making investments to expand our water electrolysis business in the long term and have entered the green hydrogen market. In March 2025, we acquired equity in Nel, a Norwegian hydrogen company, and signed a strategic partnership. And in May, we launched CompassH2, which we developed with Nel, in the World Hydrogen Summit. CompassH2 is an integrated solution covering all phases of the green hydrogen plant value chain from feasibility studies to EPC execution and warranty. Combining Nel's alkaline water electrolysis technology with Samsung E&A's EPC execution capabilities, CompassH2 will overcome the limitations of the existing method, where the electrolyzer supplier and EPC company are separated, and present the optimal method of green hydrogen generation.

CompassH2 Rendering



## E&Able Circle

We treat sewage and wastewater, purify waste gases before discharging them, and produce fuels from waste to create a circular economy. We are looking for new opportunities in businesses related to water treatment and waste, gradually broadening our specialized product groups to the whole value chain of a resource circular economy.

### Water Treatment Business

By developing the high-speed coagulation and sedimentation technology, SEMBR<sup>1)</sup> for advanced treatment, and technology to continually reuse wastewater, we are securing non-chemical wastewater treatment technologies and addressing issues related to land shortage, regulations about discharge water quality and water shortage. At wastewater treatment plants we operate, we use high-efficiency fans and air diffusers with high oxygen transfer efficiency to lower electricity costs and continuously improve the efficiency of the process using the collected data. We are developing eco-friendly wastewater treatment technologies and making efforts to reduce operating costs to help our clients respond to regulations and tackle the challenges they face.

1) SEMBR : Samsung Enhanced Membrane Bioreactor

### Business Related to Waste

Our Cheonan Environmental Energy Facility is taking the initiative in reducing GHG emissions and recycling resources. The Cheonan Facility, a municipal waste incineration plant, uses eco-friendly technologies that create a reaction between the ammonia from food wastewater and nitrogen oxide from the incineration to reduce GHG emissions. The plant processes 555 tons of municipal waste a day and reduces GHG emissions with eco-friendly technologies. Additionally, the facility supplies the high-temperature steam produced during the cooling process of the incineration heat to nearby industrial complexes and culture/sports facilities, contributing to the production of eco-friendly resources.

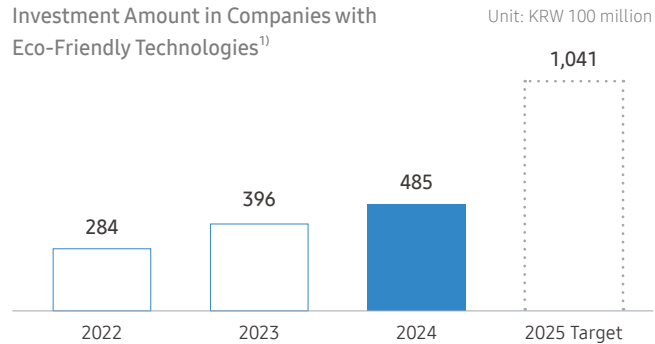
### Prevention of Air Pollution

Using a stable and highly efficient catalyst for decomposing GHGs, we developed the Regenerative Catalytic System (RCS) Package, which has been proven to have a GHG removal rate of more than 90%, and have supplied it to semiconductor and display production lines since 2008. We have continuously improved our performance and greatly contributed to reducing the GHG emissions of our clients.



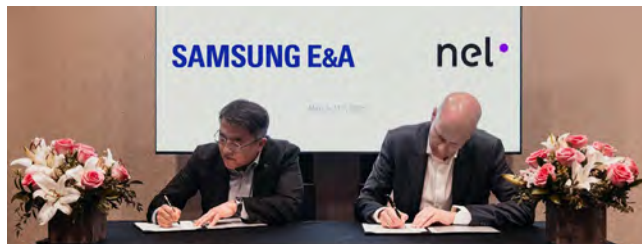
## Increasing Investment in Companies with Eco-Friendly Technologies

With E&Able, we are expanding our eco-friendly business portfolio. We formed a KRW 30 billion venture fund in 2021 and 2023 to invest in global tech companies with the potential to secure eco-friendly technologies. In 2024, we invested in an e-SAF tech venture company and an e-methanol business development company. Moreover, we are building a tech collaboration model with investees in the carbon capture technology sector to jointly enter e-fuel projects in the future. In 2025, we acquired a 9.1% stake in Nel, a global hydrogen company based in Norway, for KRW 47.6 billion and signed a partnership agreement for strategic collaboration. We plan to continually lay the groundwork for transition to low-carbon business such as hydrogen and zero carbon with collaboration and investments in technologies.



1) Cumulative amount

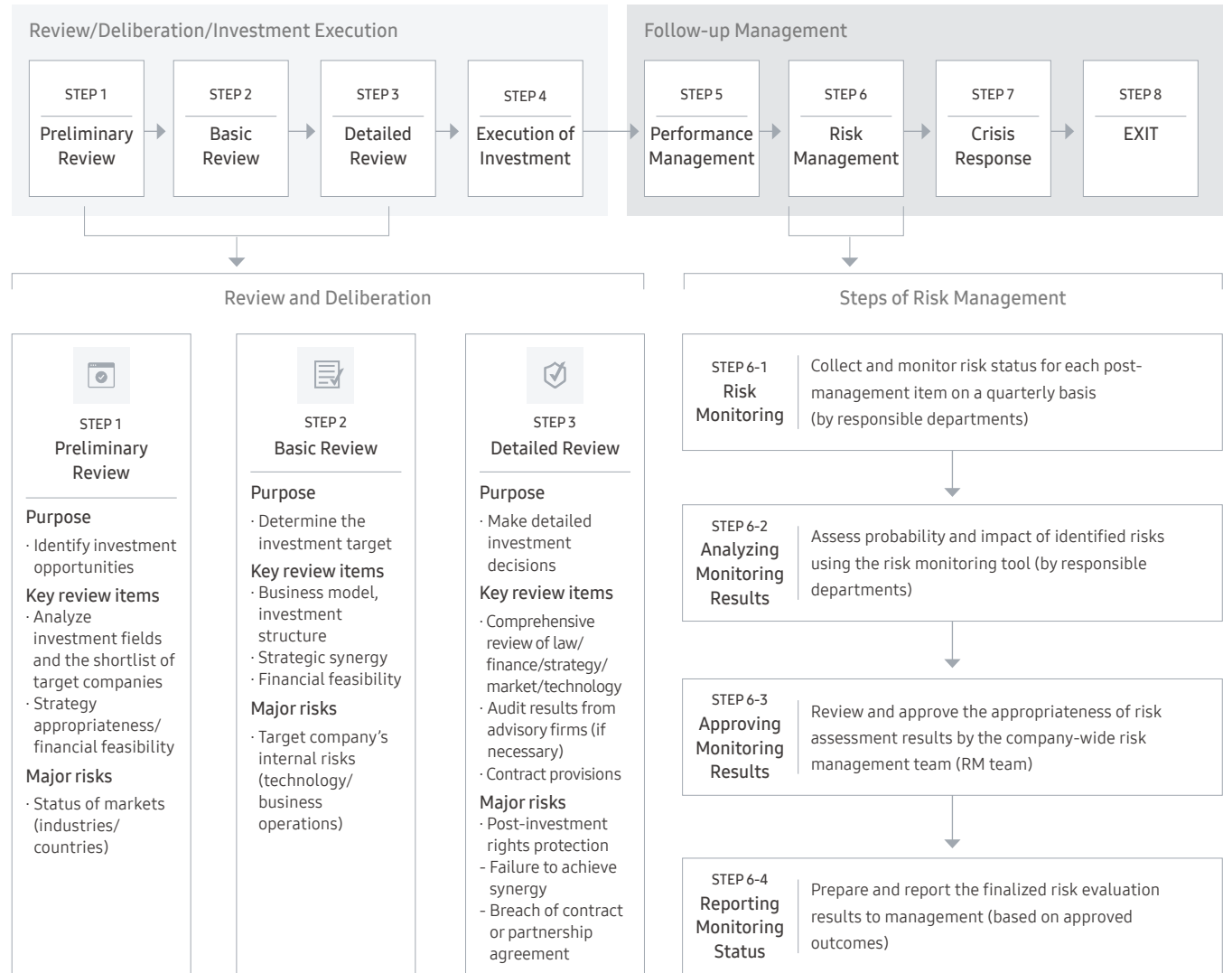
Partnership Agreement with Nel



## Risk Management

### Framework of Transition to Low-Carbon Business by Investment Phase

For stable growth, we are looking for new engines of growth by innovating processes and technologies, diversifying business and entering new markets. We strive to secure and commercialize technologies with potential involved in the transition to low-carbon business, while managing risks and deliberating on new investments through phases like preliminary review and detailed review.



# Eco-Friendly Technology Innovation

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## Governance

### Organization for Eco-Friendly Technology Innovation

We are conducting a variety of R&D in the eco-friendly business and energy transition sectors. The ENG Tech Division is conducting R&D related to water electrolysis technology, while the Environmental Technology Development Center within the ECO & Infra Business Division is focusing on the development of water treatment and air pollution control technologies.



Environmental Technology Development Center



## Strategy

### Water Electrolysis Technology

In our initiative to develop water electrolysis technology lies our vision to leap into a licensor equipped with the source technologies required for energy transition. We aim to possess source technology for Hot Box, a key component in high-temperature water electrolysis technology, which is the most efficient water electrolysis technology using renewable energy to produce hydrogen. We began demonstration testing of our first prototype in 2025 to evaluate the fundamentals of the design, and we plan to initiate the development of an improved version. The upgraded model will be 50% more compact than the prototype, achieve a conversion efficiency of 86%, and be capable of producing 100 kg of hydrogen per day. It is scheduled for production and demonstration testing by 2027.

We expect it will be expanded to R&D of future technologies like CO<sub>2</sub> electrolysis and co-electrolysis (simultaneous electrolysis of steam and CO<sub>2</sub>). This will drive us closer to the goal of becoming a power-to-X licensor utilizing various renewable energy sources.

### Joint R&D of Water Electrolysis

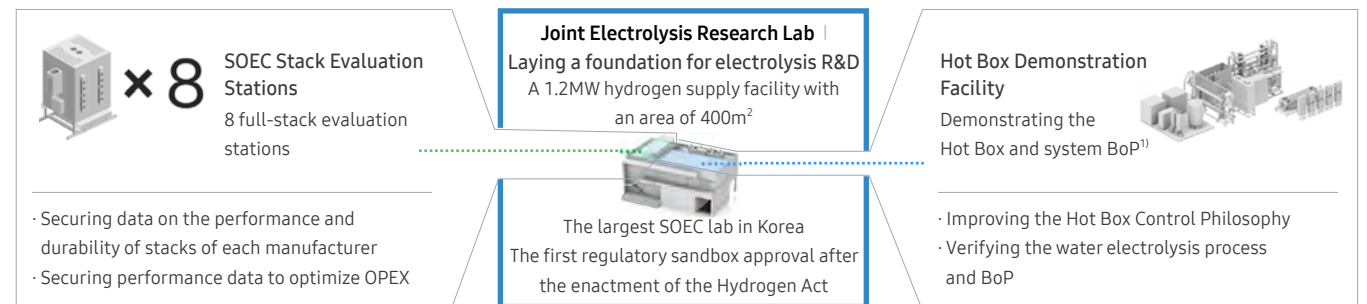
We signed an MOU on joint research of water electrolysis with KIST in February 2024 and founded the Samsung E&A - KIST Joint Electrolysis Research Lab in December of the same year. We secured source technology for researching basic reactors with the technology for evaluating high-temperature water electrolysis stacks, transferred by KIST, and are upgrading the operation of the SOEC<sup>1)</sup> Hot Box. We will maintain a close collaborative relationship with KIST by identifying new future technologies and engaging in joint research.

SOEC Hot Box Demonstration Kick-Off Ceremony



1) SOEC : Solid Oxide Electrolysis Cell

### Signing an MOU on Joint Research of Water Electrolysis and Establishing Infrastructure



1) BoP : Balance of Plant



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## Environmental Technology Development Center's Strategy

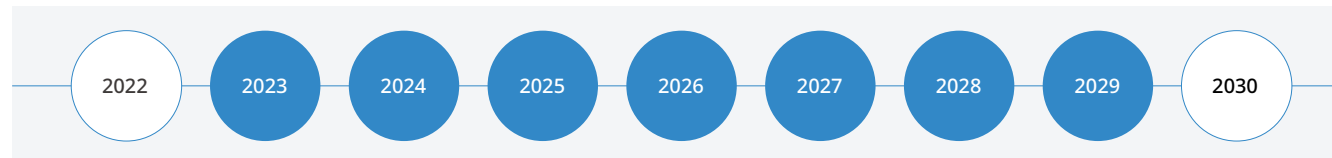
Samsung E&A was the first Korean company to create an environmental technology research institute in 1991 and has developed diverse technologies in the environmental sector for three decades. The Environmental Technology Development Center endeavors to accomplish client satisfaction with the slogan, "Toward Value-Creating Environmental Solutions," which is in line with Samsung E&A's vision, "Enabling a Sustainable Future." The Center has continuously improved core technologies in areas such as sewage and wastewater treatment, water reuse, air pollution prevention, and ultrapure water production while also developing ever more precise analysis and advanced AI technologies to keep us one-step ahead in the rapidly changing environmental market.

Environmental Technology Development Center's R&D areas

Sewage and Wastewater Treatment	Water Reuse/Purification	Ultrapure Water	Air Pollution Prevention	Common
Treatment of sewage, electronic wastewater, and chemical water	Wastewater reuse, water, and desalinated water	Semiconductors, displays	NO <sub>x</sub> /SO <sub>x</sub> , VOCs, fugitive dust, odor, GHG	Analysis technology, AI technology, and materials

### Environmental R&D Roadmap

We aim to secure technologies for reducing cost and achieving energy independence in the environmental infrastructure sector in the mid- to long-term, create new businesses with differentiated technologies linked to ESG and future technologies, and advance technologies focusing on applicability. To this end, we have established and implemented the Environmental R&D Roadmap.



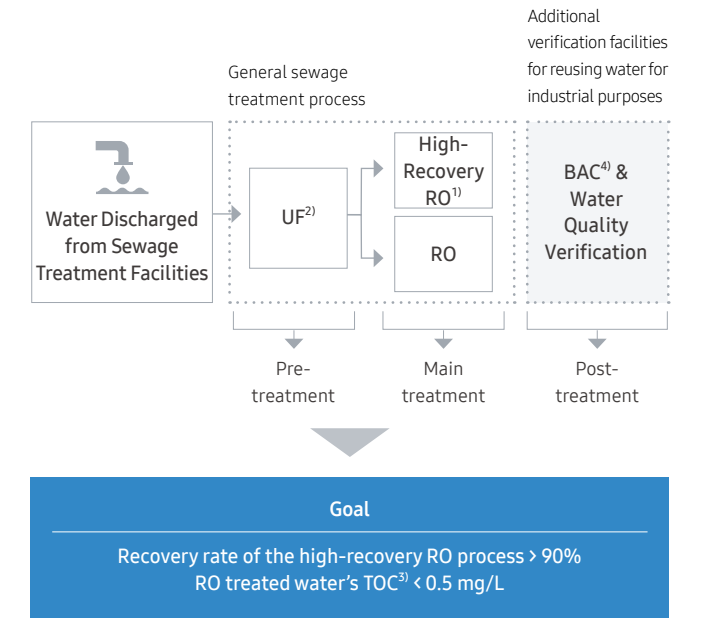
Environmental Infrastructure	[Mid- to long-term] Securing Core Capabilities and Differentiating Technologies	[Long-term] Widening the Technology Gap
	<ul style="list-style-type: none"> <li>Secure an equal level of technologies to competitors by differentiating technologies</li> <li>Cost reduction 10%, energy independence 60%</li> </ul>	<ul style="list-style-type: none"> <li>Secure the world's top technologies by differentiating technologies</li> <li>Cost reduction 15%, energy independence 90%</li> </ul>
New Business	[Mid-term] Securing Core Capabilities	[Long-term] Widening the Technology Gap
	<ul style="list-style-type: none"> <li>Examine technologies in the waste sector and identify specific tasks</li> <li>Recover energy and resources from waste based on sewage treatment</li> </ul>	<ul style="list-style-type: none"> <li>Secure an equal level of technologies to competitors by differentiating technologies</li> <li>Expand the scope of recovering energy and resources from urban waste</li> </ul>
Advancing Technologies	[Mid- to Long-term] Differentiating Technologies/ Widening the Technology Gap	
	<ul style="list-style-type: none"> <li>Differentiate technologies: Ultrapure water</li> <li>Widen the technology gap: Wastewater/reuse/air pollution prevention</li> </ul>	

## Progress in the Development of Eco-Friendly Technologies

### Technology for Reusing Treated Wastewater

It is a technology to reuse water discharged from sewage treatment facilities for industrial purposes. It consists of the main process, which is based on high-recovery RO<sup>1)</sup>, and the post-treatment process of removing small-molecule organic matters. We are verifying a pilot at a public sewage treatment facility and plan to complete the verification within this year. We are also pushing for a project to produce 110,000 tons of reused water per day at the public sewage treatment facility and supply it to our clients.

#### Sewage Water Reuse Pilot



1) Reverse Osmosis  
2) Ultra Filtration  
3) Total Organic Carbon  
4) Biological Activated Carbon

Accelerating the New Paradigm

Execution Innovation Model

Transition to Low-Carbon

Business Material Topic 1

Eco-Friendly Technology

Innovation Material Topic 2

Harmonizing with Nature

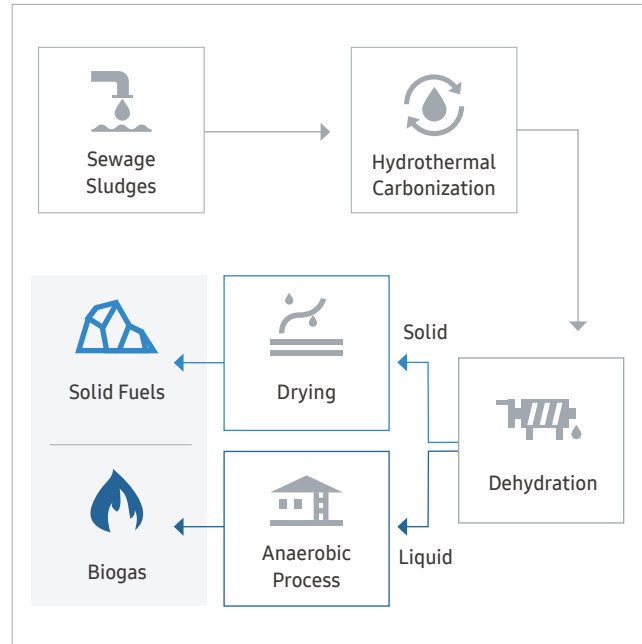
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### Turning Sewage Sludges into High-Efficiency Energy with Hydrothermal Carbonization

It is a process that can increase the energy independence rate of sewage treatment facilities. Compared to the existing anaerobic digestion-drying process, it can reduce energy use by 60% and produce solid fuels and biogas as byproducts. Additionally, it does not generate waste during the operation, which is eco-friendly. We are planning to operate a pilot plant (10 tons/day).

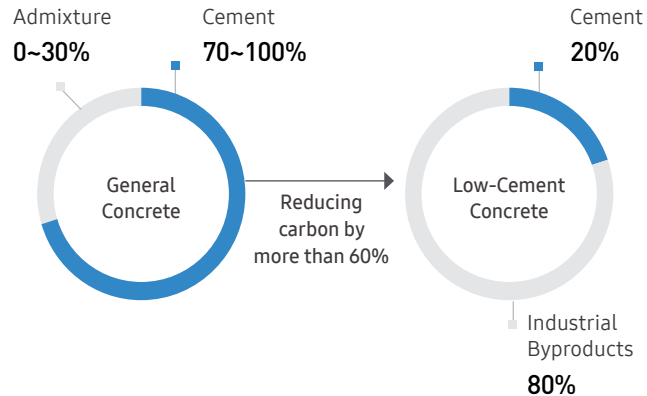


Operation of the pilot plant to begin in July 2025  
**Reducing 60%** of Energy for Drying

### Developing Low-Carbon Concrete

Cement, which is the main ingredient of concrete, a key construction material, emits a large amount of CO<sub>2</sub> during production. Carbon emissions from concrete account for about 60 to 70% of the total emissions from materials used in construction. We started developing low-cement concrete that uses industrial by-products instead of cement, which emits a lot of carbon. In 2024, we received certifications and registered a patent for low-carbon concrete mixing technology to secure core technology. In 2025, we will keep developing low-carbon PC technology for structural elements to enhance the technology's utility and broaden the application scope.

Main Components of Low-Cement Concrete



### Using Waste to Produce Lightweight Aggregate PC

From sewage and wastewater treatment plants and garbage incinerators, 10 million tons of waste are generated each year, which requires KRW 1 trillion to treat every year. We noticed the increasing cost of waste treatment and are developing technology to produce lightweight aggregate concrete using waste. In 2024, we completed evaluating the mixing technology and the aggregate's performance and applied for a patent. We plan to verify the performance of structural elements and receive technology certification in 2025 to gradually apply the technology to our sites from 2026. With the new technology, we expect to reduce the operational costs of environmental facilities and improve constructability thanks to lightweight materials.

### Self-Healing Concrete

Water tanks in the sewage and wastewater treatment plants must show excellent water-proofing performance. However, the existing water-proofing method required difficult conditions to secure quality such as water content, curing time and surface treatment, so we had to solely rely on the technicians' capabilities. Especially, leaks often occur several years after completion, which requires the suspension of the water tanks operation. To resolve this issue, we developed self-healing concrete technology, which does not require a separate water-proofing process and can heal cracks on its own during operation. We completed the development in 2022 and applied the technology to Samsung Electronics projects and BTO sewage treatment plants from 2023, highlighting its benefits in reducing construction costs by eliminating the waterproofing process and minimizing maintenance requirements. We are also implementing the technology to our overseas sites, starting with the Bahrain Sewage Treatment Plant.



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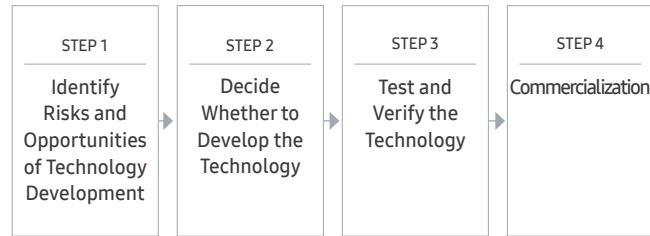
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## Risk Management

At Samsung E&A, we not only analyze market trends and monitor regulations related to environmental R&D, but also examine the scope and complexity of technology development and its impact on the business to identify and manage risks and opportunities related to environmental technology development. Technologies selected for development through this process go through testing, verification, monitoring and evaluation according to the established goals and plans before commercialization.

### Process of Developing Eco-Friendly Technologies



## Metrics and Targets

### Investment in the Development of Eco-Friendly Technologies

Under the leadership of the Environmental Technology Development Center and Water Electrolysis Technology Team, we set up an environmental investment plan every year to develop relevant technologies and make investments. The Investment in eco-friendly technologies is composed of environmental R&D costs and asset investments. In 2024, our investment in eco-friendly technologies amounted to about KRW 36.4 billion. To set more quantitative metrics and targets, we categorized our investment in eco-friendly technologies in accordance with EU-Taxonomy in 2024. Additionally, we plan to keep investing in the environmental R&D sector on the basis of the metrics and targets set from this categorization effort.

### Investment in Eco-Friendly Technologies

Category	Unit	2022	2023	2024
Investment in eco-friendly technologies	KRW 1 million	5,429	6,621	36,386
R&D cost <sup>1)</sup>	KRW 1 million	5,429	6,621	20,486
Asset investment <sup>2)</sup>	KRW 1 million	-	-	15,900
Number of researchers <sup>3)</sup>	People	33	46	63
Number of developed eco-friendly technologies <sup>4)</sup>	Cases	2	2	1

1) From 2024, the costs have been recalculated as eligible green R&D expenditures under the EU Taxonomy (including R&D expenses of the Environmental Technology Development Center, electrolysis-related technologies, and eco-friendly research projects)


2) Expenses for development and demonstration of technologies related to environment and water electrolysis, which we started calculating from 2024

3) The data for 2022 and 2023 is the number of researchers in the Environmental Technology Development Center. From 2024, we also added the number of researchers in water electrolysis.

4) The number of completed technology development in the year concerned



# Harmonizing with Nature



**Key areas**

Achieve Net-Zero	→	Climate Change Response
Increase Resource Circulation	→	Environmental Management



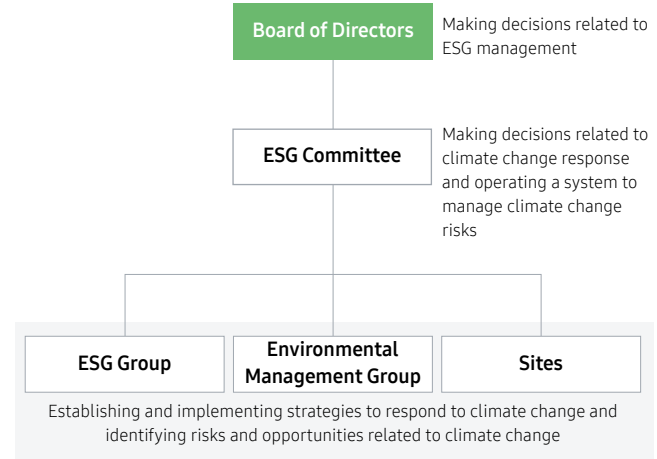
## Climate Change Response

Material Topic 3

### Governance

#### Climate Change Organizations

We operate the ESG Committee under the Board of Directors to independently and objectively review and deliberate on all issues related to combating climate change and make relevant decisions. In October 2022, the ESG Committee approved the environmental management strategy, which includes the goal of achieving 100% renewable energy use by 2030 and net-zero by 2050, in support of the Paris Agreement and global efforts to address the climate crisis. In 2024, we replaced site vehicles with electric vehicles and purchased renewable energy certificates in accordance with the Net-Zero Emissions Roadmap.



### Strategy

#### Establishment of Climate Change Response System

To address accelerating climate change and satisfy our clients' demands for green business operations, we analyzed risks and opportunities associated with climate change at the company level to identify significant transition risks and physical risks that affect our business operations and measured the business and financial impact of the risks.

#### Climate Change Impact Analysis

We analyze global climate change scenarios with CRAS<sup>1)</sup>, a tool to assess risks related to adaptation to climate change, and estimate damage from abnormal weather events such as extreme heat, torrential rain, and heavy snow. We identify physical risks, transition risks, and opportunities that may impact our business and finances in the short and medium term. We prioritize risks and devise response strategies accordingly.

1) CRAS : Climate Change Risk Assessment System

#### Net-Zero Emissions Roadmap

We recognize our responsibilities for addressing climate change as a global company and are committed to creating a carbon-neutral society. This is why we declared to achieve net-zero emissions by 2050 and established the Net-Zero Emissions Roadmap, which specifies the direction of our efforts. As detailed targets, we aim to use 100% renewable energy by 2030 to reduce emissions by 45% from the 2018 baseline and go net-zero by 2050. To achieve net-zero emissions, we will reduce direct emissions by shifting to zero-pollution business vehicles and eco-friendly fuels. We also plan to reduce carbon emissions through technology development.

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## Effort to Address Climate Change

### Progress Toward Net Zero Emissions

We aim to achieve net-zero in direct and indirect carbon emissions (Scopes 1 and 2) by 2050. To reduce direct carbon emissions (Scope 1), we enhanced energy efficiency across all our sites by obtaining the ISO 50001 certification, an international standard for energy management systems, and plan to replace all our business vehicles in Korea with zero-pollution cars (electric or hydrogen cars) by 2030. In addition, to reduce indirect emissions (Scope 2) generated from power use, we plan to pay green premiums and purchase renewable energy certificates (RECs) to achieve 100% renewable energy usage by 2030. In 2024, we purchased 4,500 MWh of Green Premium and 10,000 MWh of RECs in Thailand, Hungary and Mexico, and introduced 22 electric cars at our sites in Korea.

#### Key Reduction Activities

##### Direct Emissions (Scope 1)

Transitioning to zero-pollution business vehicles, switching to eco-friendly fuels for generators and construction equipment

##### Indirect Emissions (Scope 2)

Utilizing geothermal and solar power for the headquarters building, procurement of renewable energy (green premiums, RECs)

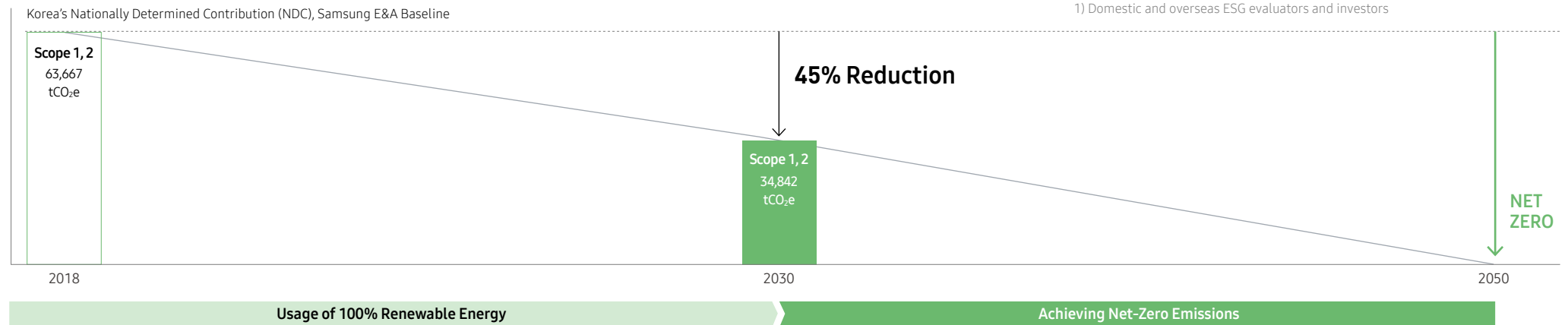
### Reducing and Monitoring GHG emissions

To meet our mid- to long-term reduction goals, we are monitoring three key GHGs emitted from our operation—CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O—among the seven major GHGs. To ensure the accuracy of our measurements, an independent agency conducts third-party verification every year. In 2024, we monitored and managed Scope 3 data more rigorously compared to 2023. As a result, we established an advanced emissions calculation system by calculating 10 among 15 categories of GHG emissions in the GHG Protocol.

### Reducing and Streamlining Energy Use

In 2024, we expanded the ISO 50001 certification, the international standard for energy management systems, to our overseas sites. We plan to further extend the certification scope to our global offices during the renewal audits scheduled for 2026. Additionally, we received the certifications for both ISO 14001 and 50001 in 2024 and enhanced the monitoring of energy use and GHG emissions by comprehensively analyzing our environmental and energy performance.

### Net-Zero Emissions Roadmap



\* To achieve net-zero emissions, we look for ways to offset and absorb emissions that remain after key reduction activities.

## Risk Management

### Process to Manage Climate Change Risks

We introduced a process to manage risks and opportunities related to climate change at the company and project levels to identify key risks and opportunities in advance and establish measures in connection with the net-zero emissions strategy.

#### Examine Regulations and Trends Related to Climate Change

- Examine issues and impacts on the business through scenario analysis taking into account domestic and international developments related to climate change and relevant regulations
- Understand demands from other stakeholders<sup>1)</sup>

#### Identify Risks and Opportunities

- Draw short-term and mid- to long-term physical and transition risks and opportunities based on climate change scenarios

#### Analyze Risks

- Review impacts on the workforce and transportation of raw materials as well as structures, machines, and equipment during construction with the help of external experts
- Analyze financial impact of climate change risks and opportunities

#### Establish Countermeasures

- Analyze ways to reduce risks and seize opportunities, and link them with directions and strategies to combat climate change
- Draw tasks to address climate change and monitor the progress

1) Domestic and overseas ESG evaluators and investors



## Financial Impact of Climate Change Risks and Mitigating Strategies

We identify and analyze company-level risks and opportunities relating to climate change according to the climate change risk management process and draw up measures depending on the importance of issues and their impact on the business.

Level of likelihood/impact : ●●● High ●●○ Medium ●○○ Low

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	Type	Detail	Period	Likelihood	Business Impact Analysis		Financial Impact Analysis		Plans to Mitigate Risks and Realize Opportunities
					Business Impact	Level of Impact	Financial Impact	Level of Impact	
Transition Risks	Policy and law	Stricter global regulations related to climate such as GHG emissions trading scheme	Mid-term	●●●	<ul style="list-style-type: none"> <li>Increase in emissions reduction cost when subject to the scheme</li> <li>Fewer contracting opportunities due to a decline in oil and gas projects following the introduction of carbon taxes</li> </ul>	●●●	<ul style="list-style-type: none"> <li>Increased operating costs due to rising prices of GHG emissions rights</li> <li>Increased financial burden due to failure to secure emission rights and exceeding the allocation</li> <li>Increased equipment and fuel costs due to the introduction of global carbon prices</li> </ul>	●○○	<ul style="list-style-type: none"> <li>Establish net-zero emissions strategies and reduce GHGs to proactively manage emissions</li> </ul>
	Market	Stricter disclosure requirements in PQs and bids in overseas projects	Long-term	●●●	<ul style="list-style-type: none"> <li>Need for data systems that collect, manage and disclose GHG and other related data about subsidiaries due to strict disclosure requirements</li> <li>Damage to the company's reputation and pressure for GHG reduction due to the disclosure of data about low-carbon business areas</li> </ul>	●●●	<ul style="list-style-type: none"> <li>Increased cost from establishing and managing data systems</li> <li>Change in the company value due to re-evaluation of technologies and assets</li> </ul>	●●●	<ul style="list-style-type: none"> <li>Establish an information collection process and implement plan for IT systems based on the disclosure timelines of global reporting standards</li> </ul>
	Technology	Transition to green and low-carbon technologies	Mid-term	●●●	<ul style="list-style-type: none"> <li>Increased demand for R&amp;D organizations, investment and relevant activities</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Increase in costs for developing green products and R&amp;D expenses</li> <li>Increased financial risks from failure to invest in new technologies</li> <li>Need for early disposal of existing assets and increased costs for introducing green facilities and systems</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Invest in eco-friendly R&amp;D and diversify business portfolio to apply green technologies to existing businesses and start a green solution business</li> </ul>
Physical Risks	Acute	Torrential rain, heavy snow, extreme heat	Short-term	●●○	<ul style="list-style-type: none"> <li>Decreased productivity and damage to employees from extreme heat</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Delays in the construction schedule of overseas projects due to heat illnesses and increased cost of sales</li> <li>Injuries and deaths from heat illnesses</li> </ul>	●●●	<ul style="list-style-type: none"> <li>Quarterly check facilities in preparation for torrential rain, extreme heat and heavy snow</li> <li>Construction insurance</li> <li>Diversify supply chain channels to prevent construction delays</li> <li>Develop guidelines for handling and storing raw materials during transportation</li> <li>Prepare guidelines for handling and storing raw materials at sites</li> <li>Regularly monitor and analyze climate data and draw up guidelines to address climate change on each site</li> <li>Automate onsite work to secure workdays</li> </ul>
					<ul style="list-style-type: none"> <li>Facility damage</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Damage and recovery cost incurred from delays in project schedules, facility collapse or damage, water pollution, and delays in transportation of equipment or materials</li> </ul>	●●○	
					<ul style="list-style-type: none"> <li>Delays in supply and transportation of raw materials</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Financial loss from delayed transportation of materials and supply of raw materials</li> </ul>	●●○	
Opportunities	Chronic	Rising sea levels, and changes in average temperature and average rainfall	Mid-to long-term	●●○	<ul style="list-style-type: none"> <li>Floods at sites and limited number of workdays for workers</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Additional cost for preparing for risks from construction in flooded areas</li> <li>Construction delays from decreased work efficiency</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Lead the market by proactively engaging in R&amp;D and enhancing technological competitiveness</li> <li>Lead the government's policies and projects by proactively developing energy transition technologies</li> <li>Enhance GHG reduction performance through carbon capture and hydrogen businesses</li> <li>Establish systems to systematically manage GHG emissions and monitor resource circulation</li> <li>Internalize net-zero carbon and GHG reduction technologies</li> <li>Secure green energy and green plastic technologies</li> </ul>
	Market	Provision of eco-friendly products and services	Mid-term	●●●	<ul style="list-style-type: none"> <li>Developing new infrastructure services through innovation and R&amp;D</li> <li>Increased demands from the expansion of carbon capture and hydrogen businesses</li> </ul>	●●●	<ul style="list-style-type: none"> <li>Winning of global projects that require green construction methods and processes and increase in revenue</li> </ul>	●●●	
	Policy and law	Growing government's support for green technologies	Mid-term	●●●	<ul style="list-style-type: none"> <li>More business opportunities on the national level after transition to carbon capture and hydrogen businesses</li> <li>Opportunities to participate in joint projects and research between countries on eco-friendly technologies</li> </ul>	●●●	<ul style="list-style-type: none"> <li>Increase in new orders and revenue by seizing business opportunities related to advanced energy transition technologies</li> <li>Decrease in financing cost and interest cost thanks to government's incentives for energy transition technologies</li> </ul>	●●●	
Operational efficiency		GHG emissions trading scheme	Mid-term	●●○	<ul style="list-style-type: none"> <li>Reducing (Offsetting) GHG emissions on our own to make up for insufficient GHG credits or to sell them</li> </ul>	●○○	<ul style="list-style-type: none"> <li>Selling surplus emissions rights through GHG reduction and securing non-operating income</li> </ul>	●○○	
		Increase in resource efficiency	Short-term	●●●	<ul style="list-style-type: none"> <li>Proactive response to the strengthening policies and laws of countries</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Reduced operating costs through GHG reduction effort</li> <li>Reducing waste generation and increasing recycling to reduce waste treatment cost</li> </ul>	●●○	
Internal capabilities		Higher resilience	Mid-to long-term	●●●	<ul style="list-style-type: none"> <li>Strengthening capabilities and establishing mid- to long-term risk mitigation measures through participation in global climate change initiatives</li> <li>Enhancing risk management capabilities, including GHG reduction and energy management, by responding to external evaluations and global initiatives such as CDP</li> </ul>	●●○	<ul style="list-style-type: none"> <li>Increase in new orders and revenue by submitting bids for projects related to net-zero carbon and GHG reduction technologies</li> <li>Increased company value due to re-evaluation of technologies and assets</li> </ul>	●●●	



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Strategies to Respond to Physical Risks

We are taking various measures on our sites to respond to physical risks including extreme weather events caused by climate change.

Risk	Risk Impact	Category	Risk Response Strategies
Extreme weather events	Increased number of days in rainy seasons	Establishing project plans	Establish and adjust schedules by considering construction productivity during rainy seasons
			Minimize the impact of rainy seasons by adjusting construction sequences
		Sites	Repair drainage, grit chambers and collecting wells
			Protect key equipment and units by installing rainscreens
			Establish and implement plans to protect equipment and materials (e.g. electronic equipment) against high temperature and humidity
			Adhere to conditions for concrete placement during rainy seasons to prevent poor quality and defects
	Extremely hot weather	Establishing project plans	Establish and adjust schedules by considering productivity in extremely hot weather
			Apply the flag system depending on temperature <sup>1)</sup>
		Sites	Change working hours in extremely hot weather (e.g. starting and finishing work early)
			Put time limits for outdoor work to protect vulnerable workers (e.g. aged workers, those with high blood pressure, or high-risk groups)
			Install break areas and give break time depending on the temperature
			Send alerts about sensory temperatures to prevent heat-related illnesses
Extremely cold weather	Establishing project plans	Establish and adjust schedules by considering productivity in extremely cold weather	
		Send alerts about sensory temperatures to prevent cold-related illnesses	
	Sites	Send alerts about sensory temperatures to prevent cold-related illnesses	
		Set up measures to prevent changes in physical properties or freezing of equipment due to low temperature	

1) Hot Season Flag System : A manual specifying break times, water intake, and other measures according to the intensity of the heatwave.

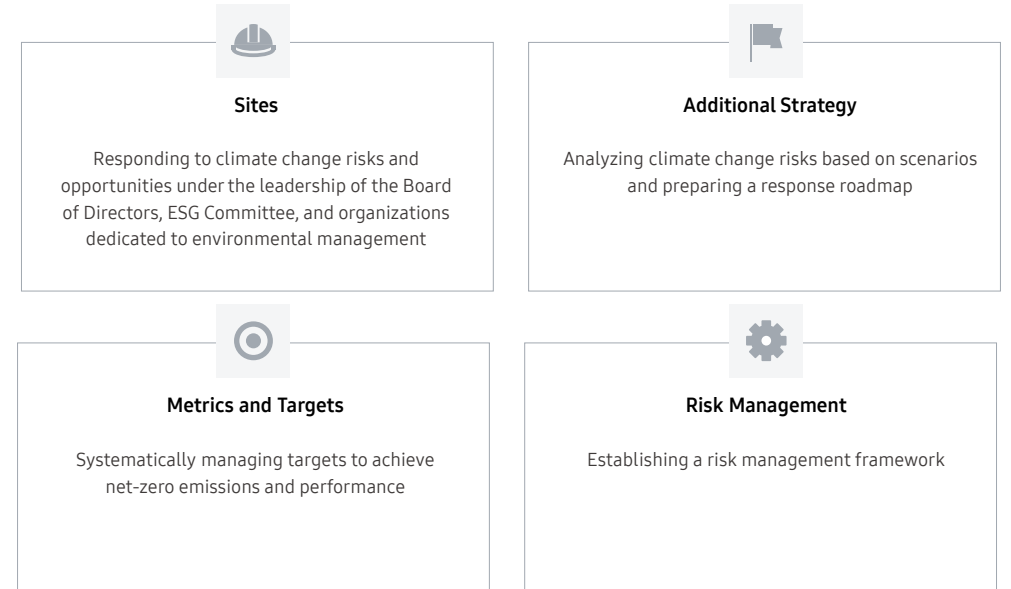
Metrics and Targets

Reach 100% Renewable Energy Usage by 2030 and Achieve Net-Zero Emissions by 2050

We have set mid- to long-term GHG reduction targets with the aim of achieving net-zero emissions by 2050 and are continuously monitoring GHG reduction activities and their progress. From 2021, we shifted from measuring emissions intensity to measuring absolute emissions as a unit for our emission reduction targets, adopting a more stringent standard, and increased our 2030 emission reduction target to an ambitious 45%, twice as big as our previous target. Furthermore, in 2024, we upgraded our Scope 3 management capabilities, expanded the targets of calculation and received certification while linking data management systems we operate with our environment and energy management system, SEEM-S<sup>1)</sup>. As a result, we can now manage 10 categories of Scope 3.

1) SEEM-S : Samsung Environmental Energy Management System

Direction of Addressing Climate Change



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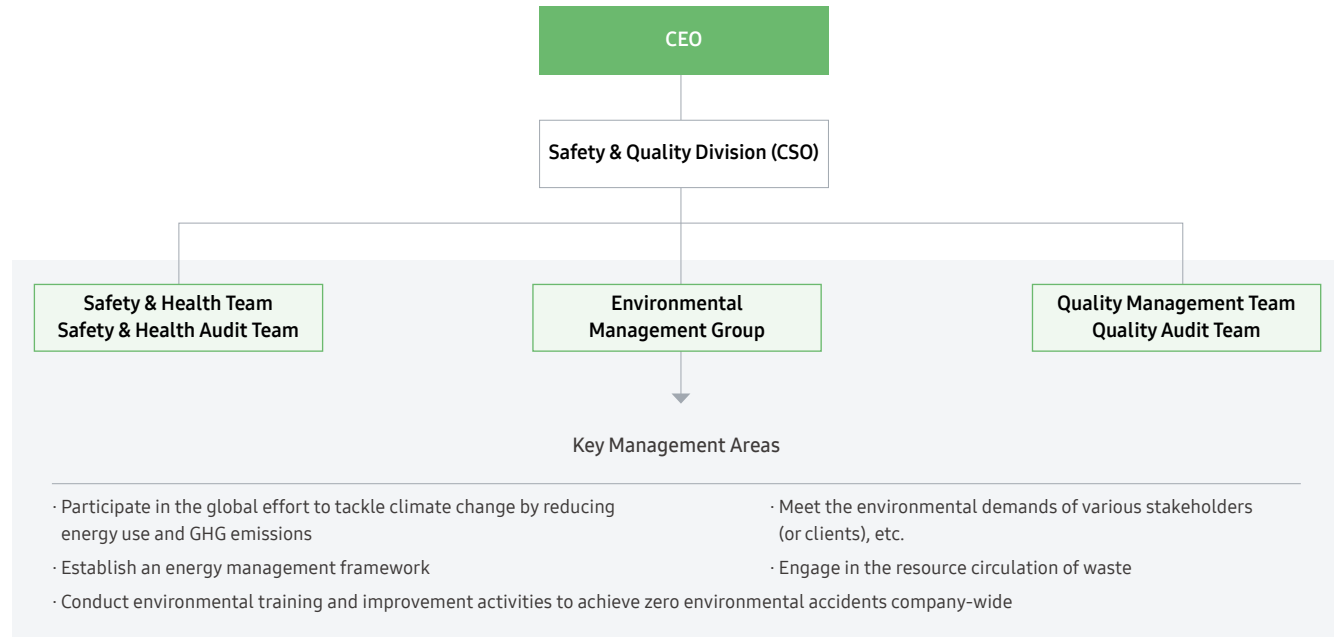
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## Environmental Management Governance

### Environmental Management Organizations

At Samsung E&A, our environmental management activities and achievements are overseen by our ESG Committee under the Board of Directors, our management, and a team of environmental experts. The CEO supervises company-wide environmental management and climate change response, while the CFO is responsible for establishing environmental policies and monitoring the performance. In addition, we have the Environmental Management Group directly under the control of the Chief Safety Officer (CSO) to oversee and enhance the company's environmental management in compliance with global regulations and standards. Furthermore, the ESG Committee supports the establishment of environmental strategies and climate change response strategies. In October 2022, the ESG Committee reviewed and approved Samsung E&A's Plan to Implement Environmental Management Strategies, which includes targets such as achieving a 100% usage of renewable energy by 2030 and net-zero emissions by 2050.

#### Organization Structure of the Environmental Management Group

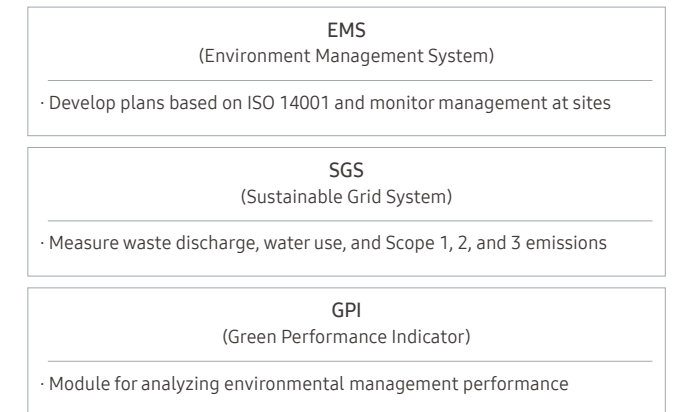


## Environmental Management Framework

### Environmental Management System (SEEM-S)

At Samsung E&A, we have established and run a new environmental management system, SEEM-S (Samsung Environmental Energy Management System) since 2024. It is equipped with functions for early notifications for measuring and managing the level of environmental pollution, applying for environmental permits, and reporting performance and changes regarding waste. It enables us to take preemptive measures for full compliance with environmental laws and regulations. Those responsible for managing the environment in projects report the environmental management performance, as required by SEEM-S, to the Environmental Management Group of the headquarters every month so that we can manage environmental information of our sites in Korea and overseas. In addition, each project team and functional team uses SEEM-S to manage and assess environmental risks of each project, and to develop and implement strategies aimed at minimizing environmental impact by stage.

#### SEEM-S



## Environmental Management Process in Projects



## Environmental/Energy Management Policy

### | Environmental/Energy Management Policy |

Samsung E&A considers eco-friendly energy management as its top priority and strives to protect the environment and promote eco-friendly businesses by implementing green solutions in all business processes, including energy conservation, global warming prevention, and biodiversity conservation.

- Make continuous improvements in accordance with ISO 14001 to continuously reduce our environmental footprint
- Expand the scope of application in accordance with ISO 50001 to establish and improve the system
- Identify environmental impact caused by our business activities and take mitigation measures to protect the environment and prevent environmental pollution
- Comply with laws, regulations, and other requirements related to the environment in Korea and overseas
- Reduce environmental impact of energy & GHG emissions by purchasing & using renewable energy where available
- Resource circulation activation through reuse of waste

This Policy is implemented under the responsibility of Samsung E&A's top management. Samsung E&A is committed to setting environmental goals and engaging in eco-friendly activities together with all employees, partner companies and other players of the EPC supply chain, thereby bringing the greatest value to stakeholders and realizing sustainable growth.

## ISO 14001:2015 Certification

We operate our business across the headquarters, global offices, and sites in Korea and overseas in accordance with ISO 14001:2015, a global standard for environmental management systems, to minimize our impact on the environment.

## Environmental Management Targets

### Mid- to long-term Environmental Management Targets by 2030

Under the vision of “Build a sustainable society by carrying out environmentally-friendly activities throughout the entire EPC process,” we designated key metrics—such as waste generation, GHG emissions, environmental training, and participation in environmental improvement activities—and established mid-term goals for the next 10 years to carry out various eco-friendly activities.

#### Detailed Strategy to Achieve Environmental Management Targets

Category	Unit	Base Year	2030 Targets Compared to the Base Year
Waste generated	tons/ KRW 1 billion	2020	20% reduction, 20.7
GHG emissions	tCO <sub>2</sub> e	2018	45% reduction (Goal in absolute value: 34,842tCO <sub>2</sub> e)
Onsite environmental training	hours/ person-month	2020	0.5
Participation in environmental improvement activities	cases/ person-month	2020	0.5



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## Environmental Management Activities

### Promoting Resource Circulation of Waste

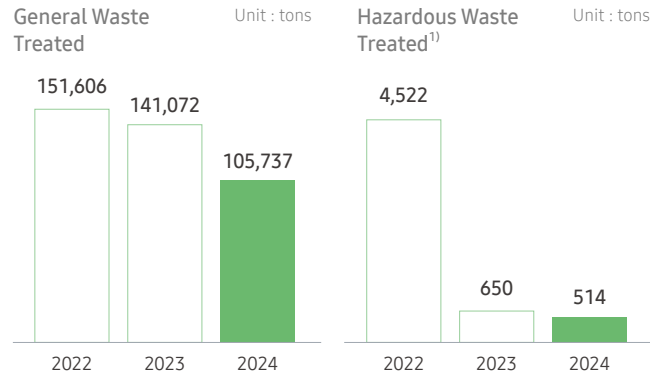
To promote resource circulation of waste, we use SEEM-S to monitor generation and treatment of waste discharged from our business operations. In 2024, we recycled waste from our sites into car stoppers, traffic cones and clothes hangers, which were distributed to our employees. Car stoppers, in particular, were fabricated using recycled materials from the Songdo SBL P5 Project site as part of our sustainability efforts and have been installed at our client's parking lots. This shows that essential items on sites fabricated using recycled resources have a quality good enough to be applied to sites. We plan to broaden the scope of use of recycled goods as well as establish a resource circulation system on construction sites to recycle waste and turn it into essential items used on sites. We will also sign cooperation agreements with local governments and suppliers that take the lead in resource circulation to promote it on the regional and national levels.

### Zero Waste to Landfill Certificate

The Zero Waste to Landfill certificate assigns grades based on how much waste generated from a business site is recycled into resources. In October 2022, our Songdo EDISON IV Project received the gold certification from UL Solutions, a global certification agency specializing in safety and science, for the first time in the construction industry. It was recognized for its effort to recycle 95 to 99% of waste and excellent waste management capabilities. In 2023, we demanded stricter waste management from waste treatment companies, encouraged voluntary recycling activities on site, and continuously provided training in resource circulation. As a result, our Samsung Electronics' Pyeongtaek project site received the platinum certification for the first time in the construction industry. We will increase recycling rates in our overseas projects and plan to reduce the ratio of waste generation to revenue by 2.2% every year to achieve the goal of 20% reduction (base year: 2020) by 2030.

### Sorting and Discharging Waste at Sites

We conduct environmental impact assessments in compliance with the environmental laws of countries where we operate our business and establish waste management plans accordingly. In 2023, we divided the consolidated manual for managing waste and waste treatment companies on sites into two separate documents: the Site Waste Management Manual and the Waste Treatment Company Management Manual. At our sites in Korea, we select waste treatment companies based on clear criteria such as technological capabilities and supervise secondary treatment processes for strengthened management and supervision of waste treatment companies. At our overseas sites, we select law-abiding waste treatment companies and oversee their management processes and conduct follow-up supervision to enhance the resource circulation of waste to global standards.



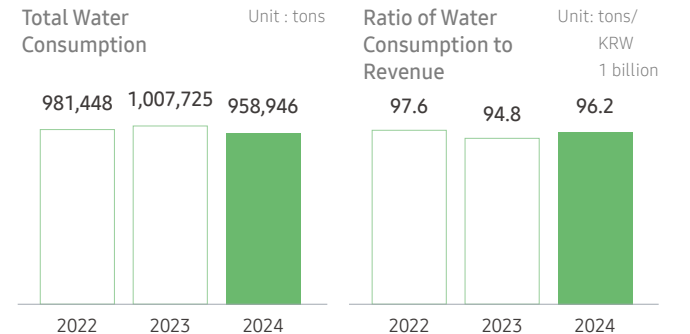
1) An increase in hazardous waste disposal due to wastewater treatment from pipe chemical cleaning at the Vietnam LSP project in 2022, and waste material disposal from pipe insulation and painting work at the UAE ADNOC CF project.

### Managing Water Use through 3R (Reduce, Reuse, Recycle)

To minimize the environmental impact of water use, we engage in 3R (reduce, reuse, recycle) activities in all project sites in Korea and overseas. During the project planning phase, we estimate the required water consumption to establish a plan to secure water. In the Middle East, where water is scarce, we treat water discharged from excavation, rainwater, and sewage after primary treatment, and reuse it for sprinkling and cleaning purposes. Additionally, in some of our new projects, we installed water gauges at water pipelines used for construction to measure the water usage and manage it as a key performance index (KPI). According to the water use measurements in 2024, both total water consumption and the ratio of water consumption to revenue have decreased compared to 2022, with municipal water accounting for the majority of use. We have found no detrimental impacts on the surrounding environment or ecosystems and will continue managing any negative environmental impacts.

### Using Recycled Water for Sprinkling on Sites in Korea

We use water discharged from sewage treatment facilities for sprinkling on sites in Korea, reducing the use of municipal water. It is managed systematically with daily logs of sprinkling truck operations.



## Preserving Biodiversity

We are committed to maintaining ecosystems and preserving biodiversity, as outlined in our Environmental Management Policy. We develop and implement biodiversity preservation plans that align with global standards and local regulations. Continuous monitoring of major issues helps minimize impact on the surrounding areas. These biodiversity preservation regulations are mandatory not only for our company but also for our suppliers and other contracted parties.

### CASE

#### Activities to Preserve Biodiversity at Sites

We perform a range of activities to preserve biodiversity at our project sites. At the Qatar RLP Ethylene Project, we cleaned up the beach near the site on "Turtle Beach Clean-up Day" to protect sea turtles during their spawning season. At the Aramco Jafurah GPF Project, we installed walls near the habitat of spiny-tailed monitors and provided training to workers to raise awareness. At the Hungary SDI E-Project, we found the habitat for sand martins, which is under protection in Hungary. In summer, when they inhabit the area, we temporarily suspended the construction, preemptively took protective measures, and adjusted the construction areas to minimize our impact on the ecosystem.

Qatar RLP Project's Turtle Beach Clean-Up Day



## Forest Conservation

We prohibit activities that damage nature, including forest destruction, and actively prevent environmental pollution. We are committed to following environmental laws and regulations, and our Code of Conduct bans any business activities that contradict these principles. To manage risks related to environmental protection and compliance, we use the Risk Register system during project execution. Meticulous supervision is conducted to prevent incidents such as forest damage.

## Cases of Excellent Construction Environment Management

### Commendation from the Prime Minister in the Korea Green Management Award

In the Korea Green Management Award, hosted by the Ministry of Environment and the Ministry of Trade, Industry and Energy in November 2024, Samsung E&A won a commendation from the Prime Minister in recognition of our performance in the green management sector. The prize recognized our sustainable environmental management capabilities, including the comprehensive management of environmental data with SEEM-S, the establishment of environmental incident prevention systems, operation of a resource circulation system with waste, certification of ISO 50001 (international standard for energy management systems), and the achievement of zero waste to landfill.

### Implementation of Resource Circulation with Up-Cycling

At the Construction Environment Management Awards, hosted by the Ministry of Environment in November 2024, we won the Minister of Environment Prize with the Songdo SBL P5 Project's presentation of "Creating a Resource Circulation Economy through Up-Cycling." The prize acknowledged our work in collecting waste safety nets, recycling them as raw materials and using them to fabricate safety supplies that can be used on the site.

### Global Eco-Friendly Leadership

In January 2025, we won the Champion Prize, the highest prize in the Large Enterprise Category, in the Premier Sarawak Environmental Award (PSEA) for the first time among non-Malaysian companies. The prize recognized the operation of our innovative green systems such as environmental management plans and waste management system, and installation of solar panels and environmental monitoring stations.

### Voluntary Agreement to Reduce Fugitive Dust

To reduce fugitive dust at our sites and improve air quality, we voluntarily signed an agreement with the Ministry of Environment. We establish plans to manage fugitive dust at each site and systematically implement them to promote an eco-friendly construction culture.

### Good Practices in ESG and Environmental Sectors

At the 4th Incheon Ilbo ESG Management Awards, we won the first prize in the industrial safety category for our Songdo SBL P5 Project's innovations including resource circulation through the reuse of waste and water, and dust reduction using colored surface hardeners. In addition, our Saudi Jafurah Project won the Excellence Award in the Environmental Excellence Awards in recognition of our sustainable environmental management and efforts to protect the ecosystem.

## Environmental Training

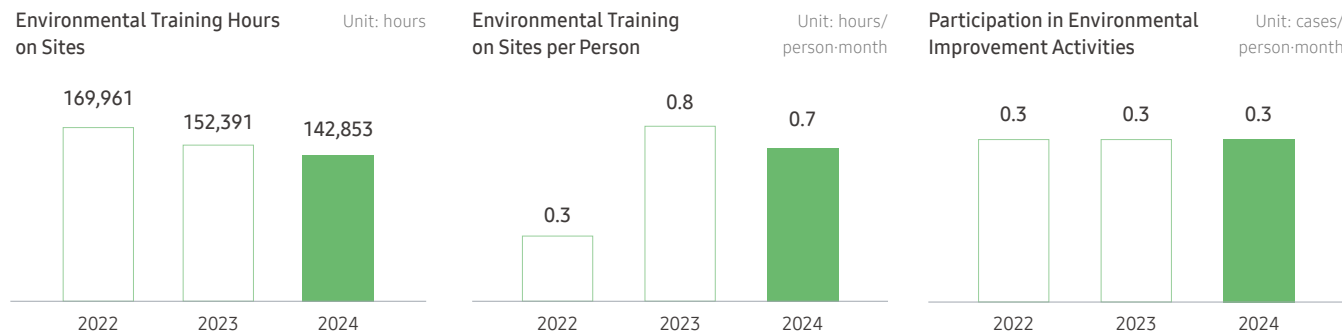
We provide environmental training to every employee, including our suppliers' employees on our project sites. In addition, to ensure systematic operation, we categorized training into three types based on the target audience and purpose—training for new recruits, regular training, and special training. To verify that all employees received sufficient environmental training, we monitor and manage training hours per employee and by month. We also designated the number of participation cases in environmental improvement activities as a key index to promote our employees' participation. We offer training tailored to the needs of those working on sites, such as training in waste management, fugitive dust control, and chemical management. New recruits receive training on environmental laws and regulations, project site environmental management systems, and waste discharging guidelines. Moreover, we provide monthly environmental training for suppliers applicable to onsite operations, managing and tracking the outcomes. In 2024, 42 sites conducted their own environmental training, resulting in 411,438 people receiving 142,853 hours of environmental training.

## Training in Energy

We have established the Energy Management System (EnMS<sup>1)</sup>) based on ISO 50001 and conduct energy training for every employee, including our suppliers' employees on our project sites. In 2024, we prepared the Internal Report on Comprehensive Energy Management and distributed it to those in charge of environmental management on sites. We also offer regular training in diverse ways, including workshops for employees in charge of environmental and energy management, business trips to sites in Korea and overseas for support and guidance, and video conferences to enhance our energy management capabilities. We provide training related to the Report on Comprehensive Energy Management at least once a month. Those in charge of environmental management submit reports by the 20th of each month to the headquarters, and the Environmental Management Group verifies the reported data. In addition, when a new site is opened, employees in charge at the headquarters visit the site in person to offer training. We check the implementation of the EnMS of each site with internal audits at least once a year.

1) EnMS : Energy Management System

Environmental Training and Improvement Activities



## Environmental Campaigns

In 2024, we launched the campaign, “Engineers, Save the Green,” and asked our employees to save energy, paper, and resources. We encouraged our employees to turn off the lights when leaving the office, use stairs and public transportation, delete unnecessary emails, and pull out plugs that are not in use as activities to save energy and reduce carbon emissions. We also minimized printouts by designating a “No Paper Day” every month. To save resources, we organized the 3R (Reduce, Reuse, Recycle) Campaign and asked employees to use tumblers and reusable bags and minimize the use of items. In October 2024, we had “ESG Week” with the Employee Council. For two weeks, we promoted environmental awareness by receiving employees' pledges to implement ESG in daily life, holding an online quiz, and providing discounts on orders at the in-house café for those using tumblers.

“Engineers, Save the Green” Campaign



# Enabling the Future Together



## Key areas

Cultivate an organizational culture that prioritizes safety (S.A.Y) → Strengthening Safety and Health

Grow and share the success together → Employees



## Strengthening Safety and Health

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### Governance

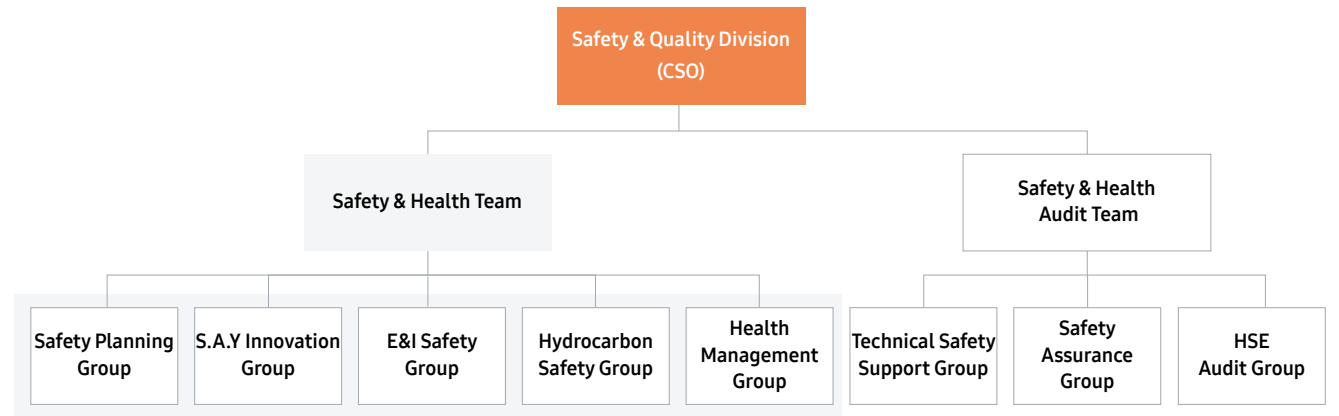
#### Safety Management Governance and Organizations

Samsung E&A operates a comprehensive safety and health management framework under the leadership of the Chief Safety Officer (CSO). The CSO is granted enhanced authority over safety management, and in July 2024, the Safety and Health Audit Team was newly established under the CSO to achieve Zero Serious Accidents through close site management. Every month, the CSO chairs the Safety and Health Meeting, which is attended by division heads, executives, team leaders, project managers (PMs), construction managers (CMs) and regional safety team leaders, to share safety and health issues, recent trends and best practices. We value safety and health as top priority in our business operations and established a safety and health management framework where all stakeholders, including workers, can work in a safe and pleasant environment.

#### Compensation Linked to Safety Management

For safety and health management and strengthened safety leadership of the management, we pay compensation to executives depending on their safety performance by reflecting the safety performance 5 to 10% in their personnel evaluations. We also provide incentives for both executives and employees at sites demonstrating great safety performance, and offer special compensation to employees who excel in managing safety effectively.

### Organization Structure of the Safety & Quality Division



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## Strategy

### Internalizing a Safety Management Culture

Samsung E&A prioritizes the safety and health of our employees, clients, suppliers, and local communities above all else. To create a sustainable society in collaboration with various stakeholders, we have set three major safety and health goals—improving the effectiveness of the Daily S-Cycle, enhancing the safety culture, and preventing occupational diseases—and are performing a variety of initiatives to prevent serious incidents, foster a safety culture, and reduce occupational diseases. We received approval for these goals and policy from the Board of Directors in January 2025 to ensure

#### | Safety and Health Policy |

Samsung E&A places the safety and health of our customers, employees, and local communities as our prime importance. We strive to do our best in preventing accidents and create a pleasant and safe work environment through the establishment of a self-governed safety culture. Applying a safety and health management system at every stage of our business activities, we put into practice the following measures for continual improvement.

- Put safety and health as an essential value in all business processes and activities
- Establish the S.A.Y program to cultivate a self-governed safety culture based on mutual respect, communication, and prevention
- Establish a self-governed prevention system centered on risk assessment where risks are self-identified and reduced
- Prevent recurrent incidents and serious accidents through compliance with regulations and enhancement of the safety management system
- When any incident occurs, identify root causes and implement measures to prevent reoccurrence
- Enhance employee health to promote occupational disease prevention

Based on this policy, everyone shall establish goals tailored to their organizational context, develop and execute action plans, and share regular monitoring results with all employees, partner companies, and workers, ensuring continuous improvement.

ongoing commitment, and all employees are devoting their energy to achieving them. In addition, we are strengthening our safety and health structure by retaining the ISO 45001 certification. Additionally, we operate a safety and health management system in compliance with the Korea Occupational Safety and Health Agency’s Safety and Health Management System (KOSHA MS) by enhancing the safety and health leadership and determination of the top management while sharing growth with our suppliers and encouraging participation of workers to prevent incidents.





#### Samsung E&A’s Safety Culture, S.A.Y

Creating a safety culture where individuals check risks themselves and make improvements through communication based on mutual respect



Samsung E&A’s New Safety Culture Brand  
S.A.Y, “Safety Around You”  
Creating a safety culture through communication

“Feel safe to tell us your discomforts, concerns, and your ideas for improvement. S.A.Y”

-  The main color of the text represents our company’s identity.
-  The center line of the type is a barrier to communication, and by omitting it, we are breaking down that barrier.
-  It is reminiscent of a clear sky, meaning comfortable communication and a safe day.
-  It is reminiscent of safe execution and positive signals and signifies a safe work environment.

 Video introducing S.A.Y

### S.A.Y (Safety Around You), Safety Culture Brand

In 2023, we developed and launched our own safety culture brand, S.A.Y (Safety Around You). It is a safety culture of “respect, communication, and prevention” to enable individuals to check risks themselves and make improvements through communication based on mutual respect.

#### S.A.Y Core Value & Commitment

##### Communication

#### Smooth Communication in Daily Life

- Greet your colleagues and engage in S.A.Y with a smile.
- Take an interest in your colleagues’ safety and engage in S.A.Y sincerely.
- Talk to technicians on sites and listen to their VOCs.

##### Respect

#### Achieving Safety with Respect

- Be grateful and accept your colleagues’ S.A.Y for your safety.
- Instead of pointing out mistakes at the site, compliment them on what they are good at.

##### Prevention

#### Preventing Unsafe Conditions

- Identify hazards before work and S.A.Y them to your colleagues.
- Make improvements yourselves when discovering hazards on sites.



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### S.A.Y (Safety Around You) Forum

Samsung E&A held a forum to enable the safety culture to take root and achieve zero incident on sites where S.A.Y (Safety Around You) would be applied including the Malaysia Shell OGP Project, Qatar RLP Ethylene Project, and Ulsan STM M4 Project sites. Key personnel from the clients, our company and the suppliers attended the forum to share the vision and value of safety and renew their determination toward safety through cooperation and communication. We also held workshops for leaders on sites such as project leaders and safety managers and for employees at the headquarters to spread the culture of safety. In the S.A.Y workshops for executives and team leaders in the headquarters, not only teams related to project execution but also supporting teams realized the importance of a safety culture and renewed their determination to follow the safety guidelines.

S.A.Y (Safety Around You) Forum



### Internalizing a Safety Management Culture

#### Increasing Investment in Safety and Health

We invested approximately KRW 2.4 billion in safety and health in 2024, and we aim to increase this investment to KRW 4.2 billion in 2025. We plan to keep increasing the investment to enhance our safety and health management. Additionally, we started investing in smart safety management in 2024. We are investing in smart and innovative safety technologies, including CCTVs analyzing videos with AI, as well as smart safety hooks and wearable airbags designed to prevent falling incidents. We also introduced collision detection systems for forklifts and risk detection alarms to prevent incidents involving heavy machinery. Furthermore, we developed wireless electric trolleys equipped with collision prevention technology and applied them to sites on a pilot basis while continuously investing in improving the performance of existing equipment and safety functions.

Beyond technological investments and equipment upgrades for safety and health, we are actively committed to fostering a robust safety culture and accelerating innovation. In 2025, we significantly expanded company-wide investments to instill a culture of safety across the organization. In addition to site-level initiatives, we provided safety leadership training for executives at headquarters, and conducted dedicated workshops for Mid-level managers to promote the internalization of safety culture within teams. These efforts aim to ensure that all employees cultivate a strong sense of responsibility and capability in safety practices. We are also contributing to the development of a sustainable safety ecosystem through close collaboration with our partner companies.

We are establishing IT systems to enhance operational efficiency, including the operation of the S.A.Y. Forums, the introduction of a system to measure the Daily S-Cycle level, and the development of onsite safety training modules. In addition, we hold a Safety Innovation Technology Contest to recognize and award outstanding cases, encouraging creative safety initiatives at worksites. These efforts reflect our commitment to fulfilling our social responsibility by creating a safe working environment and protecting our employees.

### Application of Quadruped Robots to Create Smart Construction Sites

We are investing in various innovative technologies to effectively prevent incidents. We introduced quadruped robots that execute a variety of safety management activities, such as patrolling the sites, monitoring fire hazards with thermal imaging cameras, measuring gas concentration levels in closed spaces, inspecting hazardous areas, and supporting remote inspections. We started applying the robots to the Songdo SBL P5 Project site on a pilot basis and expanded the application in 2024 to our sites in Saudi Arabia and Qatar, where hazardous works are underway. We plan to continually upgrade quadruped robots so that they can efficiently eliminate blind spots of safety management by patrolling hazardous work areas, collecting real-time videos, and detecting hazards.

Operation of Quadruped Robots



### Supplier Safety Recognition Program

At Samsung E&A, we prioritize the win-win growth and safety of our suppliers and strive to enhance their safety and health management capabilities and prevent serious incidents. To this end, we operate the Supplier Safety Recognition Program, which supports both supplier headquarters and sites in establishing and implementing effective safety and health management systems. We provide consulting services to support them in introducing these systems and improving their onsite safety and health management. Additionally, we evaluate the safety and health performance of participating suppliers and assign safety recognition grades based on their achievement. We grant incentives such as additional points in regular evaluations and bidding processes for those receiving high grades to encourage more suppliers to autonomously enhance their safety and health management efforts.

### DfS (Design for Safety)- Securing Safety from the Engineering Phase

We employ DfS to identify and implement design options that enhance safety from the engineering phase. In 2023, we first applied DfS to new project sites in Korea, including the Songdo SBL P5 Project and Pyeongtaek SEC P5 Project sites, and in 2024 we broadened its application to new project sites in Korea and overseas, such as the Giheung SEC NRD-K UPW, Giheung SEC NRD-K APP, Ulsan STM M4, and Saudi Aramco FGI #1 and #4 Project sites. As a result, 520 safety-related items were identified across 21 sites, with 307 items proposed to the engineering teams and 159 successfully implemented in the engineering phase.

To further promote DfS participation, we offered video training in 2024 for all our employees and onsite staff, including PMs and CMs. Additionally, we created a database of 384 Safety Ground Rules on our Global Portal system, categorized by product, discipline, and risk. This database will serve as a base resource to enhance our safety and health management capabilities.

### Improving Onsite Safety and Health

#### S-HMS, an Onsite Health Management System

The S-HMS<sup>1)</sup> is a system designed to comprehensively handle data related to work environment management, chemical evaluation, and worker health management, enabling efficient overall management of occupational health. The S-HMS manages and keeps the collected data about work environments and participants to ensure work continuity while providing guidance on enhancing the workers' health and creating a safe environment. In this way, we shifted the focus of health management from documents to systems and aim to establish a sustainable occupational environment by predicting and analyzing risks with data-based analysis and real-time monitoring.

1) Samsung Health Management System

#### Health Enhancement Programs

Through our Health Enhancement Programs, we improve the health of our employees and workers and manage their chronic illnesses effectively. After conducting medical checkups, we identify high-risk groups and provide personalized health management services tailored to their needs. We also raise their awareness about health by encouraging participation in health management programs that assist participants in reducing alcohol consumption, quitting smoking, and regular exercise. Additionally, we cooperate with health experts to offer reliable health management services and to help our employees and workers maintain their well-being through diverse campaigns and training activities.

Health Promotion Campaigns and Activities



### Safety and Health Training

We prioritize the safety of our stakeholders including employees, clients and suppliers in our safety management and provide training to heighten safety awareness.

#### Safety and Health Training



##### E&A HSE Training Center

Providing hands-on training in site safety, daily life safety and VR experiences to heighten our employees' safety awareness



##### Safety Training for Site Assignees

Offering online and offline training about safety and health principles and standards for employees to be dispatched to sites in Korea and overseas



##### Emergency Response Drill

Devising emergency response plans to protect lives and property from various disasters and holding drills for prompt and organized response



##### Safety Talk

Having Safety Talks before meetings to talk about safety and health with all attendees



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### E&A HSE Training Center

At Samsung E&A, we operate the E&A HSE Training Center and provide mandatory training for all employees to enhance safety capabilities and prevent incidents. In the E&A HSE Training Center, employees can experience CPR, plant safety management, fire evacuation and VR<sup>1)</sup>. In 2024, 381 employees completed the basic course, and a total of 3,719 employees have received the training since the opening of the center in 2019. In the advanced course, introduced at the end of 2023, 446 employees received in-depth training about work in closed space and electricity & LOTO<sup>2)</sup> in 2024. In accordance with the MOU<sup>3)</sup> we signed with Gangdong-gu Office, we offered safety training to those in the local community. A cumulative number of 1,103 people received the training as of 2024 and showed positive response. In 2025, we will renew the VR content with the XR (extended reality) technologies.

- 1) Virtual Reality
- 2) Lock-Out Tag-Out
- 3) Memorandum of Understanding

### Emergency Response Drill

We hold emergency response drills to protect the lives of our employees and those of our suppliers in case of emergency. In the first half of 2024, under the leadership of the headquarters' Safety & Health Team, we carried out emergency response drills with 200 employees of our suppliers working in the GEC. Additionally, in the second half, we conducted emergency response drills with 2,019 employees in the GEC in connection with the Korean government's Eulji Exercise. In 2025, we will make improvements to the structure of emergency response drills by increasing fire wardens and designating muster points to minimize damage in emergencies.

### Handling Safety-Related Grievances of Employees and Suppliers

To handle grievances of employees and suppliers related to safety and health at the headquarters and sites, the safety teams take the lead in collecting grievances in real time. We receive comments about safety and health such as improvement of safety facilities and work environment in addition to requests related to employee and worker benefits. After the collection of grievances, the results are reported quarterly to the CSO for improvement measures. In 2024, 1,298 were handled among the 1,348 grievances collected. As for the remaining 50 grievances, which couldn't be addressed, we explained the inevitable circumstances and asked for understanding and cooperation. Along with the S.A.Y program, we will closely listen to the voices of employees and suppliers to create a safe and pleasant work environment.

#### Reports and Handling of Safety-Related Grievances in 2024

Safety-related Grievances Received	Safety-related grievances Received
1,348	1,298 (96%)

### Activities to Prevent Serious Incidents

In compliance with Chapter 2 Article 4 (Measures for Establishment of Safety and Health Management System and Implementation Thereof) and Article 5 (Managerial Measures Necessary to Perform Duties under Safety and Health-Related Statutes or Regulations) of the Enforcement Decree of the Serious Accidents Punishment Act, we report the results of nine key compliance items to our CSO twice a year to prevent serious incidents.

In addition, to enhance the understanding of the Serious Accidents Punishment Act, we provided training to 78 employees, who are PMs, construction team leaders and safety team leaders, on our project sites in five regions in Korea with our in-house attorneys in October 2024. We plan to keep offering this training in 2025.

#### Key Items for Monitoring and Reporting Related to Serious Incidents

 Implementation of Safety and Health Plan	 Identification and Mitigation of hazards	 Allocation and Execution of Safety and Health Budget
 Evaluation of Leaders in Charge of Safety and Health	 Collection of Employee Opinions	 Emergency Response Drills and Improvements to be Made
 Supplier Safety and Health Assessment	 Findings from Incident Investigations and Countermeasures	 Execution of Legally Mandated Items and Safety Training

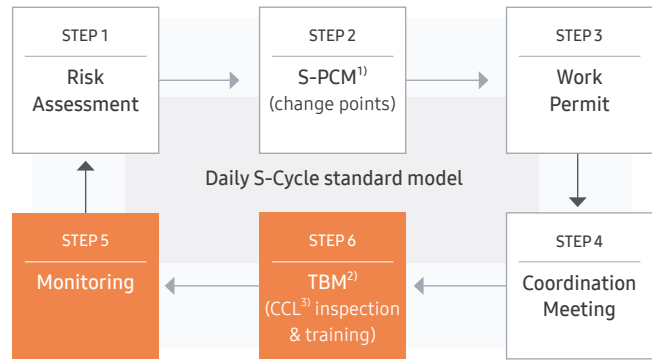


## Risk Management

### Daily S-Cycle

We introduced the Daily S-Cycle program in 2019 to encourage workers to identify hazards before starting the day's work and take countermeasures for strengthened safety awareness. The Daily S-Cycle is carried out every day by various individuals including supervisors and safety managers as well as suppliers' managers and foremen on sites. We regularly assess the implementation to identify non-conformance items and good practices in order to objectively assess and analyze our company's safety awareness level. In 2025, we plan to broaden the DSC operation to all levels and keep making improvements by identifying repetitive non-conformance items and providing training for our employees and suppliers. In the event of an incident, investigations are conducted both onsite and at headquarters to identify root causes and establish and monitor recurrence prevention measures, thereby contributing to proactive accident prevention.

#### Risk Assessment Process



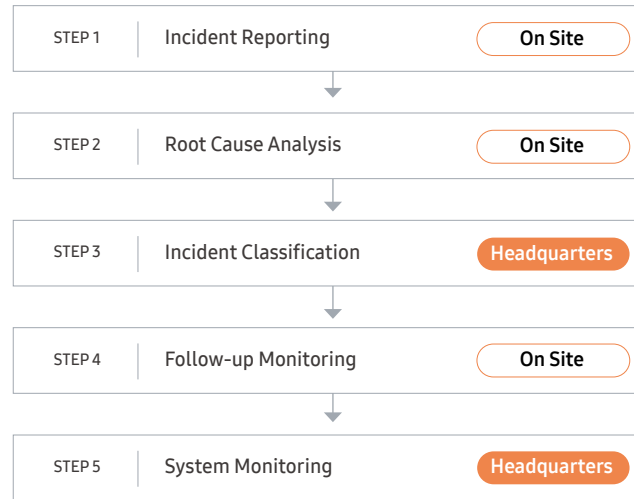
STEP 1   Risk Assessment	Identify hazards and devise measures before every work
STEP 2   S-PCM	Establish detailed safety measures for highly hazardous work and additional measures in case of changes in work methods
STEP 3   Work Permit	Issue and manage work permits for all work
STEP 4   Coordination Meeting	Share hazards and safety measures based on work plans of each supplier
STEP 5   TBM	Hold toolbox meetings under the leadership of TBM leaders before work and share key compliance items for the day's work
STEP 6   Monitoring	Monitor the implementation of safety measures and issue S-CARs for immediate measures against non-conformance items, and reflect the results in the next risk assessment

1) Small Pre-Construction Meeting

2) Tool Box Meeting

3) Critical Check List

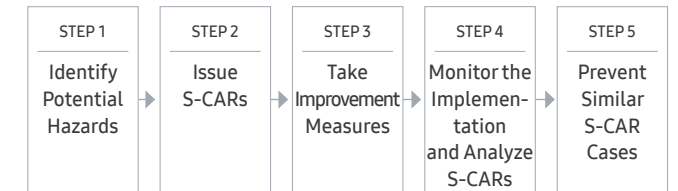
#### Accident Investigation Process



### S-CAR (Safety-Corrective Action Request)

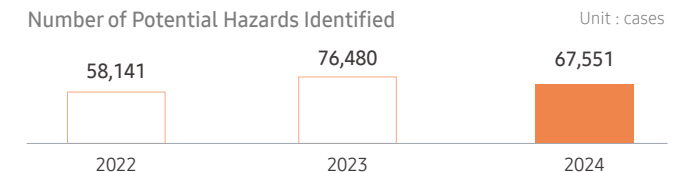
#### S-CAR Activities and Process to Identify Potential Hazards

With S-CAR activities, we prevent safety incidents by enabling our employees, suppliers, and dispatched workers to autonomously check work areas, identify unsafe environmental elements and behaviors, and take preemptive measures. When those on site detect potential hazards during site inspections, they register relevant information (details, proposed corrective measures, supplier concerned, hazard type, etc.) on the S-CAR system. This registered information is immediately notified to the supplier concerned via email, and the supplier takes countermeasures right away on site. The issuer of the S-CAR verifies the measures taken, while supervisors and safety managers monitor and analyze the registered data to eliminate and prevent recurrence of similar hazards.



#### Identifying Potential Hazards with S-CAR

In 2024, we awarded the Division Leader Prize to 22 employees and the CSO Prize to 3 employees with the prize money of KRW 10.4 million for their outstanding S-CAR activities, such as discovering failure to install wires to prevent steel structures from collapsing and installing them, and reinforcing retaining walls at excavation areas. We spread good practices to all our sites in Korea and overseas and provide training to remove potential hazards for all our employees and suppliers. Also, we are improving our systems in diverse ways to make it simple for everyone on site to participate in S-CAR, such as by introducing QR codes.



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## Metrics and Targets

### Targets of Safety and Health Management

To build a sustainable society with various stakeholders, such as our employees, clients, suppliers and local communities, we have set three major safety and health goals—improving the level of Daily S-Cycle, enhancing the level of safety culture, and preventing occupational diseases. Based on these goals, we are performing diverse tasks to enhance our employees' health, prevent serious incidents and improve our safety culture.

Category	2025 Targets
Improving the level of Daily S-Cycle DSC maturity level	One notch improvement (Reactive → Proactive)
Enhancing the level of safety culture Average score of Culture Survey across domestic and overseas sites	85 points
Preventing occupational diseases Reduction rate of occupational diseases	30% reduction compared to 2024

### Managing Incident Rates with a Focus on Serious Incidents

We analyze and monitor issues as well as the safety management performance of employees and suppliers to manage incident rates. In 2024, the work exposure hours were about 131 million MH (manhours), and the TRIR (Total Recordable Incident Rate) decreased, while the LTIR (Lost Time Injury Rate) increased compared to those of the previous year. In 2025, we will continue working to reduce incident rates.

Metrics	2022	2023	2024
LTIR (Lost Time Injury Rate) <sup>1)</sup>	0.0427	0.0057	0.0101
LTIR (employees)	0	0	0.0015
LTIR (suppliers)	0.0427	0.0057	0.0107
TRIR (Total Recordable Incident Rate) <sup>2)</sup>	0.3831	0.2113	0.1876

1) Lost Time Injury/Manhour X 200,000

2) Recordable Incidents/Manhour X 200,000

### Enhancing Safety Compliance on Project Sites

In 2024, we assessed the level of system operation and site operation, safety leadership, and culture across 38 sites (cumulative) in Korea and overseas. The assessment criteria focused on the safety leadership and onsite safety awareness of project managers (PMs), construction managers (CMs), construction superintendents (SIs), and supervisors (SVs) involved in projects. In 2024, the overall safety level in Korea and overseas improved compared to 2023.

Safety Level and Safety Leadership on Project Sites Unit : points



### Winning Safety and Health Prizes in Korea and Overseas Commendation from the Minister of Employment and Labor regarding Occupational Safety and Health

In July 2024, the employee overseeing safety and health management of the Songdo SBL P5 Project won a commendation from the Minister of Employment and Labor. The person in charge was recognized for preventing serious incidents on site through Daily S-Cycle based on the safety and health management system, launching the safety brand, S.A.Y, applying smart safety items and running heart-warming safety campaigns.



### Malaysia Sarawak Methanol Project Winning the Gold Award

In the RoSPA Health and Safety Awards, the Malaysia Sarawak Methanol Project won the Gold Award in June 2024 in recognition of its efforts to establish a safety culture and operation of health management programs for workers.

### Award for Establishing a Safety Culture among Suppliers Partners' Day, an Award for Establishing a Safety Culture among Suppliers

To strengthen our partnership with Korean suppliers, we introduced Partners' Day. On this day, we share our safety policies, arrange lectures from renowned experts for strengthened partnership, and award prizes to outperforming suppliers. In 2024, the Safety Excellence Prize was awarded to our partner, Shinbo (general electrical).



# Employees

## Human Rights Management

### Policy and Guidelines for Human Rights Management

To respect the human rights of our stakeholders, including our employees, clients and suppliers, and engage in management respecting human rights, we have established and enforced our human rights policies and guidelines as outlined in the Samsung E&A Code of Conduct and the Supplier Code of Conduct. Through these measures, we foster a culture of respect for human rights in the company. We support and comply with global standards on human rights and labor, including the Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, and International Labour Organization (ILO) Conventions. Additionally, we identify human rights risks within our business operations, and we maintain zero tolerance for any form of infringement.

#### | Human rights policy in the Code of Conduct | [🔗](#)

We respect human rights in accordance with the human rights protection and labor standards of international organizations, such as the Universal Declaration of Human Rights, UN Guiding Principles on Business & Human Rights, and ILO Declaration on Fundamental Principles and Rights at Work, and do not tolerate any acts of human rights violation.

- We guarantee labor out of free will and prohibit forced labor through mental or physical restrictions, such as slavery or human trafficking.
- Child labor is strictly prohibited at all domestic and overseas worksites, and children or adolescents under the age of fifteen cannot be hired. If an underaged person is hired according to the laws of each country, it is done in compliance with the labor relations law, such as obtaining consent of the person with parental rights or guardian, and the hired underaged person is not assigned to jobs that have risks or harmful factors.
- Work hours and wages are set in accordance with the laws of each country or region. We comply with the laws and standards of each country for minimum wage, overtime pay, social insurance, breaks and holidays.
- We do not discriminate employees or job applicants based on characteristics such as gender, race, nationality, religion, age, disability and marital status.
- We guarantee the right to freedom of association and collective bargaining and do not impose disadvantage for reasons such as entering, serving or forming a labor union.

### Managing Human Rights Risks

Every year, we implement a process to manage human rights risks, aiming to identify and prevent human rights infringement risks across our business operations and to abide by policies related to human rights. We identify potential human rights risks by considering risks' impact, produce risk assessment results based on the onsite audits, devise plans to mitigate major human rights risks, and continuously monitor implemented improvement measures.

#### Human Rights Risk Management Process



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Checklist for Human Rights Inspections

To enhance our human rights inspection processes, we developed a checklist in 2023 for human rights inspections based on the standard human rights inspection checklist presented by the National Human Rights Commission of Korea and the Ministry of Justice. This checklist includes 45 items related to non-discrimination in employment, compliance with working conditions, prevention of incidents, prohibition of forced and child labor, and ensuring occupational safety. In 2024, we conducted internal inspections on 2,134 workers across 19 sites in Korea and overseas. Based on the inspection results, we aim to address identified issues and plan to widen the scope of internal inspections with the human rights inspection checklist.

Samsung E&A's Checklist of Human rights Inspections on Sites

Non-discrimination in employment	Non-discrimination in employment	4 items
	Non-discrimination against contingent workers	1 item
	Non-discrimination against global staff	2 items
Working conditions	Working hours	2 items
	Other working conditions	1 item
Incidents	Response to incidents	2 items
Prohibition of forced labor	Prohibition of forced labor	8 items
	Prohibition of the employment of minors	5 items
Prohibition of child labor	Measures to take when employment of minors is found	7 items
	Workplace safety	5 items
	Protection of expectant mothers and the disabled	4 items
Ensuring occupational safety	Provision of essential equipment and training, etc.	3 items

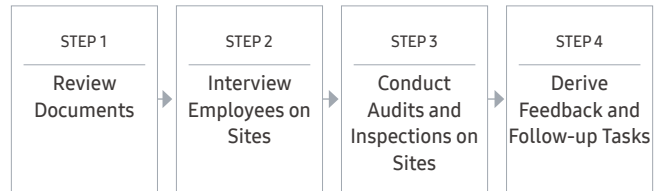
Human Rights Protection Channels

Human Rights Protection Channels for Employees

To protect all our employees' human rights, we have two reporting channels—the Employee VOC Report on the intranet and the Report on the Ethical Management website—to receive reports on incidents related to human rights protection, including workplace harassment. Upon submitting a report, employees are provided with a notification that outlines the principles for handling their reports, with a strong emphasis on maintaining their anonymity. We also have the HUE Counseling Center, which provides mental counseling services to our employees.

Labor Inspections on Sites

We regularly hold listening sessions and inspect labor risks on our sites in Korea and overseas to share improvements in the policies and listen to various voices about employee treatment and welfare. In 2024, we held listening sessions and inspected labor risks on 22 sites in Korea and overseas with 330 people to identify and proactively address potential human rights risks and gather voices from sites.



Listening to Suppliers' VOC

To collect voices related to human rights from our suppliers, we have a channel for gathering VOC<sup>1)</sup> on our Partner Portal website. On this website, we receive reports on unfair transactions, corruption and others matters related to human rights, and the teams in charge provide answers directly about the reports concerned.

1) Voice of Customer

Human Rights Training

We conduct annual human rights training to enhance employees' awareness of human rights and foster a culture of respect for human rights. In 2024, we provided mandatory online training for all employees, focusing on mutual respect, which handled topics such as workplace harassment, workplace sexual harassment, awareness improvement of the disabled, and mental well-being. In 2024, the completion rate for mandatory human rights training reached 100%.

Employee Human Rights Training Program



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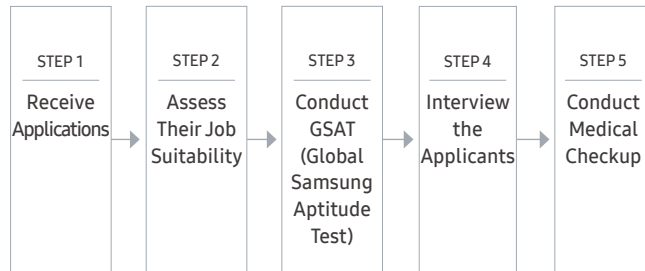
## Hiring and Fostering Excellent Talent

We share Samsung Group’s firm belief that "A company is its people." We recognize that individuals with their unique capabilities and potential are the driving force behind progress in the world. Guided by this principle, we select and employ talented individuals through a transparent and fair hiring process.

### Hiring and Assigning Excellent Talent

We systematically manage the posting of recruitment advertisements and applicant status on Samsung Careers. We also operate a system to manage employees’ careers such as employee evaluation and promotion to assign right people to right places. Moreover, we operate Global Human Resource Policy (GHRP) to manage employees on overseas sites based on their responsibilities and jobs regardless of nationality or race.

#### Process of Hiring Excellent Talent



### Hiring Talent Based on Inclusivity and Diversity

As a global company, Samsung E&A strives to foster an inclusive and diverse workforce in Korea as well as on our overseas sites. We do not discriminate against our employees based on nationality, gender, religion or race and provide fair and equal opportunities, contributing to job creation and social inequality mitigation. We give preferential treatment to those registered to the Korea National Disability Registration System and those eligible for national patriots and veterans benefits for hiring. We publicly disclose this information in recruitment advertisements and company promotion materials. We also provide job opportunities to foreigners who studied in Korea. When hiring those eligible for national patriots and veterans benefits, we receive a list of recommended applicants and conduct special recruitment activities in line with the special recruitment plan of the Seoul Regional Office of the Ministry of Patriots and Veterans Affairs. In 2024, we strived to expand the hiring of global mobility talent and persons with disabilities, continuously promoting inclusive and diverse recruitment practices.

### Increasing Recruitment of Those with Disabilities

We relentlessly put effort into enhancing the employment rate of those with disabilities and improving the work environment. For higher diversity, we work with the Korea Employment Agency for Persons with Disabilities from the hiring phase to suggest appropriate jobs and work patterns, leading to an increase in the employee satisfaction and employment rate. As of the end of December 2024, the employment rate of those with disabilities rose by 0.18% compared to the previous year with a total number of new employees reaching 24 including 9 employees with serious disabilities. We are also expanding jobs and work patterns for employees with disabilities. To improve the work environment, we offer PCs for work to those working at home and conduct onboarding training programs to help them adapt to the company.

### Global Mobility Program

In Samsung E&A’s Global Mobility Program, we invite competent global staff from our global offices and sites to the headquarters to enable them to learn the headquarters’ work structure and enhance their capabilities. After the program is completed, these employees return to their sites or offices and serve as key persons for collaboration with the headquarters, which will boost our global operation capabilities. In 2024, we held monthly workshops to help the global staff working in the headquarters adapt to the organizational culture and improve communication. A total of 260 employees participated in six workshops that covered various topics such as team building, MBTI, business etiquette and meditation with a focus on strengthening collaboration and communication between the global employees. In 2025, we aim to hold six workshops with 300 participants. We plan to keep providing a variety of programs to improve our organizational culture and communication.

Global Monthly Workshop



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### Employee Training Framework

To enable employees to continuously develop their capabilities and enhance their expertise in their jobs, we conduct various training programs. We especially provide training tailored to the needs of each growth path, while offering various training programs to contingent workers including online training and language courses. In 2024, we invested a total of 532,023 hours and KRW 4.85 billion in employee training.

#### Major Employee Training Programs in 2024

Category	Purpose	Key Training Programs
Onboarding training	To enable employees to understand the company and promptly adapt to their jobs	Introductory training for new employees and new employees with experience
Leadership training	To improve leadership capabilities required for fulfilling their roles	Leadership training for executives, team leaders and group leaders  Leadership training for project leaders
Job training	To foster project leaders and enhance job expertise	PM <sup>1)</sup> Academy  Programs to Foster EM <sup>2)</sup> , PCM <sup>3)</sup> and CM <sup>4)</sup>
Language program	To improve global communication capabilities	Biz. English Program
Global staff training	To foster global staff	Global Onboarding Program  Global Skill-up Program  Global Leader Development Program

- 1) Project Manager
- 2) Engineering Manager
- 3) Project Control Manager
- 4) Construction Manager

### Employee Training Programs

#### Fostering Project Leaders

To develop project leaders who play an important role in project execution, we provide training programs focused on enhancing leadership skills. These programs cover various topics, including key management points in project execution, interface management between functions, and project case studies. In 2024, we operated the PM Academy for Hydrocarbon and Eco & Infrastructure sectors, as well as training programs to foster EMs, PCMs, and CMs.

#### Leadership Training

We define leadership capabilities required for fulfilling jobs for each level and provide leadership training accordingly. In 2024, we held leadership workshops for executives and leaders as well as for group leaders and project leaders to help them internalize their roles and responsibilities. In the sessions to diagnose strengths and workshops, the participants recognized the strengths of leaders and members and looked for ways to develop leadership that can create synergy.

#### Study Groups

To promote a culture of learning within the organization, we encourage employees to voluntarily form study groups and explore self-selected research topics related to their work.



Leadership Workshop

#### Global Language Programs

To strengthen the global business communication skills of our employees, we introduced the Biz. English Program and provide online language courses that employees can take according to their needs.

#### Online Training Courses

We continuously operate our in-house online EPC job training courses to strengthen fundamental job competencies for each function required for project execution. These courses are actively utilized, particularly by new employees and those transitioning to new roles. In 2024, the program achieved a satisfaction score of 88, maintaining a score above 80 for three consecutive years. In addition, we offer a wide range of online learning programs in areas such as leadership, languages, business, digital transformation, AI, and humanities to provide employees with diverse learning opportunities.

#### Special Lunch Lectures

We offer lunch seminars during break hours to provide employees with valuable information and insights. These monthly sessions cover a wide range of topics—not only specialized knowledge related to our business, but also subjects that contribute to employees' quality of life, such as parenting, health, AI, and art. Each session is open to the first 500 registrants and lunch boxes are provided to participants.

Special Lunch Lecture at GEC



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Global Training Programs

Fostering Global Staff

Samsung E&A aims to create synergy in local business operations by supporting our global offices in training and developing outstanding global staff. Since 2023, aligned with the three key pillars—fostering leaders, enhancing job capabilities, and ensuring quick integration of new employees—we have standardized the training framework for global staff and introduced customized training programs. In particular, we provide standardized onboarding training for new hires at the headquarters, overseas sites, and global offices and invite exceptional talents from around the world to the headquarters to help them understand our company’s strategies, vision, and innovation efforts, enabling them to become global leaders.

Key Global Training Programs in 2024

 <b>GLDP</b> (Global Leader Development Program)	 <b>GVP</b> (Global Vision Sharing Program)
<b>Participants</b> Key and outstanding global staff	<b>Participants</b> New college-graduate recruits in the India Office <sup>1)</sup>
<b>Training Goal</b> Value and vision alignment and enhancing job capabilities and leadership	<b>Training Goal</b> Acquiring the E&A Way through the value and vision alignment and enhancing a sense of companionship
 <b>GOP : Mobility</b> (Global On-boarding Program)	 <b>GSP-Advanced</b> (Global Skill-up Program)
<b>Participants</b> New global mobility staff in the headquarters	<b>Participants</b> Employees in sites and global offices
<b>Training Goal</b> Soft-landing and accelerated talent readiness of new recruits	<b>Training Goal</b> Passing on know-how related to sites and work through SMEs

1) Those who joined in August 2023

GLDP (Global Leader Development Program)

We offer leadership training programs twice a year to key talents and excellent global staff to enable them to align themselves with our values and vision, enhance their capabilities, and boost their motivation. In 2024, we improved the program further by conducting workshops on our vision, strategies, innovation, jobs, AHEAD 2.0, energy transition, and leadership. In this way, we spread our core values, facilitate alignment with our values and strategies, and develop leadership. The GLDP launched in 2023 and keeps expanding, with 129 employees having completed the program so far.

GLDP



GSP (Global Skill-up Program)

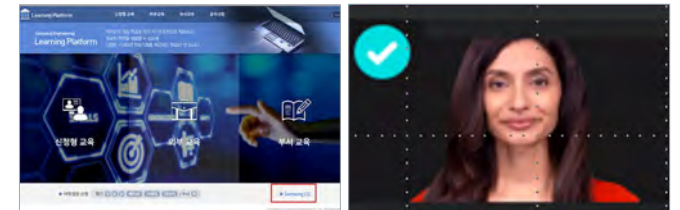
 **GSP - A**

In the GSP-A, SMEs (Subject Matter Experts) of project sites share their know-how about sites and work through video conferences. Also, we have operated courses based on skill-sets for each job since September 2024. The courses, consisting of seven areas including quality, construction and safety, are strengthening job expertise and improving onsite application.

 **GSP - B**

The GSP-B is an online platform for job training. This learning platform was launched in March 2024 with 171 online contents in English that global employees can use for self-study. On the platform, global employees can study at their own pace regardless of time and space. We use AI avatars as lecturers to enhance the learners’ concentration and learning effect.

GSP Learning Platform



## Fair Evaluation and Compensation

### Evaluation Process

We have two evaluation systems—performance evaluation, which focuses on mid- to long-term growth potential, and capability evaluation, which assesses short-term ability to produce outcomes. With a fair and objective evaluation system, we evaluate our employees’ performance and capability separately once a year. Additionally, we conduct job capability diagnosis and colleague evaluations. The evaluation results are used to develop employees’ capabilities, and we aim to operate a fair evaluation system based on the results of evaluation from diverse perspectives.

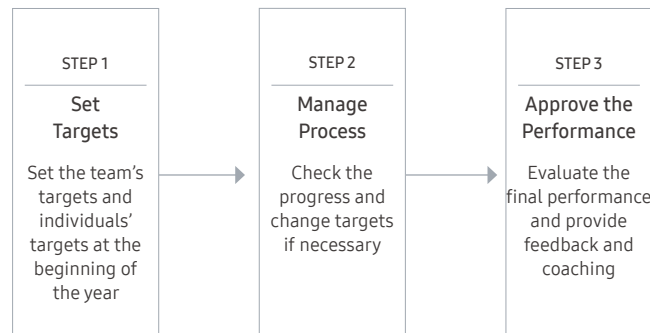
### Evaluation Framework

Category	Capability Evaluation	Performance Evaluation	Job Capability Diagnosis	Colleague Evaluation
Definition	Assessment of mid- to long-term growth potential based on the core value system	Annual performance evaluation * Aligned with round-the-clock management of target performance	Measurement of execution capabilities for each role (differentiated by levels)	Gathering various perspectives from colleagues and complementing a one-person assessment
Target	All employees	All employees (Team leader evaluated separately)	All employees (except team leaders)	All employees (except team leaders)
Timing/ Frequency	August/once a year	November/once a year	Between June and July/ once a year	Between June and July/once a year
Purpose	Promotion/annual salary/selection	Promotion/annual salary/selection	Reference for project assignment	Diverse references

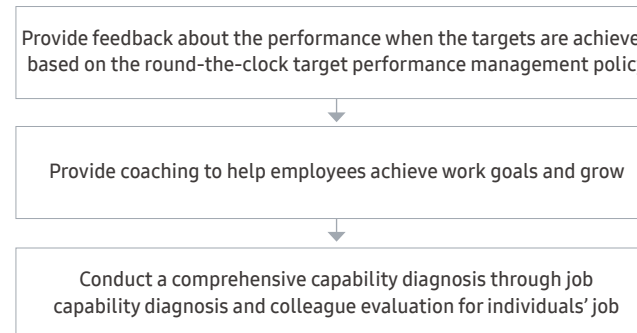
### Compensation Process

We link each employee’s annual salary to their evaluation results, considering both capabilities and performance. Additionally, we offer various forms of compensation, including job allowances, individual performance incentives, target achievement incentives, overall performance incentives, project incentives, new project award incentives, and innovation incentives. This approach helps differentiate compensation levels depending on job execution and performance, enhancing long-term compensation. Moreover, our starting salary for new university graduates is approximately 1.6 times the legal minimum hourly wage, and we ensure equal pay across all employees without discrimination based on gender.

### Round-the-clock Management of Target Performance



### Process of Managing Performance



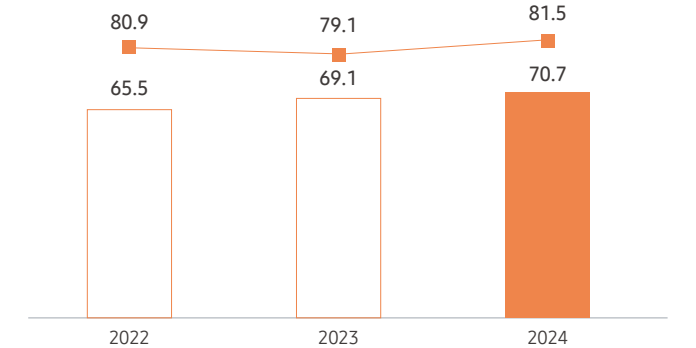
## Organizational Culture

### Samsung Culture Index

At Samsung E&A, we strive to create an organizational culture based on respect, empathy and communication. Every year, we check how satisfied employees are with the organizational culture with the SCI (Samsung Culture Index) survey and launch various events and activities based on the results. The SCI is determined as the average of scores measured in three areas—enjoyable work, colleagues, and company as the source of pride.

### Results of the Samsung Culture Index Survey

■ Satisfaction (points)  
■ Response rate (%)



\* The response rate for the SCI survey is calculated based on the number of employees who responded, both in Korea and in our global offices.

### Composition of the Survey

Enjoyable Work	Colleagues	Company as the Source of Pride
<ul style="list-style-type: none"> <li>· Taking the initiative and accepting challenges for work</li> <li>· Environment where employees can concentrate on their work</li> <li>· Efficient work</li> </ul>	<ul style="list-style-type: none"> <li>· Voluntary cooperation and care</li> <li>· A culture of respect based on mutual trust</li> <li>· Managing work performance</li> </ul>	<ul style="list-style-type: none"> <li>· Pride in the company</li> <li>· Transparent communication with employees</li> <li>· Fairness of policies and procedures</li> </ul>



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### In-house Communication Channels

To foster stronger bonds and enhance organizational commitment among employees, we operate diverse programs for open communication. Furthermore, we have established multiple communication channels to continuously improve our organizational culture through employees' active participation and engagement.

<b>&amp;TALK</b>	For strengthened communication within the company, we operate &TALK, an anonymous message board on the intranet. Any employee can talk about any topic, and VOCs presented on &TALK are addressed by relevant teams, which strive to take actions by priority.
<b>Change Agent</b>	We have the Change Agent program to spread a positive culture within the organization. We gather employees' opinions and carry out activities to improve the work culture and enhance organizational vitality through Change Agents assigned to each department and project.
<b>Listening session</b>	Through employee listening sessions led by the CEO and separate sessions hosted by the HR team leader, we actively listen to and address the concerns and voices of employees from various groups, including working mothers, new employees, and newly appointed department heads.
<b>Town hall meeting</b>	In town hall meetings, we share the company's or divisions' visions, business progress, and plans with all employees, providing them with opportunities to exchange various ideas. In 2024, we conducted two CEO Town Hall Meetings- once in the first half and another in the second half -setting the stage to further promote communication among all employees, including top management.
<b>Grievance handling channels</b>	We actively receive and address employees' VOCs with anonymous online channels such as "Employee VOC Report" and "Talk to the head of Employee Council."
<b>Labor union</b>	We uphold our employees' rights to collective bargaining, such as negotiating salaries and improving work conditions by forming and voluntarily joining a labor union and signing collective agreements.

### Change Agent Activities

We operate the Change Agent program to cultivate a positive culture within organizations and projects. In 2024, a total of 82 Change Agents across teams and projects engaged in 237 activities, including 42 activities to improve the work culture, 40 comprehensive activities, and 155 activities to promote communication. We designate Communication Day as one of our key tasks to improve the organizational culture. Each team holds listening sessions at least once a month, encompassing position-level meetings, inter-team gatherings, and monthly morning meetings.

### Handling Employees' Grievances

We have established and strictly implemented clear standards for addressing and handling workplace harassment and sexual harassment in compliance with labor-related laws such as the Labor Standards Act and the Equal Employment Opportunity and Work-Family Balance Assistance Act. For cases of workplace harassment, which require impartial and objective judgment, we form a dedicated deliberation committee. This committee comprises members from the Employee Council and in-house attorneys, who conduct fair assessments to determine whether the incident qualifies as workplace harassment. They ensure that decisive and stringent actions are taken in accordance with the company's regulations. The number of grievances received and addressed through various communication channels, both online and offline, is as follows.

#### Number of Grievance Reports and Cases Handled in 2024

<b>Report on Human Rights Grievances</b>	· No. of cases handled by the Deliberation Committee on Workplace Harassment	8 cases
	· No. of human rights grievances reported and handled	2 cases
	· Policy improvements	42 cases
<b>Handling Grievances Offline</b>	· Listening sessions	92 cases
	· Counseling Center of Employee Council	341 cases
<b>Handling Grievances Online</b>	· Received from the website	268 cases
	· Received through the email accounts of the head of the council, the head of women's council and the council	64 cases

#### Process of Receiving and Addressing Reports about Workplace Harassment and Sexual Harassment



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## Employee Welfare

Samsung E&A has various programs to help our employees work flexibly and efficiently and balance their work, family and personal life. To create a stable work environment, we operate facilities such as an in-house hospital and daycare center at the headquarters, while introducing programs to support employees working on sites.

### Employee Welfare Programs

#### Programs to Support Employees Working on Sites

<b>Support for health and psychological stability</b>	Counselors from Hue Counseling Center residing at sites in Korea, EAP (Employee Assistance Program), Healing Camp
<b>Support customized for workers</b>	Online meal tickets (employees on sites in Korea), support for accommodations, support for paying basic living costs including work communication costs and expenses for moving
<b>Welfare tailored to employees' needs</b>	Operating selective welfare facilities based on the survey of employees on overseas sites, remote medical services for those dispatched overseas
<b>Leave</b>	Sabbatical month (one month)

#### Support for Balance between Work, Family, and Personal Life

<b>Creating a flexible work environment</b>	Flexible work hours, work hour reduction (childcare, pregnancy, health reasons, retirement preparation, academic reasons), PC-Off Policy
<b>Supporting life with family</b>	GEC Daycare Center, Mom's Room for nursing mothers, presents to children starting new schools and support for school expenses, parental leave, family care leave, infertility treatment leave, spouse miscarriage leave
<b>Supporting health and psychological stability</b>	Medical checkups and support for medical expenses, medical checkups for spouses, congratulations and condolences allowances, support for holiday condominiums and club activities, legal services for employees

### Work-Life Balance

#### Flexible Work Hours

We implement flexible work hours to enable our employees to manage their monthly work hours and commuting time freely, enhancing work efficiency and productivity. This approach fosters an organizational culture that supports a healthy work-life balance. At the headquarters, mandatory business hours are between 10 a.m. and 3 p.m.

#### PC-Off Policy

Employees are required to submit advance requests for overtime work and work at night or on holidays. Once statutory work hours are reached, their PCs are automatically turned off to ensure compliance with the 52-hour workweek policy. This policy not only supports a healthy work-life balance but also enables employees to manage their work hours autonomously and efficiently.

#### Listening Sessions with Employees under Maternity Protection

To support work-life balance, we provide expectant mothers with options to reduce their work hours or work remotely. Additionally, we run various welfare programs such as the GEC Daycare Center and parental leave. For a more flexible and family-friendly work environment, the Women's Council organizes meetings for employees under maternity protection or those raising children to collect employees' opinions on balancing work and family life.

#### Work Environment Support

<b>Commute buses</b>	For convenient and safe commute, we operate about 200 commute buses every day from and to all the metropolitan areas.
<b>In-house restaurant</b>	We provide breakfast, lunch and dinner in 13 booths of Korean food, Chinese food, Japanese food, western food, street food, bakery and takeouts (1,500 seats).
<b>Fitness center</b>	We have a high-quality fitness center for our employees' health enhancement and stress relief (including GX programs and shower facilities).
<b>In-house hospital and mental health clinic</b>	We provide professional medical services for our employees' health management.
<b>In-house counseling center</b>	We operate a counseling service to help our employees improve their mental health.
<b>Areas for rest and communication</b>	We have an area called For:rest where employees can relieve stress, refresh themselves, sleep and read books.

GEC Daycare Center



In-house Hospital



Hue Counseling Center



For:rest



## Enhancing Employees' Health

### Health Enhancement Programs

To support employees in managing work-related stress and maintaining their physical and mental health, we offer comprehensive health enhancement programs. These include providing regular medical checkups for employees and their spouses, as well as tailored health enhancement programs based on the results of quarterly medical checkups for onsite employees both in Korea and overseas. Furthermore, we operate a fitness center and relaxation spaces to ensure employees have opportunities to take a break and recharge during their work hours.

### Activities to Enhance Mental Health

To improve the mental health of our employees at both headquarters and sites, we offer counseling services through our in-house counseling center and professional medical services through the company's Mental Health Clinic. Since 2017, we have conducted Gate Keeper training for employees to prevent suicide, fostering 3,007 Gate Keepers to help protect lives. In 2024, we expanded this initiative by providing Gate Keeper training to all employees working at our sites in Korea. Additionally, we provide mental health training to new employees and assignees to promote an organizational culture that prioritizes respect and value life.



#### In-house Counseling Center

To enhance employees' access to counseling for mental health, we provide not only face-to-face counseling but also counseling through video calls, phone calls, online messenger and site visits. To improve employees' mental health, a counselor is stationed on the Pyeongtaek SEC Project site.

## Supporting Employees Working on Overseas Sites

In the engineering business, many employees are stationed at overseas sites for prolonged periods, often far from their families. To support their well-being, we have established programs specifically designed for employees working on overseas sites. Those dispatched to sites in Korea and overseas for over a year are eligible for one-month sabbatical leave. We offer an Employee Assistance Program (EAP) for dispatched employees to make accessible mental health care regardless of different time zones. In addition, we run the Healing Camp Program for dispatched employees working away from their families, allowing them to spend some quality time with their loved ones through a variety of activities. The program includes forest meditation, family meditation, and interactive activities such as stargazing, healing concerts, and family health classes, which helps long-term assignees refresh themselves and foster a greater sense of belonging. We have expanded this initiative to all our employees, aiming to establish a family-friendly organizational culture.

### Remote Medical Services for Employees Working on Overseas Sites

For employees dispatched overseas and their accompanying families, we introduced remote medical services in June 2024 in cooperation with Kangbuk Samsung Hospital. The purpose of this program is to support health management for employees dispatched to regions with poor medical infrastructure, take prompt response in case of emergencies, and establish a systematic treatment plan upon their return to Korea.



#### Mental Health Clinic

The Mental Health Clinic is an in-house clinic with a psychiatrist. The clinic provides one-on-one counseling, medicinal and psychological treatment and training programs for all kinds of concerns—concerns about work, relationships, stress management and family.

## Retiree Support Programs

We have a number of programs for supporting retirees so that employees can prepare for a second life after retirement.



#### Talent Matching by the Career Consulting Center

The Career Consulting Center provides opportunities for finding another job by matching talent with extensive experience, expertise and technological capabilities with appropriate companies.



#### Training in Lifecycle Planning

- We offer training for employees aged 55 and over about key areas of life such as career, finance, health, leisure, pension, future planning and family relationships.
- We help them redesign their careers and look for lifelong jobs.
- 135 out of 165 employees completed the training in 2024.



#### Retirement Pay Program

- We offer the DB<sup>1)</sup> retirement pension program.
- We allow employees to ask for the change from the DB to the DC<sup>2)</sup> pension programs.
- For employees approaching retirement, we implement the salary peak system and provide support for the DC retirement pension program.

1) DB : Defined Benefit

2) DC : Defined Contribution

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# Amplifying the Value Creation



Key areas

Manage risks of supply chain	→	Suppliers
	→	Quality
Contribute to local community	→	Social Contribution



## Suppliers

### Supply Chain Management Framework

#### Supplier Code of Conduct

Samsung E&A established the Supplier Code of Conduct in 2017 whilst comprehensively assessing the impact of our business operation on the environment and society and draw up improvement measures. In this way, we strengthen our expertise in managing the supply chain and continue to enhance it by actively participating in risk management.

The Supplier Code of Conduct serves as a universal guideline applicable to all suppliers involved in engineering, procurement, construction, and service contracts. It covers the full scope of sustainability management, including human rights and labor, ethics, environment, and occupational health and safety. To evaluate compliance with the Code, Samsung E&A incorporates supplier audit requirements into the Code of Conduct itself.

#### Supplier Code of Conduct

##### Human Rights and Labor

- Prohibition of forced labor
- Compliance with work hours
- Wages and welfare
- Freedom of association
- Humane treatment and non-discrimination
- Prohibition of child labor and protection of minor workers

##### Ethics

- Fair transactions
- Protection of personal information
- Protection of identity and prohibition of retaliation
- Maintaining of business integrity and prohibition of improper gains
- Protection of intellectual property and trade secrets

##### Management System

- Establishment of management system
- Disclosure of management information
- Risk management of suppliers



#### Framework for Fair Transactions with Suppliers

We have set a framework for fair transactions in order to sign agreements with our suppliers in a fair and reasonable manner based on mutual respect. Teams conduct self-monitoring and internal audits to prevent unfair transactions. Additionally, we posted the Business Guidelines on our website and Partner Portal to support our employees and suppliers in engaging in fair and clean transactions.

##### Environmental Management

- Management of wastewater and solid waste
- Management of air pollutants and GHGs
- Acquisition of environmental permits
- Management of hazardous substances

##### Safety and Health

- Prevention of occupational incidents and illnesses
- Risk identification and management
- Occupational safety
- Emergency preparedness



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Supplier Evaluation Process

Samsung E&A evaluates the suppliers in a fair and transparent manner to select competent suppliers and establish strategic partnerships. We continuously find new suppliers by publicly inviting new suppliers and suggesting individual collaboration opportunities through our online platform, Partner Portal. We select suppliers based on specific evaluation criteria tailored to each division's needs. In addition, we quantitatively evaluate suppliers' execution capabilities in construction, quality, and safety during regular and year-round evaluations. We use these results to register and manage suppliers and communicate the results to encourage their self-improvement. This helps us analyze suppliers' risks and support their sustainability management.

Comprehensive Supplier Evaluation Criteria

Category		Evaluation Criteria	
Detail design companies	Registration evaluation	Once every year	<ul style="list-style-type: none"> <li>· <b>Basic capabilities</b> : Execution capabilities (80), financial capabilities (20)</li> <li>· <b>Additional evaluation (plus/minus points)</b> : Execution quality/cooperation level (±20), ESG evaluation certification (+2), participation in training and workshops (+1), awards/penalties (±2)</li> </ul>
	Year-round evaluation		<ul style="list-style-type: none"> <li>· Performance quality evaluation (quarterly)</li> <li>· Quality Check Plan (QCP) evaluation (at the end of contract)</li> </ul>
Vendors	Registration evaluation		<ul style="list-style-type: none"> <li>· Assessing financial status, price competitiveness, design capabilities, and ability to meet quality requirements through pre-qualifications (PQ) and surveys</li> </ul>
	Performance evaluation		<ul style="list-style-type: none"> <li>· <b>Project management (80)</b> : Order management (25), process management (25), inspection management (30)</li> <li>· <b>Business management (20)</b> : Corporate stability (16), quality/safety/environment management (4)</li> <li>- <b>Plus (+5 maximum)</b> : S-Partner certification, awards and recognitions related to quality/business management/technology</li> <li>- <b>Minus (-10 maximum)</b> : Those performing poorly/those ranked low by the Safety and Quality Division, special requests in the division</li> </ul>
			Technology/finances/business operation and ESG (safety, labor/human rights, and compliance)
Con- struction subcon- tractors	Domestic	Registration evaluation	Construction/quality/safety/environment (twice a year)
		Performance Evaluation	
	Overseas	Registration evaluation	Construction performance (40), technological capabilities (30), financial status (15), and reliability (15) through PQ
		Bid evaluation	Estimation (50), schedule management (20), estimation participation level (15), cooperation level (15)
		Order evaluation	Diligence in estimation (40), estimation competitiveness (40), cooperation level (20)
		Performance evaluation	Construction (60), safety (20), quality (10), site manager (10)
Cost settlement evaluation	Construction completion (40), cost settlement (40), cooperation level (20)		

Sustainability Management Framework for Suppliers

Audits of Subcontractor Supply Chain

We collaborate with Samsung C&T E&C Group to oversee construction subcontractors within our supply chain in Korea. Once a subcontractor submits registration documents on Partner Portal based on the year-round registration process, we audit the supply chain of those who passed the basic capability assessment. During audits, we review their key business activities, key partners, revenue forecasts, major construction methods, and safety management (including safety organizations). We also conduct additional assessments to award plus or minus points based on their compliance, labor practices, and human rights commitments, monitoring and managing potential risks in our supply chain. In 2024, we audited 92 subcontractors and registered 38 companies.

Supporting External ESG Evaluation for Suppliers' Sustainability Management

Along with the biannual assessments, we provide financial support to help suppliers access financial consulting and ESG evaluation from external ESG evaluators to strengthen sustainability management. In 2024, we supported 22 SMEs with comprehensive ESG consulting and 8 companies with financial consulting. We award additional points when incorporating ESG evaluation results into our supplier registration process and supporting initiatives for sharing growth.

GPA (Global Partnership Agreement) Suppliers

We operate incentive programs to build long-term partnerships and promote shared growth with our suppliers. Since 2017, we have identified high-performing suppliers as GPA suppliers and provided them with incentives in bidding and project execution depending on their grade. We are committed to continuously working with GPA suppliers to enhance construction competitiveness built on mutual trust.



## Sharing Growth

Our continued efforts toward mutual growth with the suppliers have been recognized, as we received the highest grade for the fourth consecutive year in the 2024 Win-Win Growth Index assessment. Our supplier support programs cover financial support, technology development, entry into overseas markets, recruitment and training, ESG and financial consulting, labor expenses for dedicated safety managers, and supplier employee welfare. We also proactively manage our payments to ensure timely wage payments to workers of the suppliers. Furthermore, we incorporate shared growth activities into our executive evaluation criteria to encourage management to participate voluntarily in fair transactions and collaboration efforts for co-prosperity with suppliers.

### Performance of Supplier Support

For co-prosperity, we offer support in diverse areas including finance, technology, market entry, recruitment and training.

Category	Details	2024 Performance
Financial support	Zero-interest loans	Zero-interest loans of KRW 23.7 billion to 61 suppliers
	Loans of preferential interest rates	Preferential-interest loans of KRW 17.7 billion to 42 suppliers
	Advance payment support	Advance payment of KRW 14.5 billion to 6 suppliers
	Easing payment conditions	Cash payment to all SME suppliers
	Early payment before holidays	Early payment of subcontracting fee of KRW 64.3 billion
	Exemption of fees for performance guarantee	Exemption of KRW 10 million as performance guarantee fee for 41 suppliers
Technology development	2024 ConTech Contest (jointly hosted by Samsung E&A, Samsung C&T and Samsung Heavy Industries)	
Entry into overseas markets	Providing opportunities to submit bids for business expansion to overseas markets and expansion of sales routes and sign contracts	5 countries, 6 suppliers. We helped them sign new contracts amounting to KRW 133.4 billion
Recruitment and training	Online/offline job fairs	8 recruitment programs with 75 people hired by suppliers
	Online/offline training	Online training for 393 supplier employees (business management, technology, language, etc.) Offline training for 977 supplier employees (BIM <sup>1)</sup> program, quality management, etc.)
Safety	Support of labor expenses for dedicated safety managers in suppliers	Supported labor costs for dedicated safety managers under 115 subcontracting contracts with 84 companies, totaling KRW 7.46 billion.
	Award of prizes to suppliers' workers showing great performance in safety management	Awarding KRW 200 million worth of prizes to 1,621 suppliers' workers showing great performance in safety management
Others (ESG and financial consulting, employee welfare mall, etc.)	Support for comprehensive consulting on ESG	KRW 25 million to 22 suppliers
	Support for financial consulting	KRW 11 million to 8 suppliers
	Sending flowerpots on suppliers' foundation days Operating welfare malls for suppliers' employees	KRW 30 million to 299 suppliers 40 suppliers

1) BIM : Building Information Modeling

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### CASE

#### Support for Participation in iktva Forum

In January 2025, we formed partnerships with local suppliers in Saudi Arabia for successful project execution. Additionally, we helped our Korean suppliers invest in Saudi Arabia and build local networks.

iktva Forum



#### Support for Participation in ADIPEC Forum

In November 2024, we facilitated networking efforts to establish partnerships with local contractors in the UAE to ensure the successful execution of its on-site project.

ADIPEC Forum



## Improving Communication with Suppliers

To identify our suppliers' needs regarding fair transactions and collaboration and continuously make improvements, Samsung E&A actively engages in communication with vendors, subcontractors, and detail design companies. We held regular sessions and seminars with key domestic and international suppliers to exchange opinions and share knowledge.

### Vendors

To share our collaboration plans and strengthen vendors' determination for collaboration, we implement various activities with our vendors in Korea and overseas. We held the "SCALE-UP with Partners" workshop with competent Chinese vendors in May 2024. We are committed to developing mutual competitiveness based on the shared knowledge and collaboration opportunities obtained through these networking events.

#### SCALE-Up with Partners

##### Purpose

Establish long-term collaborative relationships and boost their determination for collaboration by networking with top management of major Chinese vendors based on our mid- to long-term strategies.

##### Key Activities

- Sharing trends of markets and clients and providing insight
- Discussing directions for collaboration between Samsung E&A and suppliers
- Awarding prizes to excellent vendors and sharing suppliers' technology development cases

### Construction Partners

In the construction partner sector, we hold the annual 'Partners Day' event at the beginning of each year to recognize outstanding domestic partners. In 2024, we hosted a dedicated meeting for subcontracting partners, creating a platform for communication and partnership enhancement through an award ceremony for top-performing partners and a special lecture by an invited speaker.

### Detail Design Companies

To support our detail design companies in improving their quality competitiveness and enhancing communication, each team holds various events to share growth. In 2024, we conducted about 35 informal sessions and technology seminars and provided training across diverse areas, including software utilization and quality management. In addition, we visit our detail design companies when necessary to collect their opinions. This proactive approach allows us to seek cooperation opportunities and incorporate their feedback to improve the work environment.

SCALE-Up with Partners



## Fair Transactions

### Activities Related to Fair Transactions

#### Excellent Grade in the Win-Win Growth Index

Samsung E&A has been awarded the highest rating for four consecutive years since 2021 in the Win-Win Growth Index assessment, organized by the Korea Commission for Corporate Partnership, a private organization promoting collaboration between large companies and SMEs. Those attaining the Excellent Grade are exempt from the Korea Fair Transaction Commission's audits in the subcontracting sector for two years and the Ministry of SMEs and Startups' surveys of consignment transactions (every two years), and receive bonus points in PQ (pre-qualification) in the qualification screening for the Public Procurement Service's public bids. For continuous partnerships, we provide support in terms of finance, technology development, entry into overseas markets, recruitment and training to share growth with our suppliers.

#### Preventing Collusions and Managing Internal Transactions

To prevent collusion risks from contact with competitors, employees are required to report any contact with competitors. When employees expect to meet competitors' employees, we send precautions regarding such contact via e-mail. Employees must report the results on the Competitor Contact Report System to prevent collusion or any activities that may be mistaken as collusion.

Additionally, to preemptively prevent risks of bid collusion and internal transactions, we post guidelines, relevant cases, and trends on the Compliance Management System (CPMS) for employees' convenience and provide relevant training.

# Quality

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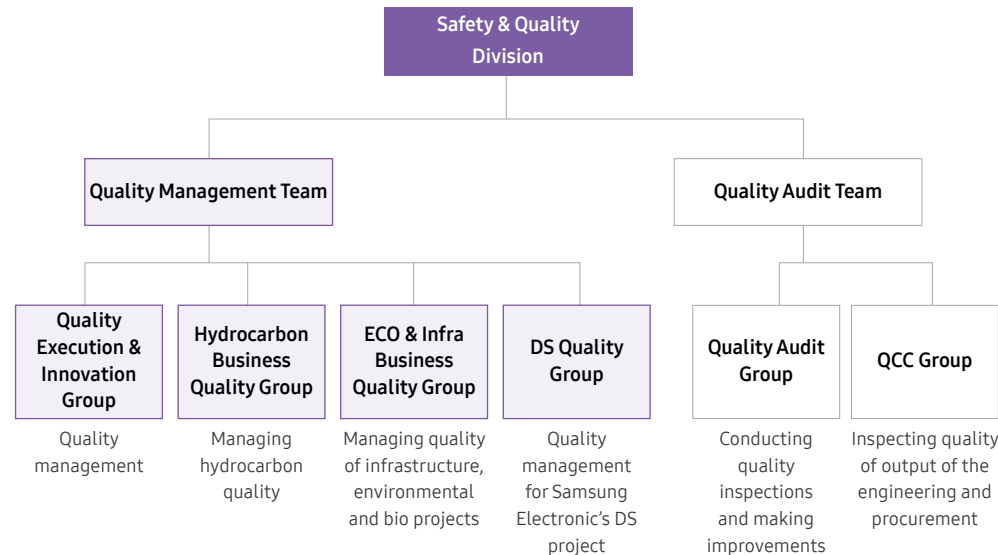
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## Quality Management Governance

### Quality Management Organizations

Samsung E&A has strengthened the Quality Organization by dividing it into two teams to establish company-wide quality policies and goals and monitor performance to drive improvements. The Quality Management Team oversees the operation of quality management to enhance the quality levels across the company, operates the quality execution systems, and implements ongoing improvements, while the Quality Audit Team carries out inspections and devises corrective measures. The Quality Audit Team, newly formed in 2024, conducts 3rd Eye View Audits during critical EPC<sup>1)</sup> execution phases for each project to strengthen the “Check” and “Action” steps in our PDCA<sup>2)</sup> Cycle and minimize recurring quality issues. Each team regularly reports quality-related issues and indicators to the head of the Safety & Quality Division. They report serious issues to the CEO and the Board of Directors for final decisions.

Quality Management Organization Chart



1) EPC : Engineering, Procurement, Construction

2) PDCA : Plan-Do-Check-Action

### Quality Management System

Our commitment to flawless quality management includes applying a company-wide quality management system to all projects and carrying out Go Quality activities to foster a quality-focused culture and proactive quality management.

GO Quality

Brand



Samsung E&A's Quality Brand Towards Constant Efforts and Improvements for Better Quality

Core Value

Certain Basics

Proactive Prevention

Unlimited Innovation

- Establish the quality system and culture based on E&A quality DNA
- Pursue evolution through constant innovation while keeping basic principles
- Let's go for optimal quality together with all internal/external clients and partners!

### Quality Management Execution System

Go! For Prevention	Go! For Principle	Go! For Reflection	Go! For Future	Go! For Communication
Proactive Prevention and Lessons Learned	Maximizing System-Based Quality Performance	Effective Quality Index and Audit	Innovative Technologies and Challenges	Quality Training Program & Communication Channel
<ul style="list-style-type: none"> <li>· QPS<sup>1)</sup></li> <li>· QPMP<sup>2)</sup></li> <li>· Cube KM<sup>3)</sup></li> <li>· Q-Risk Workshop</li> </ul>	<ul style="list-style-type: none"> <li>· Inspection Platform</li> <li>· S-ARMS</li> <li>· Quality Execution Map</li> <li>· Daily Q-Cycle</li> </ul>	<ul style="list-style-type: none"> <li>· QPI<sup>4)</sup></li> <li>· Trouble Analysis<sup>5)</sup></li> <li>· Audit Program</li> <li>· Quality Expert Org.</li> </ul>	<ul style="list-style-type: none"> <li>· Hardware New Tech.</li> <li>· Software New Tech.</li> <li>· Digital Twin</li> <li>· Work process innovation</li> </ul>	<ul style="list-style-type: none"> <li>· Quality Forum</li> <li>· Townhall Meeting</li> <li>· BP/LL demonstration</li> <li>· Quality Onboarding</li> </ul>

1) QPS : Quality Proactive Solution

2) QPMP : Quality Problem Management Platform

3) Cube KM : L/L Management

4) QPI : Quality Performance Index

5) Trouble Analysis :5 Whys



### Compensation Linked to Quality Management

Samsung E&A emphasizes quality in all business operations and sets quality KPIs every year. In 2025, we established clear quality targets from the initial phase for the quality securing and implemented a three-step indicator structure based on the purpose of each indicator. We enhanced risk detection, feedback on quality execution, and clearly indicated key factors for successful project execution to completely eradicate repetitive quality problems. These quality KPIs are measured against targets in connection with annual evaluations of project key persons, as well as executives and team leaders involved in project execution.

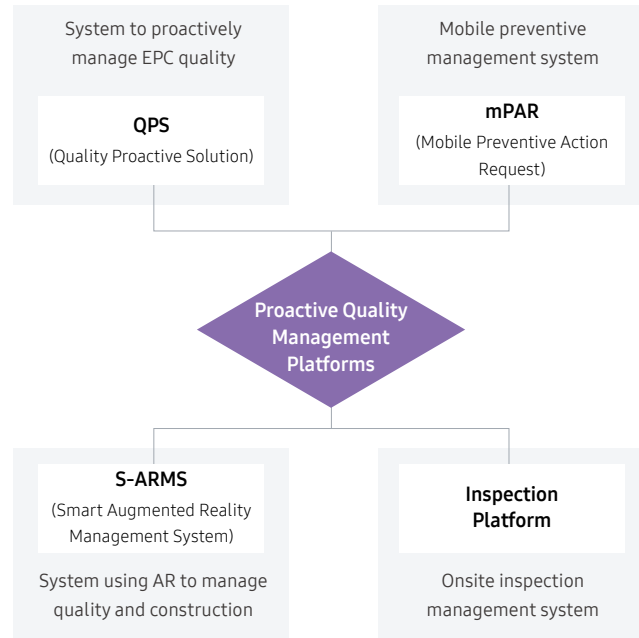
#### Three-Step Indicator Structure for Securing Quality

Category	Purpose	Target Indicators	Frequency
Health Check	Establish preventive measures in advance based on signals of deteriorating leading indicators	13 indicators (E: 5, P:3, C: 5)	Every month * Project inspection when indicators worsen.
Project evaluation	Check whether the preventive measures were taken and reflect the result to project evaluation	17 indicators (E: 3, P:1, C: 8, All: 5)	Every half-year * Project evaluation
Management of key targets	Emphasize key factors on each phase of EPC for successful project execution	7 indicators (E: 2, P:1, C: 2, All: 2)	Every month * Notification to the company/projects

### Quality Management Strategies

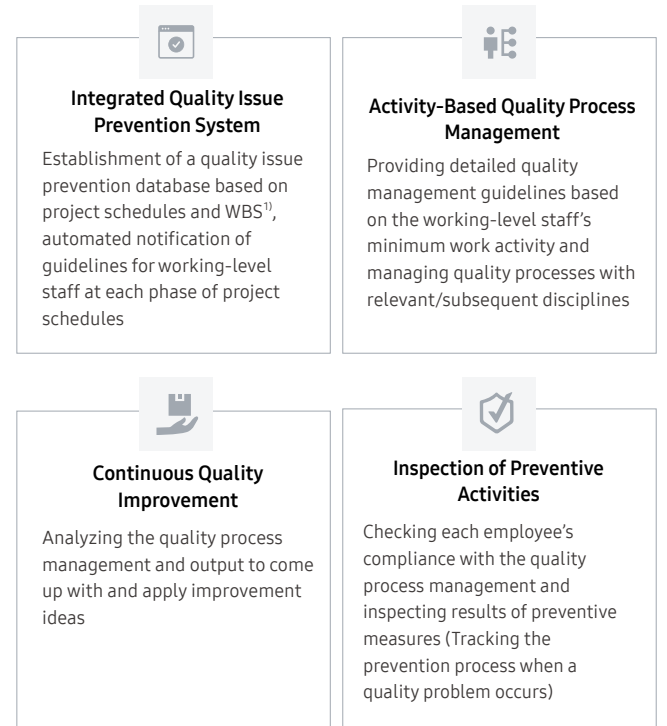
#### Proactive Quality Management Platforms

Since 2021, we have implemented four proactive quality management platforms and applied them to the company. These platforms facilitate quality management activities across each project execution phase—before work, before construction, during construction, and after construction—for the prevention of quality issues. In 2023, based on the system satisfaction survey results, we enhanced access to the QPS, a solution for proactive quality management, shifted training focus to end-users, and improved the prevention guidelines to enhance effectiveness. In 2024, we continued to gather VOCs from actual users and incorporated their feedback for higher user satisfaction. Furthermore, we expanded the application scope of these systems to include vendors and module manufacturers, ensuring consistent quality maintenance.



#### QPS, a System for Proactively Managing EPC Quality

To proactively address repetitive quality problems, we utilize the Quality Proactive Solution (QPS), a system designed to manage EPC quality effectively. The QPS enables working-level staff in EPC projects to check preventive measures tailored to the minimum work unit and notifies them to take measures two weeks prior to the completion of the activities, enabling them to take corrective actions and fundamentally prevent repetitive quality problems. Additionally, we have established a comprehensive database of quality issues and developed a program leveraging big data and AI technologies to predict quality risks. This program will be used to upgrade our proactive prevention system and eradicate repetitive issues.



1) Work Breakdown Structure



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Quality Management Based on Certifications

Samsung E&A has continuously renewed the ISO 9001 certification since acquiring it in 1994. We also maintain the ISO 9001 certification for our offices in India, the US, Thailand, Mexico, the UAE, and Saudi Arabia. In 2025, to further enhance our quality management system and meet the global standards required for high-risk and high-precision industries, thereby gaining more trust from our clients, we acquired the ISO 29001 certification, specializing in the petroleum, petrochemical, and natural gas industries. The ISO 29001 certification systematically demonstrates a company’s excellent quality and risk management capabilities. Acquiring this certification signifies that our company-level work process and quality management system meet the industry’s highest requirements and that we have secured a competitive edge for enhancing partnerships with our clients, winning new orders, and entering overseas markets. Additionally, we have acquired the S Stamp and PP Stamp from ASME (American Society of Mechanical Engineers) and the R Stamp from NBIC (National Board of Boiler and Pressure Vessel Inspectors), maintaining certified capabilities to fabricate high-pressure vessels and boilers.

With these certifications, we will pursue quality management activities that improve our employees’ quality awareness and capabilities to enhance the effectiveness of company operations, continue leading global quality management standards, and become a trusted partner for our clients.

mPAR, a Mobile System for Preventive Management

The mPAR<sup>1)</sup> system is designed for real-time quality issue prevention through mobile phones, allowing us proactively and instantly address repetitive quality issues. Based on this system, we prepare a checklist of recurring quality issues and encourage workers and suppliers to conduct inspections and take corrective actions independently to prevent non-conformance items on sites. Between March 2020 and December 2024, the mPAR was introduced to 579 suppliers involved in 20 Eco & Infrastructure projects and 86 suppliers in 8 hydrocarbon projects. As a result, we preemptively addressed 157,970 non-conformance items.

1) mPAR : Mobile Preventive Action Request

Inspection Platform, a System for Managing Inspections on Sites

To manage different site inspections efficiently, we adopted the Inspection Platform, which enables on-site inspections to be carried out without any paper and documents and stores the inspection progress data in real time. It also automatically generates handover dossiers for optimized management of inspection documents, thereby improving our onsite quality management.

S-ARMS, a System for Managing Quality and Construction on Sites with AR

The Smart Augmented Reality Management System (S-ARMS) is designed for innovative and efficient on-site management of quality and construction through augmented reality (AR). It compares piping construction progress with actual installation in real-time and enables comprehensive access to quality and construction data, including inspection status and preventive measures. In addition, it was upgraded from a reference system into a management tool for overseeing the process and quality of each discipline.

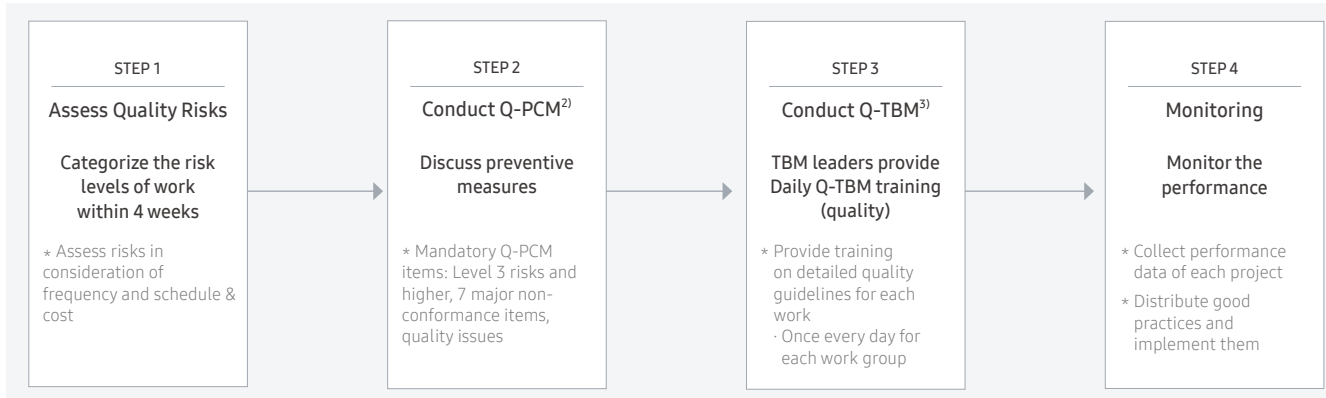
S-ARMS



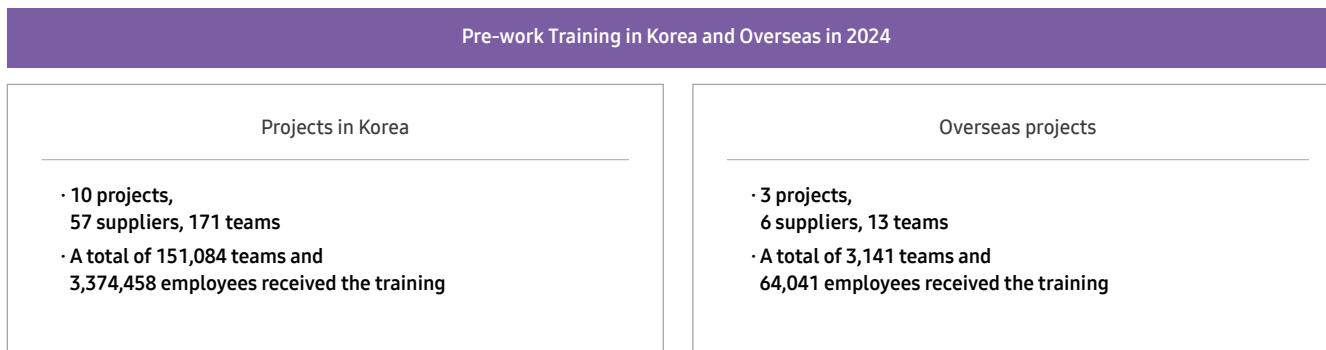
## Daily Q-Cycle

Through the Daily Q-Cycle, a preventive management program, Samsung E&A determines prevention targets by analyzing quality risks on each site and establishes and distributes guidelines for preventing non-conformance items according to manpower, materials, and work methods. TBM leaders then provide Q-TBM<sup>3)</sup> training on potential risks in work areas. In 2023, we expanded this application to overseas E&I (Eco & Infrastructure) projects, providing localized training on key work criteria to workers. This training allows us to reduce the project rework rates (ratio of non-conformance items to the inspection cases) by 29.1% and decrease repetitive non-conformance items on sites.

### Process of Daily Q-Cycle



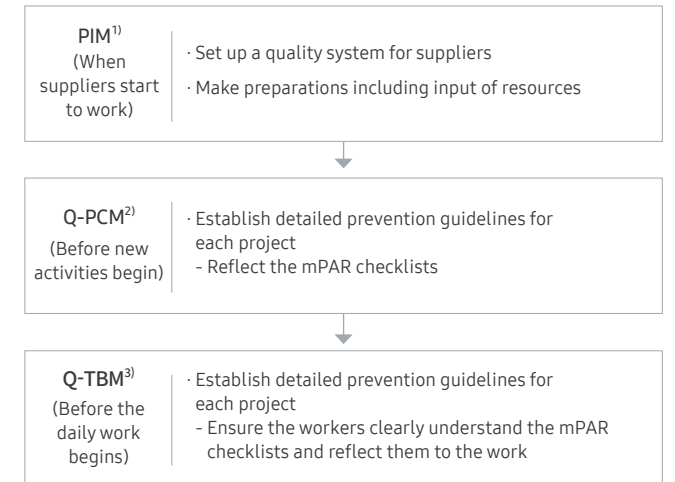
### Status of Daily Q-Cycle Application



## Daily Q-Cycle in Hydrocarbon Projects

The Daily Q-Cycle, which was first applied on a pilot basis to E&I projects in March 2022, has been applied to hydrocarbon projects since December 2023, starting with the Saudi Aramco Jafurah GPF Project. We selected potential targets and Q-PCM based on key activities of each discipline by taking into account the characteristics of hydrocarbon sites and implemented the Daily Q-Cycle, consisting of PIM of each discipline and supplier, Q-PCM and Q-TBM, linked with the mPAR checklists, which are prevention guidelines. We created 67 mPAR checklists across 12 disciplines (including special disciplines) and use them for Q-TBM training and surveillance to prevent repetitive quality issues on site.

### Process of Daily Q-Cycle



1) Pre-Inspection Meeting

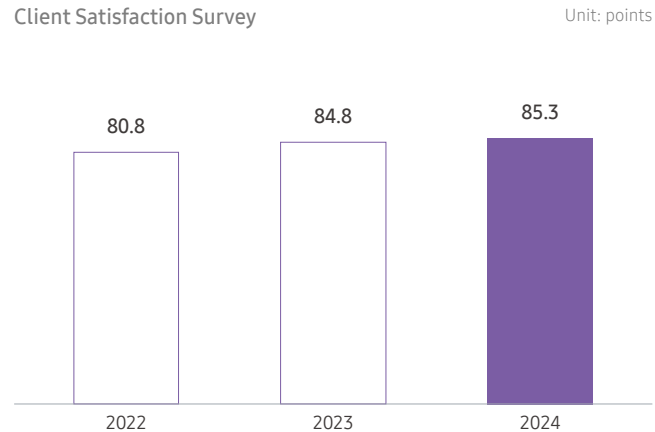
2) Quality Pre-Construction Meeting

3) Quality Tool Box Meeting



### Client Satisfaction Survey

In accordance with the requirements of the international standard on quality management (ISO 9001), Samsung E&A conducts annual client satisfaction surveys to identify our clients' needs and implement improvements promptly. In 2024, 88 people from our clients in 21 projects-including 27 from 7 hydrocarbon projects and 61 from 14 E&I projects-comprising PMs, CMs, key discipline engineers, and QC personnel, responded to the client satisfaction survey. Thanks to our clients' increased satisfaction with numerous projects in the completion phase, the overall satisfaction level increased to 85.3 points, marking a year-on-year increase for the second consecutive year. For projects with lower satisfaction, we promptly implemented improvement tasks to enhance quality management.



### Proactive Management of Quality Issues Through Knowledge Data Utilization

We preserve experience assets from all project execution phases in data form, analyze quality issues from various perspectives, and link this data to the QPS, a proactive quality management platform, for prevention activities. The QPS provides timely experience assets in data forms to those in charge of projects, enabling us to prevent quality issues in advance during project execution and maintain consistency in work quality. In addition, we continue to incorporate our prevention activities into our manuals for its internalization.

Experience Assets	Number of Registrations	Category
Practice	265	Function, discipline, estimation, execution
Core Lessons Learned	433	Function, discipline, client, product, country, licensor, PMC <sup>1)</sup> , activity,
CTQ (Cost Time Quality)	2,751	non-conformance item, cause, item, estimation phase, execution phase
General L/L <sup>2)</sup> , B/P <sup>3)</sup>	12,065	
Execution plans, completion reports of each function, JPR <sup>4)</sup> , etc.	2,664	Product, client, country, standard document classification code
Documents submitted to clients	14,609,325	
Standard documents	2,640	By team, by type
Knowledge Q&A	672	By discipline

1) Project Management Consultant  
2) Lessons Learned  
3) Best Practice  
4) Job Performance Report

### Applying New Technologies to Enhance Quality Management

For effective and advanced quality management, we are developing and applying new quality management technologies, continuously pursuing innovation and technological improvements to gain a technological edge and enhance our quality management capabilities.

#### Cases of Applying Innovative Technologies in Quality Management

**Robot Inspection**

- Conduct visual inspections with small drones in small, closed, or high places that are difficult to access
- Use quadruped robots in closed space and pressure test areas, which are highly dangerous
- Use pipe inspection robots to prevent foreign matters inside pipes and cleaning issues, which take place repetitively

**Smart Quality Inspection Using New Civil/ Architectural Technologies**

- **Smart system for managing levelling work**  
A system using vibrating roller sensors to measure the ground rebound value and estimate compaction levels
- **System for estimating concrete strength**  
A system using cloud-based monitoring technology to check and manage concrete strength and mass concrete's hydration heat in real time

**S-ARMS (Smart Augmented Reality Management System)**

- Use the AR technology to visualize construction progress and preventive measures
- Apply a system that streamlines site management and guarantees construction quality to projects

**New Technologies for Machines and Piping**

- As alignment information is digitized with laser alignment tools, we can expedite work on site and have measurement results and reports automatically registered and created
- Use ultrasonic wave cameras to visualize the location of sound and detect sound of certain frequencies to prevent quality problems in advance



# Social Contribution

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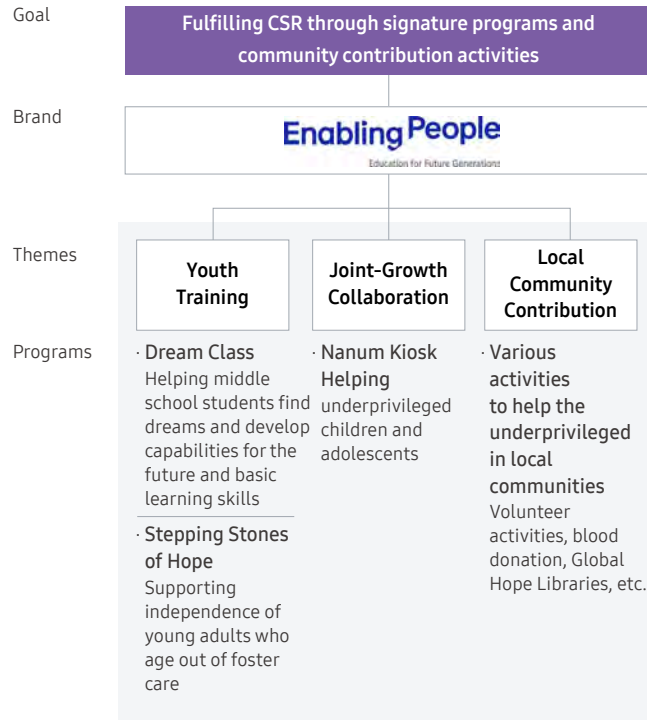
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## Social Contribution Framework

### Vision and Direction of Social Contribution

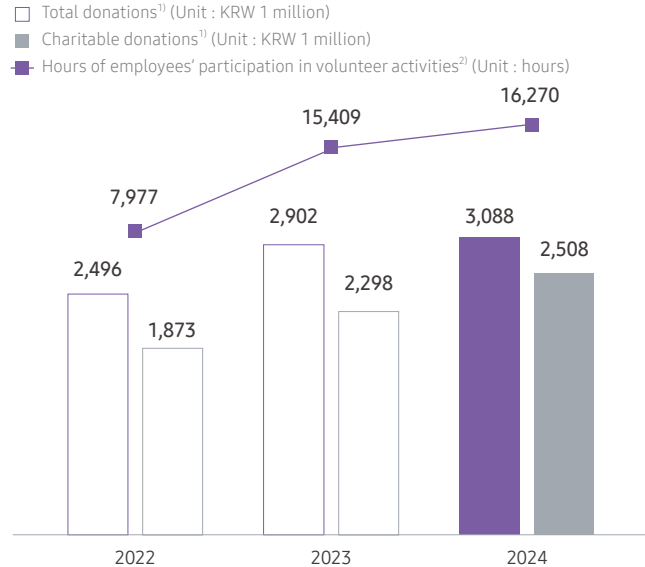
Under the corporate social responsibility slogan, "Together for Tomorrow! Enabling People," Samsung E&A engages in CSR activities with three themes: "Youth Training," "Joint-Growth Collaboration," and "Local Community Contribution." Our CSR activities are possible thanks to our employees' talent and financial donations, matched by the company through a donation matching grant program. Moreover, we collaborate with diverse social welfare organizations and local communities to create a positive social impact.



### Performance and Targets of Social Contribution

Under the goal of ensuring that all employees at Samsung E&A participate in at least one social contribution activity per year, a variety of initiatives are in place. Each team regularly visits nearby social welfare facilities to engage in face-to-face volunteer activities, while employees interested in mentoring services actively participate in talent donation programs such as the Dream Class and Stepping Stones of Hope. To encourage greater participation, we operate a system that recognizes up to 12 hours of volunteer work per year as paid working hours.

#### Social Contribution Performance and Management



1) Thanks to an increase in Love Your Neighbor Donations at the end of the year, the total donations and charitable donations increased by KRW 406 million and KRW 425 million, respectively, in 2023.

2) As employees' volunteer activities resumed completely in April 2023, the hours of employees' participation in volunteer activities increased by 7,432 hours compared to the previous year.

## Social Contribution Programs

### Youth Training

We perform social contribution activities focusing on training to help adolescents dream big, fully show their potential and grow into competent talents.

#### Samsung Dream Class

Samsung Dream Class is a youth education support program jointly operated by Samsung affiliates, aimed at breaking the vicious cycle of economic inequality leading to a broader educational gap and providing educational opportunities for underprivileged middle school students. The program, which started in 2012 as after-school classes, was revamped in 2021. Based on an online platform, we have redesigned our educational programs to empower youth to proactively explore their aptitudes and career paths. The updated programs focus on developing essential future-ready competencies such as literacy, numeracy, global communication skills, and software proficiency, while also providing necessary core curriculum content. Additionally, the program offers comprehensive mentoring services with our employees, experts, and college students as mentors, along with experience-oriented activities including contests in diverse fields and Online Major Fair.



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### Samsung Stepping Stones of Hope

Samsung Stepping Stones of Hope is a youth support program jointly operated by Samsung affiliates. It aims to provide practical support to young adults preparing for independence at the age of 18, helping them take their first steps into society and build self-reliant lives in a stable environment. When adolescents living in protective facilities reach the age of 18, they are no longer under institutional care and must begin independent living. During this transition, they often face various challenges such as securing housing, financial stability, and emotional uncertainty. To address these issues, Stepping Stones of Hope program collaborates with local governments and NGOs to provide young individuals with private housing for up to two years, along with personalized 1:1 case management services tailored to their capabilities and circumstances. Currently, a total of 15 Stepping Stones of Hope centers operate across the country, serving as a strong foundation to help these youth settle into society and plan their futures with confidence and autonomy.

### Joint-Growth Collaboration

We provide support from various angles so that the underprivileged in Korea can grow into healthy members of society.

### Nanum Kiosk Program

In the Nanum Kiosk Program, we send donations that our employees voluntarily made to children in local communities who need help. Since 2022, we have selected a child in desperate need every month among those living with their grandparents or single parent or those from multicultural families and introduced them on Nanum Kiosks. Employees participate by tagging their employee ID cards at the kiosk, with each tag equating to a KRW 1,000 donation. The donations gathered for a month are sent to the selected child. Currently, there are two kiosks located at the headquarters and SEC Pyeongtaek Project site.

### Contribution to Local Communities

We run various social contribution programs to contribute to the development of local communities near our workplaces of business in Korea and overseas.

### Global Hope Library

Since 2012, we have built Global Hope Libraries in the countries where we execute overseas projects. With Global Hope Libraries, we help children in poor educational environments have dreams and hopes for the future, while also hiring local personnel and procuring equipment to contribute to creating jobs within local communities. In 2024, we renovated old libraries in Bako Middle and High Schools and Goebilt Elementary School near Kuching of Sarawak in Malaysia, providing children’s books and educational equipment such as computers, tablet PCs and TVs. We have built 30 Global Hope Libraries across 11 countries.

### Employees’ Volunteer Activities

We regularly engages in volunteer activities and talent donations at local community centers, social welfare centers, and facilities for persons with disabilities and the elderly in Gangdong-gu, Seoul, and Hanam-si, Gyeonggi Province, near our headquarters. In addition, the company carries out various volunteer activities at domestic and overseas project sites and subsidiaries. Last year, the UAE and Saudi subsidiaries organized blood donation campaigns, while the U.S. subsidiary participated in a volunteer program at the Houston Food Bank, preparing and delivering meal boxes.

### “We Walk,” a Walk-and-Donate Campaign

In May and October 2024, we organized the “We Walk” campaign twice to encourage employee participation in volunteer activities. Through the campaign, we introduced various social welfare facilities where teams conduct regular volunteer work, and pledged to donate goods to these facilities once the collective walking goal was achieved. In 2024, around 2,000 employees participated, contributing a total of 300 million steps. As a result, we successfully completed the campaign and donated food supplies, home appliances, and furniture to six social welfare facilities near our headquarters.

### Anniversary Charity Bazaar

We held an anniversary charity bazaar to promote a culture of sharing and contribute to resource circulation. The bazaar was organized in collaboration with the Goodwill Store operated by the Milal Welfare Foundation, which creates jobs for persons with severe disabilities, and took place over five days from April 15 to April 19.

Visit to a Local Children’s Center  
in Hanam, Gyeonggi-do



Visit to the Houston Food Bank



Blood Donation Campaign in the UAE Office



Global Hope Library in Malaysia



# Doing Responsible Business



## Key areas

Raise shareholders' value → Governance  
→ Risk Management

Enhance the governance system → Governance  
→ Ethical Management  
→ Information Security



## Ethical Management

Material Topic 5

### Governance

#### Organizations Managing Ethics and Compliance

To strengthen compliance management, Samsung E&A has established and operates compliance organizations at the company level. The Compliance Team supports the Chief Compliance Officer in enhancing employees' compliance awareness. On the company level, we have compliance officers and compliance managers in each team, global office, and project site to spread information about compliance-related laws, regulations, and policies, enabling each organization to autonomously launch compliance activities. As of 2024, we have 136 compliance managers.

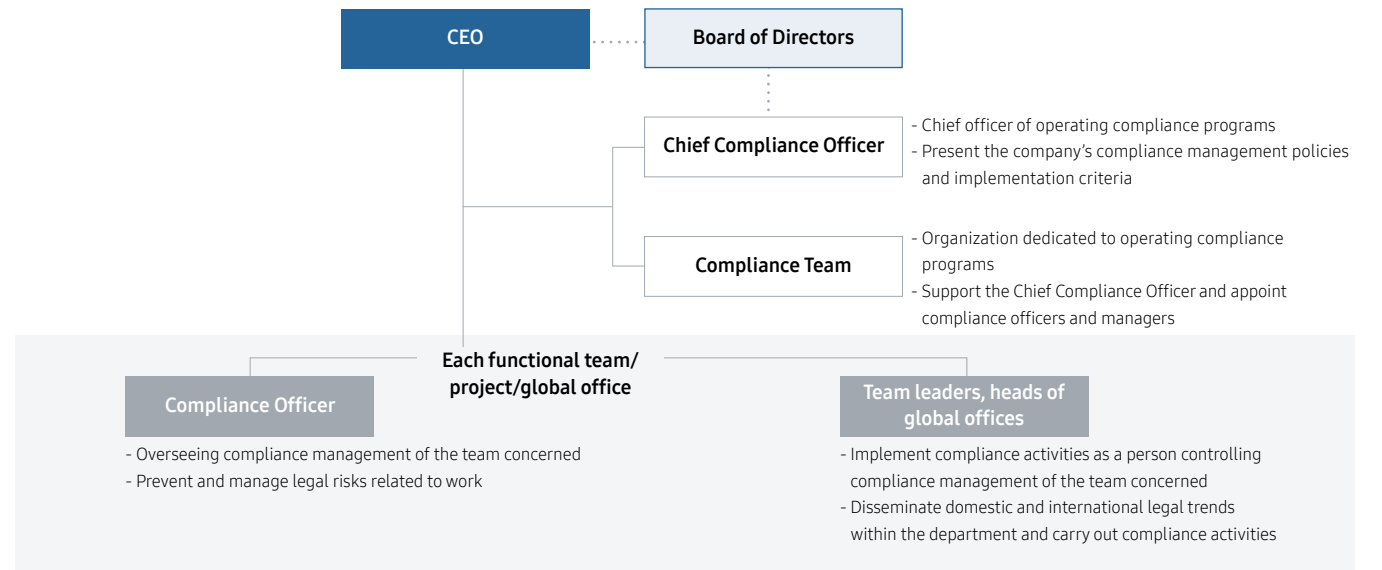
#### Compensation Linked to Ethics and Compliance

We incorporate the annual compliance scores from employees' compliance activities into evaluations of our executives and team leaders. This encourages our leaders to participate actively in compliance activities with greater interest and responsibility.

#### Reports on Ethics and Compliance Activities to the BoD by the CCO

Date	Reported by	Content
Oct. 2024	Chief Compliance Officer	Report on the assessment results of compliance support activities and effectiveness in 2024 - Training, inspection, monitoring, and process improvement and assessment

#### Organization Structure for Ethics and Compliance



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## Strategy

### Ethics and Compliance Management Framework

At Samsung E&A, we recognize it is our intrinsic role and social responsibility as a corporate citizen to uphold ethics and compliance management by adhering to international institutions' guidelines. With this belief, we released the Samsung E&A Code of Conduct, established based on Samsung Business Principles. This Code serves as a guideline with which the company and all employees must comply when doing business or performing their work. It includes Samsung E&A's policies and guidelines related to ethics and compliance management, respect for human rights, and environmental protection. Furthermore, we receive ethics and compliance pledges from our employees, regularly share the CEO's messages on compliance, and operate a compliance management platform to internalize ethics and compliance practices. The Chief Compliance Officer reports these activities to the Board of Directors (BoD), and we monitor misconduct through a reporting system for ethics and compliance management.

### Samsung E&A Code of Conduct, Based on Samsung Business Principles

Samsung Business Principles	Samsung E&A Code of Conduct	
<p><b>Principle 1</b> We comply with laws and ethical standards.</p>	<p><b>Chapter 1 Integrity</b></p> <ul style="list-style-type: none"> <li>1-1 Compliance</li> <li>1-2 Integrity</li> <li>1-3 Fair Transactions</li> <li>1-4 Information Protection</li> <li>1-5 Political Neutrality</li> </ul>	<p><b>Chapter 2 Basic Ethical Principles for Employees</b></p> <ul style="list-style-type: none"> <li>2-1 Maintaining Honor and Dignity</li> <li>2-2 Sense of Responsibility</li> <li>2-3 Respecting Each Other</li> <li>2-4 Information Security and Responsible Asset Management</li> <li>2-5 Anti-Corruption</li> <li>2-6 Preventing Conflict of Interest</li> </ul>
<p><b>Principle 2</b> We maintain a clean organizational culture.</p>	<p><b>Chapter 3 Respecting Stakeholders</b></p> <ul style="list-style-type: none"> <li>3-1 Respecting Clients</li> <li>3-2 Respecting Shareholders</li> <li>3-3 Respecting Suppliers</li> <li>3-4 Respecting Employees</li> </ul>	<p><b>Chapter 4 Legal and Social Responsibility</b></p> <ul style="list-style-type: none"> <li>4-1 Human Rights</li> <li>4-2 Health and Safety</li> <li>4-3 Protecting Environment</li> <li>4-4 Contributing to Local Communities</li> </ul>
<p><b>Principle 3</b> We respect customers, shareholders and employees.</p>		
<p><b>Principle 4</b> We care for the environment, safety and health.</p>		
<p><b>Principle 5</b> We are a socially responsible corporate citizen.</p>		

### CEO Compliance Message

We regularly communicate the CEO's compliance messages to employees, reaffirming the company's strong commitment to compliance management. In 2024, the increasing uncertainties in domestic and global business environments underscored the importance of gaining clients' trust. The CEO urged employees to follow relevant laws, regulations, and social norms in a transparent and responsible manner and to strictly adhere to ethical standards.

#### | CEO Compliance Message |

Dear E&A employees, I want to express my deepest gratitude for your dedication and hard work for the year.

As you know, regardless of our innovation and improvement efforts, the surrounding market situations are becoming more complicated and challenging due to uncertainties in our business environment such as geopolitical strife after several years of international conflicts and rising trade barriers.

Under these circumstances, we will discuss and specify strategies of each division starting from the 2025 Strategic Management Conference to respond to the present and scrupulously prepare for the future without faltering.

Dear E&A employees.

To enable our effort of "Gradually but Further, Rapidly and Further" to successfully take root, we need to keep in mind that we must not only enhance our competitiveness from the perspective of production and finance but also engage in compliance management on the company level.

Our society demands us to move beyond complying with relevant laws and to maintain our clients' trust that we have built to the highest degree and grow into a company fulfilling its social responsibilities.

To this end, I ask all teams and functions to comply with the rules of fair market competition and social norms as well as relevant laws in a transparent and responsible manner and strictly adhere to ethical standards.



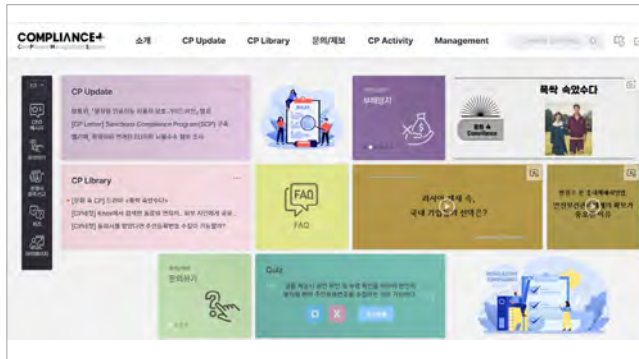
## Legal Support System (LSS)

We operate a continuous ethics and compliance management framework to fulfill our basic social responsibilities. Our Legal Support System (LSS) facilitates access to legal experts' advice at anytime and anywhere and addresses in-house demands for legal guidance. We also use standard contracts and review them in advance to mitigate contractual risks.

## CPMS (Compliance Management System)

To support employees' compliance activities continuously, we run the Compliance Program Management System (CPMS). On this platform, employees can review the company's policies and guidelines on compliance management, find information such as recent trends, cases, FAQs, and training materials at anytime. Additionally, they can ask questions and receive answers, conduct self-diagnosis, and make reports. The platform supports each team in efficient compliance management.

CPMS



## Internalizing Ethical Management

We make ongoing efforts to internalize ethics and compliance management. We inform our employees of recent issues on compliance through monthly newsletters and enhance their understanding through in-house broadcasts and campaigns. In addition, we upload various content on the CPMS, such as Compliance in Culture, to help our employees use it as an effective compliance guideline.

## Pledge for Ethics and Compliance

All our employees submit pledges for ethics and compliance every year. We also established the Supplier Code of Conduct and distribute it to all our suppliers in Korea and overseas. Furthermore, we designated pledges for integrity as mandatory attachment to all our contracts.

### | Pledge for Ethics and Compliance |

**I pledge to comply with every law and regulation and the company's guidelines while performing my job.**

- 1 I will strictly adhere to every law, regulation and relevant guideline while performing my job based on the Samsung Business Principles.
- 2 I have fully understood the company's Compliance Program and Employee Guidelines and will comply with them.
- 3 While performing my job, I will not receive goods, entertainment or other forms of financial benefits from our clients, suppliers or other stakeholders or provide money or goods to government officials to ask for improper solicitation.
- 4 I will not engage in unethical behaviors such as gambling or speculation that can damage our organizational culture rooted on integrity or our company's value and image.
- 5 While performing my job, I will protect our trade secrets and will not engage in activities that may be misunderstood as trade secret infringement.
- 6 When I learn about a violation or possible violation of laws, regulations and the company's guidelines while performing my job, I will not condone or abet it and will immediately contact relevant teams\*.
- 7 I will accept any form of actions including civil and criminal sanctions and disciplinary actions by the company if I violate laws, regulations and the company's regulations as well as this pledge.

**I have fully understood the above and hereby sign it with sincerity.**

\* Compliance/HR/Audit Teams



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Operating an Ethics Reporting System

Through multiple online and offline channels, such as the Ethics Management Reporting Website, emails, phone, and fax, we receive reports about misconduct, including unfair work practices and abuse of power. Reports can be submitted under real names or anonymously. In an effort to protect the identity of those submitting the reports, we thoroughly handle the reports with strict confidentiality and manage their personal information in accordance with relevant laws and regulations. After receiving reports, we conduct internal investigations. If misconduct is confirmed, we take appropriate disciplinary actions based on the severity of the issues in compliance with the regulations. Following the disciplinary actions, we also implement prevention measures and offer anti-corruption training to prevent similar cases.

Process of Handling Reports on Ethics Violations



Ethics and Compliance Training

All employees, including contingent workers and global local employees, undergo mandatory ethics and compliance training. We provide various training programs to each function and special training to teams that are highly likely to face compliance issues. Moreover, we offer training with compliance notices to employees who are transferred to different teams or dispatched to other business sites domestically or abroad to prevent violation risks related to the team change. In 2025, we will continue providing training by selecting areas where compliance issues are highly likely to arise and introduce special training given by leaders to foster a sound and ethical organizational culture.

Major Training in Ethics and Compliance in 2024

Category	Name	Key Content	Frequency
Introductory training	Training for new recruits	Understanding compliance, integrity	Around the clock
	Training for new employees with experience	Understanding compliance programs, integrity	Every month
	Global Mobility Onboarding training	Compliance program overview	Around the clock
Advanced training	Basic/advanced training in global economic sanctions	Global economic sanctions, economic sanctions of the US and other countries	Once a year
	Training at sites in Korea	Protecting trade secrets	1st half/2nd half
	Training at global offices and overseas sites	Compliance training in global offices and overseas sites (global)	1st half/2nd half
	Training in internal transactions	Understanding the process of reviewing internal transactions	Once a year
	Training in the bidding phase	Bidding collusion, anti-corruption, trade secret protection, information security	When an issue arises
	PM Academy	Compliance programs across the company	When an issue arises
Mandatory training	Training for compliance managers	Compliance programs	Quarterly
	Training for internal auditors of ISO certifications	Guidelines for internal auditors of ISO 37301 & 37001, responsibilities and roles, etc.	Once a year
	Compliance training for all	Compliance+, anti-corruption, trade secrets, subcontracting	Once a year
	Anti-corruption training	Preventing corruption among employees	Once a year

Training Introduced in 2025

Category	Name	Targets	Key Content	Frequency
Mandatory training	Global economic sanctions	All employees	Global economic sanctions	Once a year
	Fair transactions	All employees	Bidding collusion, internal transactions	Once a year
	Serious Accidents Punishment Act	All employees	Concepts and details of the Serious Accidents Punishment Act	Once a year
Special training	A clean organizational culture driven by leaders	Executives, team leaders, PDs, PMs, heads of global offices, etc.	· Operation diagnosis (partner companies, company funds and assets, etc.) · HR (sexual harassment, workplace harassment, etc.)	Half-yearly
		All employees in the HQ, sites and global offices including locally hired employees	· Information protection (protecting information assets, preventing malicious code infections, etc.)	Quarterly



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## Risk Management

### Ethical Management Audits

The Management Advisory Team, under the CEO's direct control, independently audits and oversees ethics and compliance activities. It is responsible for round-the-clock ethics and compliance management, such as operating the ethics and compliance management system, providing anti-corruption training, conducting investigations based on reports, and assessing work processes. In addition, it the results of ongoing compliance audits and operational audits across all functional departments are reported to the Audit Committee twice a year.

#### Report on Compliance and Operation Audits to the Audit Committee

Date	Reported by	Report Content
Feb. 15, 2024	Head of the Management Advisory Team	Report on the status of operation and compliance audits
Jul. 25, 2024	Head of the Management Advisory Team	Report on the status of operation and compliance audits

#### Compliance Audit



We conduct audits around the clock at all our sites and offices in Korea and overseas. We investigate violations and matters received through reports, take actions in a strict manner, improve systems and regulations and offer training to prevent reoccurrence.

#### Operation Audit



An audit to eradicate unreasonable work practices. When issues are found, we hold discussions between relevant teams, devise improvement measures and reflect them in work processes.

### Compliance Audits

We conduct round-the-clock monitoring to operate the ethics and compliance control system. To identify and address key compliance risks, such as unfair trade practices and unfair competition, we regularly visit our offices and sites in Korea and overseas, inspecting compliance management and providing training. In 2024, we visited 5 global offices, 6 overseas sites, and 19 domestic sites to conduct audits about key risks and reflected the findings into our processes. In addition, we encourage our employees to self-diagnosis, enabling them to enhance their compliance knowledge and awareness and allowing compliance officers and managers in each team to autonomously select and inspect risks and take corrective actions.

#### Major Compliance Audits and Monitoring Activities in 2024

Category	Targets	Details	Time
Sites in Korea	Yongin, Suwon, Giheung, Hwaseong, Songdo, Pyeongtaek, Cheonan, etc. (10 in the 1st half, 9 in the 2nd half)	Construction Industry Act, trade secrets, personal information protection, Temporary Agency Workers Act, Ban on Solicitation Act, Electrical Construction Business Act, guaranteeing rental payments of leases for construction machinery, etc.	Apr., Oct.
Global offices	Offices in Saudi Arabia, the UAE, India, Thailand and Malaysia	Overview of compliance management including anti-corruption, trade secret protection, violation of the Temporary Agency Workers Act, collusion, etc.	Mar., Nov.
Overseas sites	2 in Saudi Arabia, 1 in Qatar, 2 in Hungary, 1 in Malaysia		
Self-diagnosis	All employees	Knowledge and awareness	Jul., Oct.
Internal transactions	New purchase transactions worth over KRW 100 million	Compliance with process (1st/2nd half)	Aug., Feb. 2025

### ISO 37001 and ISO 37301 Certifications

In July 2024, we acquired integrated certifications for ISO 37001 (anti-bribery management systems) and ISO 37301 (compliance management systems). ISO 37301 is a global standard for compliance management systems, which supports companies to respond to complex laws, regulations, and social criteria, while ISO 37001 is a global standard for anti-corruption management systems focused on identifying corruption risks in the organization, establishing preventive measures, and fostering an anti-corruption culture. Based on these certifications, we have established anti-corruption and compliance management systems across all phases of our business operations and continuously strive to improve these systems.

## Metrics and Targets

### Targets of Ethics and Compliance Management

We systematically manage our metrics and targets to enhance our ethics and compliance management.

	Targets	2024 Performance	2025 Target
Number of compliance audits		8	At least 7
Rate of completion of compliance training for employees		98%	At least 95%
ISO 37001 and ISO 37301 certifications		Retain	Retain



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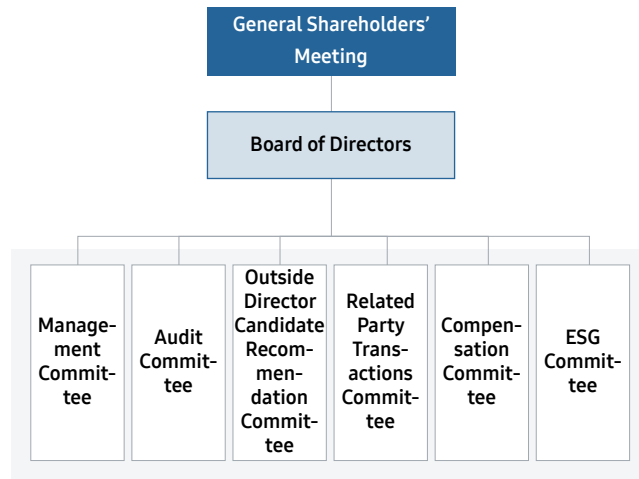
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## Structure of the Board of Directors

Samsung E&A aims to continuously improve our corporate governance in alignment with Samsung’s business philosophy: “We will devote our human resources and technology to create superior products and services, thereby contributing to a better global society,” and our slogan, “Core to Value.” By maintaining a balanced governance structure among management, the Board of Directors, and shareholders, as well as ensuring the independent operation of the Board of Directors, we strive to earn greater trust from various stakeholders and engage in transparent and responsible business operations.

In accordance with the Board of Directors (BoD) Operation Regulations, Samsung E&A’s BoD appoints directors based on the principles of independence, expertise, and diversity. As of the end of May 2025, we have six committees under the Board of Directors. All members of the five committees, apart from the Management Committee, are outside directors, which enhances their independence and expertise.

### Corporate Governance Structure



## Expertise and Diversity of the Board of Directors

### Expertise of the BoD

To enhance the BoD’s expertise in each sector, we appoint experts in economics, society, law, technology and sustainability as outside directors. In 2024, we appointed an expert in finance and accounting as an outside director. We provide support for diverse activities and educational programs to enable our outside directors to make decisions based on a professional and objective understanding of our business management.

### Diversity of the BoD

To promote diversity within the BoD, we do not discriminate based on nationality, ethnicity, race, gender, or religion when selecting candidates. We disclose this principle in our publicly available documents, such as the Corporate Governance Report and Sustainability Report. We appoint outside directors with experience and expertise in relevant fields to improve our proficiency in environmental, legal, and financial areas. This approach ensures diversity within the BoD, enabling it to make well-rounded decisions that consider the perspectives of various stakeholders.

### Composition and Skill Matrix of the BoD

Name	Executive Directors			Outside Directors			
	Hong Namkoong	Gunho Hyun	Hyungshik Yoon	Junghyun Choi	Yongdae Kim	Kyungtaek Shin	Sungwook Moon
Gender	Male	Male	Male	Female	Male	Male	Male
Current and past roles	- CEO - BoD Chairman	- Head of Hydrocarbon Business Division	- Head of Corporate Management Division	- Lead outside director - Professor at the Dept. of Environmental Science and Engineering, Ewha Womans University	- Attorney at Kim & Chang - Former chief judge of Seoul Family Court	- Former vice president of EXIM Bank of Korea	- Special professor at the Graduate School of Economics, Yonsei University - Former Minister of Trade, Industry and Energy
Initial appointment date	Jan. 18, 2023	Mar. 16, 2023	Mar. 20, 2025	Mar. 17, 2022	Mar. 16, 2023	Mar. 21, 2024	Mar. 20, 2025
Term end date	Jan. 17, 2026	Mar. 15, 2026	Mar. 19, 2028	Mar. 19, 2028	Mar. 15, 2026	Mar. 20, 2027	Mar. 19, 2028
Business management	■	■	■				
Technology	■	■		■			■
Finance & accounting			■			■	
Law					■		
ESG				■			

\* As of end of May 2025



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## BoD Management

### BoD Meeting Status

In 2024, the BoD held eight meetings, including regular sessions. During these meetings, seven reports were reviewed, and 17 agenda items were addressed. The attendance rate for the BoD meetings was 100% in 2024.

2022 Attendance Rate 100%	2023 Attendance Rate 100%	2024 Attendance Rate 100%
10 meetings	9 meetings	8 meetings

### Support for the BoD

To support the efficient operation of the Board of Directors, we designated the Strategic Communication Center (ESG Group) as the dedicated organization for board support. This dedicated center provides comprehensive assistance for board operations, including the general shareholders' meeting, board meetings, and education and task support for outside directors. It conducts pre-briefing sessions for outside directors ahead of each board meeting and offers regular communication opportunities with management. Additionally, it supports the capacity-building of outside directors through domestic and overseas site visits and educational platforms covering topics such as compliance and ESG.

#### Training for Outside Directors

Date	Content	Attendance Rate
Jun. 3, 2024	Job training for outside directors of listed companies (Jun. 3–Jun.7, 2024, online)	100%
Jun. 17, 2024	Visit to Smart Piping Shop in Ulsan	100%
Jul. 30, 2024	Visit to the Hungary W-Scope & SDI E Project sites (Jul. 30, 2024–Aug. 02, 2024)	100%
Oct. 24, 2024	Safety training	100%

## Committees in the BoD

As of the end of May 2025, the BoD delegated professional authorities to six committees in accordance with the Articles of Association and the BoD Regulations to enhance efficiency in operation. Except for the Management Committee, all committees are composed of outside directors for the independence of the committees, and each committee appoints its chair in a way appropriate for its purpose. The organization, operations, and authorities of each committee are stipulated in the BoD Regulations, established by the BoD's resolution. Directors can request a convocation of the BoD if deemed necessary, with the consent of the Board Chairman, and the BoD can re-vote on resolutions passed by the committees. However, resolutions passed by the Audit Committee cannot be re-voted on by the BoD to ensure their independence.

#### Organization of Committees

Name	Members	Main roles	No. of Meetings (Average attendance rate)
Management Committee	Hong Namkoong, Gunho Hyun, Hyungshik Yoon (3 executive directors)	Deliberate and make decisions on major management issues	9 (93%)
Audit Committee	Kyungtaek Shin, Junghyun Choi, Yongdae Kim (3 outside directors)	Conduct accounting audits and job audits, appoint external auditors	5 (100%)
Outside Director Candidate Recommendation Committee	Yongdae Kim, Junghyun Choi, Kyungtaek Shin (3 outside directors)	Recommend candidates for outside directors	5 (100%)
Related Party Transactions Committee	Yongdae Kim, Junghyun Choi, Kyungtaek Shin (3 outside directors)	Deliberate and make decisions on transactions with affiliated companies	1 (100%)
Compensation Committee	Junghyun Choi, Yongdae Kim, Kyungtaek Shin (3 outside directors)	Deliberate and make decisions on maximum compensation to registered directors and related policies	2 (100%)
ESG Committee	Junghyun Choi, Yongdae Kim, Kyungtaek Shin, Sungwook Moon (4 outside directors)	Deliberate and make decisions on ESG strategies, performance, shareholder value, and social responsibility.	4 (100%)

## ESG Committee

We operate the ESG Committee within the BoD to oversee the management of sustainability-related performance, risks, and future strategies. The committee plays a central role in monitoring the company's ESG initiatives and outcomes. In 2024, the ESG Committee held four meetings, achieving a 100% attendance rate. Key agenda items included reviewing the ESG strategy framework, implementation plans, and proposals for establishing an ESG disclosure response system. Additionally, to enhance shareholder value and communication, one committee member has been designated as the representative responsible for shareholder rights protection.

#### ESG Committee Meetings

Date	Agenda Items
Jan. 30, 2024	- ESG performance in 2023 and plan in 2024
Apr. 25, 2024	- ESG strategy structure and initiatives - Draft plan for the publication of the 2023 Sustainability Report - Results of double materiality assessment
Jul. 25, 2024	- Acquisition of certifications for anti-corruption and compliance management systems - Draft plan of ESG campaign
Oct. 24, 2024	- Draft plan of establishing a structure to handle ESG information disclosures



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## Operation Policy of the BoD

### Independence of the BoD

For an independent and balanced composition of the BoD, we appoint outside directors in consideration of independence, expertise, and diversity. We ensure the BoD's independence by appointing 4 outside directors out of 7 directors and selecting candidates with expertise in technology, business, and ESG issues necessary for making decisions. Additionally, under Korea's Commercial Act, we do not appoint as directors major shareholders or persons with special relationships with the company. Among candidates recommended by the BoD and the Outside Director Candidate Recommendation Committee, we appoint executives and outside directors in the general shareholders' meeting. We revised the Articles of Association in 2016 to allow directors, including outside directors, to serve as the BoD Chairman. CEO Hong Namkoong was appointed as chairman in January 2023, recognizing that a chairman in a construction company needs deep business understanding and swift decision-making. As of October 2023, we introduced the role of the lead outside director, and Director Junghyun Choi is currently serving as the lead outside director.

### Regulations on the BoD's Independence [🔗](#)

We operate the BoD in accordance with the independence standards stipulated in the Articles of Association, BoD Operation Regulations, and Korea's Commercial Act and review compliance with the requirements for governance independence based on our Corporate Governance Report. Additionally, we have established regulations to maintain the BoD's independence for transparent governance operations.

#### | BoD Operation Regulations |

##### Article 5 Paragraph 1

The Chairman of the Board of Directors shall be appointed among the directors through the resolution of the Board of Directors.

##### Article 5-2 Paragraph 1

When the Chairman is not an outside director, outside directors can appoint an outside director who will represent them (lead outside director) through discussions.

#### | Articles of Association |

##### Article 27 Paragraph 1

The firm shall elect not less than 3 directors and not more than 8 directors at the shareholders general meeting. The number of outside directors shall be one half (1/2) of the total number of directors and three (3) or more. The outside directors shall be selected from those who are recommended by the Outside Directors Candidate Recommendation Committee.

##### Article 27-2 Paragraph 1

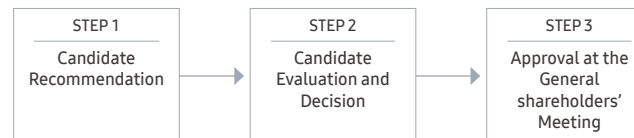
Outside director is defined as a director not fully engaged in the operation of the company's business.

##### Article 27-2 Paragraph 3

The persons corresponding to each item contained in Article 542-8 Clause 2 of the Commercial Act shall not be qualified as outside directors and shall lose their assignment when in violation of said restrictions.

### Process of Appointing Directors

Under Article 382 of the Commercial Act, directors are appointed by the resolutions of shareholders in the general shareholders' meeting. Executive directors are selected among the candidates recommended by the BoD, whereas outside directors are appointed among the candidates recommended by the Outside Director Candidate Recommendation Committee in accordance with Article 542-8 of the Commercial Act. Based on this article, all members of the Outside Director Candidate Recommendation Committee at Samsung E&A are outside directors so that we can decide on outside director candidates in a fair manner. We deliberate on and select outside director candidates by following a fair procedure. The term of office is 3 years, and directors can be reappointed in the general shareholders' meeting after their term expires. However, the term of office for outside directors is limited to 6 years in compliance with relevant laws and regulations.



### Performance Evaluation and Compensation

To encourage the BoD and management to efficiently execute their roles and proactively participate in sustainable management, we conduct regular evaluations on financial and non-financial performance and fulfillment of roles. As for executive directors, we comprehensively evaluate their financial performance—revenue, net profit, ROE<sup>1)</sup> and share price—as well as non-financial performance—environmental management, safety, compliance, integrity, and security. This approach aims to internalize their participation in sustainable management. In addition, the performance of outside directors is evaluated based on internal criteria such as meeting attendance, expertise, and understanding of agenda items. The evaluation results are used to improve the effectiveness of outside directors' activities and to support decision-making regarding their reappointment. To ensure independence in decision making, outside directors receive only salaries, with no performance-based compensation. Moreover, we operate a long-term deferred compensation program that links the company's long-term business performance with compensation. The maximum compensation for directors is approved annually by resolutions at the general shareholders' meeting. In 2024, the maximum compensation was KRW 10 billion, with actual payments totaling KRW 4.1 billion.

1) ROE : Return On Equity

#### Structure of Compensation to Directors

Category	Element	Evaluation Indices	Maximum Limit
Basic pay	Annual salary (wages, bonuses)		-
Performance pay	Short-term	- Financial statements - Key competitiveness indices - PER	100% of monthly pay
		Overall performance incentive	- Economic value added (EVA) 50% of the base annual salary
	Long-term	Overall performance incentive	- ROE - EBT ratio - PER 300% of the 3-year average annual salary



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### CEO Succession Policy

Samsung E&A has established and systematically implemented a CEO succession policy aligned with the Rules on CEO Succession. The CEO must have ample experience in project execution, expert knowledge, excellent business management skills, and a clear vision. For this, we identify, foster, and manage candidates through advanced evaluation procedures and development strategies. In preparation for sudden changes in the business environment or CEO resignation for personal reasons, we maintain a pool of candidates with various capabilities. Among the candidates, the most suitable candidate is appointed at the general shareholders' meeting after being vetted and recommended by the BoD. When a CEO vacancy occurs, the designated Board member acts as interim CEO while initiating the process to appoint a new CEO, with the former CEO remaining as an advisor to support the succession.

### Executive Indemnification

Our Articles of Association do not include an executive indemnity clause. Instead, we acquire executive indemnity insurance to minimize collateral or risks from potential compensation claims arising from wrongful acts committed by executives at work.

### Auditing Organization

#### Composition of the Audit Committee

To meet the criteria of transparency and independence stipulated in the Commercial Act, the Audit Committee is composed of three outside directors appointed at the general shareholders' meeting, including at least one with finance or accounting expertise. This is to enhance the expertise and execution capability of the Audit Committee.

### Roles and Responsibilities of the Audit Committee

The Audit Committee monitors, supervises, and supports management to ensure that they enhance the company and shareholder values through lawful procedures and reasonable decision-making. In 2024, the Audit Committee held five meetings and participated in seven training sessions to deepen their understanding of changes in the business environment, including ESG and global minimum tax, improving their independent and professional decision-making capacity.

#### Overview of the Audit Committee's Meetings

No.	Date	Agenda Items
1	Feb. 15, 2024	1 Preparation of the Audit Report of the Audit Committee for the 57th fiscal year 2 Preparation of the report on the operation of the internal accounting management system in 2023 3 Review of agenda items of the general shareholders' meeting for the 57th fiscal year  <b>Report items</b> 1 Report on the operation of the internal accounting management system in 2023 2 Report on the progress of accounting audit by the external auditor for the fiscal year of 2023 3 Report on the status of operation and compliance audits
2	Mar. 21, 2024	1 Appointment of the chair of the Audit Committee 2 Amendments to the Internal Accounting Management Regulations
3	Apr. 25, 2024	1 Checking of the compliance of the external auditor in the fiscal year of 2023  <b>Report items</b> 1 Report on the progress of review of the Q1 of the fiscal year of 2024 2 Report on the accounting audit plan for the fiscal year of 2024 3 Report on the plan to operate the Audit Committee in 2024 4 Report on the plan to operate the internal accounting management system in 2024
4	Jul. 25, 2024	<b>Report items</b> 1 Report on the progress of review of the H1 of 2024 2 Report on the the status of operation and compliance audits
5	Oct. 24, 2024	<b>Report items</b> 1 Report on the progress of review in the Q3 of 2024 2 Report on the operation of the internal accounting management system in the H1 of 2024

#### Roles of the Audit Committee

Roles	Details
Audit and investigation	Conduct audits of the overall work carried out in the company by the BoD and CEO, etc.  Request sales-related reports to directors and employees, and examine the company's work and asset status  Review accounting-related documents such as financial statements, and assess the audit process and results with the accounting firm
Evaluation	Conduct additional reviews of documents related to accounting books reviewed by the accounting firm and assess the results  Evaluate the operation of the internal accounting management system  Assess the effectiveness of the internal audit system
Review	Review deliberations of the Management Committee reported by directors as well as important business issues

#### Organizations Dedicated to Supporting the Audit Committee

We have organizations dedicated to supporting the activities of the Audit Committee within the Finance & Accounting Team and the Management Advisory Team. The Finance & Accounting Team holds the Audit Committee's meetings, handles external audits, and supports training for the Audit Committee members, while the Management Advisory Team supports the Audit Committee's activities, conducts audits, and reports the results.

#### Organizations Dedicated to Supporting the Audit Committee

Teams	Number of Employees	Position (Years of service)	Key Activities
Finance & Accounting Team	8	1 executive vice president (5 years) 1 vice president (1 year)  6 pros (2 years on average)	- Hosting meetings for the Audit Committee - Supporting training for the Audit Committee members
Management Advisory Team	3	1 vice president (1 year)  2 pros (4 years on average)	- Supporting the Audit Committee's activities - Conducting audits and reporting the results



### Appointing External Auditors

Samsung E&A appoints external auditors in accordance with applicable laws. External auditors are appointed after the Audit Committee comprehensively evaluates the firm's size, overseas audit capability, transparency and independence. At the end of 2022, we re-selected Samil PwC as our external auditor for 2023 to 2025. However, as the Act on External Audit of Stock Companies requires regular designation of auditors, the external auditors were changed at the end of 2023 to EY Han Young for the period between 2024 and 2026. The Audit Committee reviews the progress of accounting audits with the appointed external auditors on a regular and irregular basis, provides support for smooth external audits, and receives face-to-face reports and written reports from the external auditors without the presence of the management to enhance transparency in accounting.

### Enhancing Shareholder Value

#### Shareholders' Participation in Decision Making

We take various measures to promote shareholders' participation in decision-making and provide information in a timely manner. In 2021, we adopted an electronic voting system, released information about agenda items of the general shareholders' meeting through various channels, and disclosed the convening and results of the meeting on Data Analysis, Retrieval and Transfer System (DART) and our website. We also enabled the exercise of rights in writing and by proxy to facilitate shareholders' participation.

#### Shareholder Return Policy

To enhance shareholder value, we resumed dividend payments in January 2025, a first in 12 years, and released the three-year shareholder return policy. For three years from 2024 to 2026, we plan to distribute shareholder returns at a rate of 15% to 20% of the net income attributable to controlling interests. In 2024, the first year, we paid cash dividends accounting for 17% of the net income attributable to controlling interests. This decision is made in consideration of the balance between the company's growth and profitability and shareholder return. We will continue working to strengthen our shareholders' rights and value.

#### General Shareholders' Meeting

##### Mar. 21, 2024 57th Regular General Shareholders' Meeting

- Approval of financial statements
- Appointment of Daewon Kim as executive director
- Appointment of an outsider director who will also become a member of the Audit Committee (Kyungtaek Shin)
- Approval of the maximum limit to directors' compensation
- Amendments to the Articles of Association

##### Mar. 20, 2025 58th Regular General Shareholders' Meeting

- Approval of financial statements
- Appointment of directors (Hyungshjk Yoon as executive director, Junghyun Choi and Sungwook Moon as outside director)
- Appointment of members of the Audit Committee (Outside Directors Junghyun Choi and Yongdae Kim)
- Approval of the maximum limit to directors' compensation
- Amendments to the Articles of Association

#### Enhancing Communication with Shareholders and Investors

We maintain various communication channels for shareholders and investors, providing actively updates on business performance and future plans through quarterly business performance briefings, disclosures, NDRs (non-deal roadshows), and conferences. In 2024, we attended several overseas NDRs and conferences for active communication with our shareholders and potential investors. In November, analysts in Korean and global securities companies visited the Saudi Aramco Jafurah GPF Project and attended ADIPEC<sup>1)</sup> to deepen their understanding of our hydrocarbon site and business.

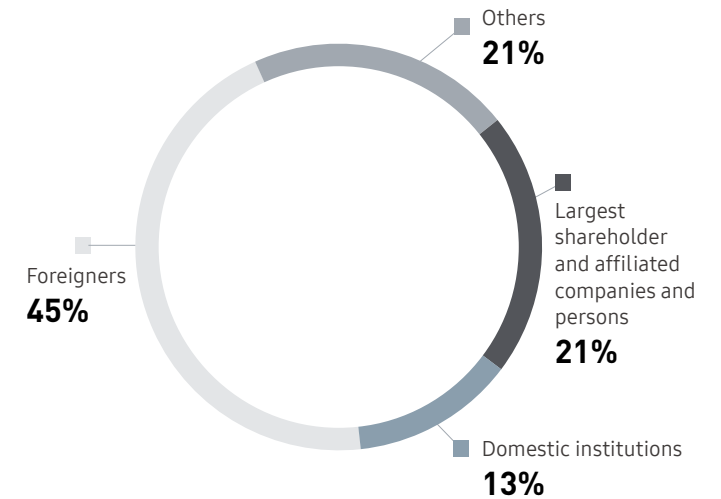
1) Abu Dhabi Int'l Petroleum Exhibition & Conference

### Composition of Shareholders

Shareholders can exercise voting rights at the general shareholders' meeting and participate in important decision-making. Their opinions are incorporated into our policies and operations after review and approval by management and the Board of Directors.

#### Shareholder Composition

\*As of Dec. 31, 2024



#### Affiliated Companies and Persons

Samsung SDI	22,918,426 shares	11.69%
Samsung C&T	13,668,989 shares	6.97%
Samsung Life Insurance	103,318 shares	0.05%
Samsung Fire & Marine Insurance	435,000 shares	0.22%
Jaeyong Lee	3,024,038 shares	1.54%
Hong Namkoong	34,511 shares	0.02%
Gunho Hyun	3,000 shares	0.002%
Daewon Kim	14,968 shares	0.01%



# GSOR: Company-wide Operational Baseline Principles

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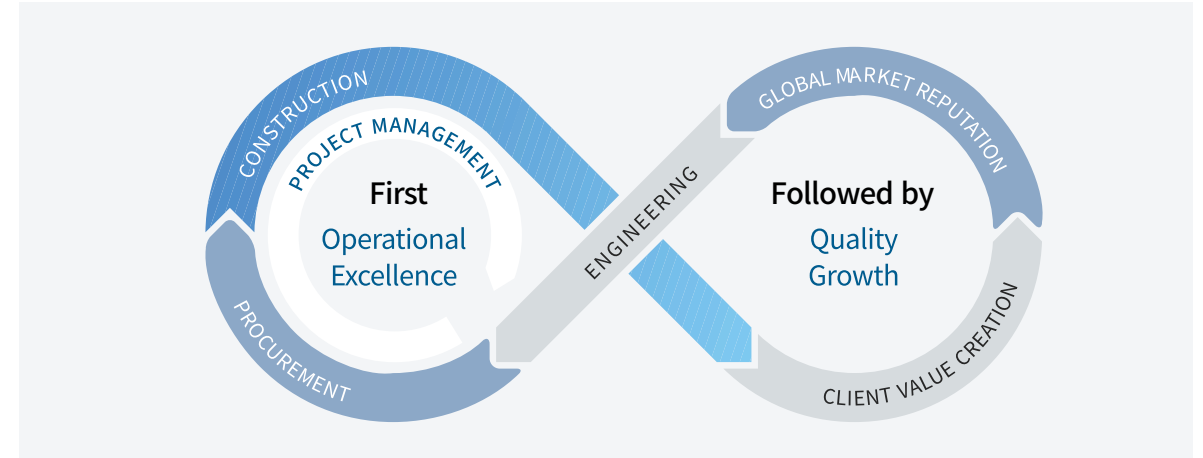
## GSOR

The GSOR<sup>1)</sup>, the constitution for Samsung E&A's operation, are mandatory principles which all Samsung E&A employees in Korea and overseas must comply with. According to the GSOR, we aim to achieve the highest level of project quality in all projects by leveraging top EPC execution capabilities, creating client value, and fostering company's qualitative growth. It consists of five steps from Philosophy to Management System. The Philosophy stage presents directions that all employees must follow in their daily work, while the directions are detailed in the Themes. The Function/Job R&R and Operation Principles define specific requirements to achieve the Themes. The Operation Principles, in particular, provide principles for each work phase so that all employees can do their job based on the same criteria. Lastly, the Management System defines principles that enable the GSOR to become Samsung E&A's topmost operational manual for all employees, rather than just recommendations. In November 2022, we acquired the ISO 21505 certification based on the GSOR, confirming our compliance with globally recognized standards.

1) Global Standard Operating Requirements

## GSOR Structure

### Philosophy



### Themes

Professional Personnel	Learning Organization	Global Employment & Operation	Global Ethics	
Planning & Execution by Baseline	Strategic Portfolio Management	Engineering based Management	Global Collaboration	
Construction Driven Execution	Communication based Teamwork	Speed-up Operational Management	Quality Management	HSE

### Resource Principles

Function R&R	Job R&R
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### Operating Principles

Create the Work	Plan the Work	Work the Plan
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### Management System

GSOR Compliance System	Link to Evaluation
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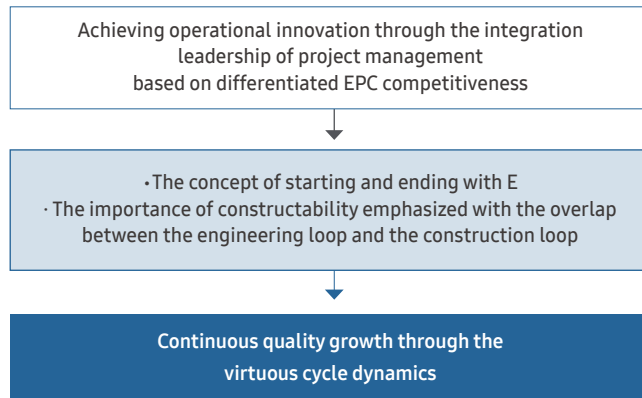
Doing Responsible Business

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Philosophy

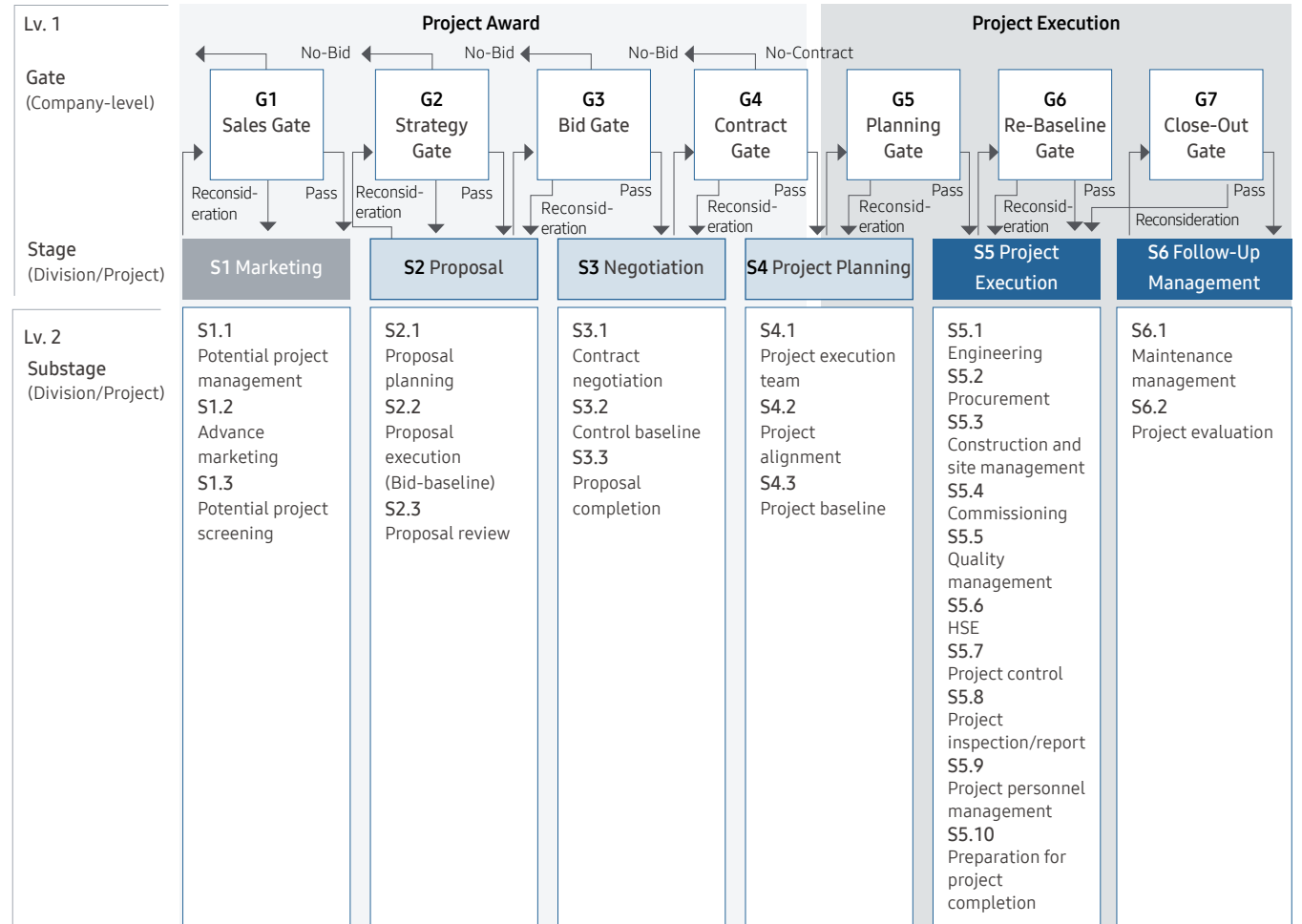
The GSOR's Philosophy is "First, Operational Excellence, Followed by Quality Growth." We believe that quality growth depends on differentiated competitiveness in EPC (engineering, procurement, and construction) and operational innovation through integrated project management leadership. Based on this belief, all employees recognize that operational innovation through the GSOR is essential for continuous quality growth, and they thoroughly comply with its goals and principles that reflect the GSOR Philosophy in their daily work routines.



Operating Principles

The core framework of the GSOR's Operating Principles is the "Stage & Gate" system. To achieve the basic goals of the Operating Principles—Create the work, Plan the work, Work the plan—we establish a structured work framework. We created seven Gates at the company level and structured Stages and Substages for each division and project, as mandatory steps for Gate operation, setting detailed principles to which employees must adhere on each stage and work process. Each Gate is intended for informed decision-making between "Go" or "No-go," and four out of seven Gates concentrate on the proposal and project planning phases, allowing management to focus resources early concentrate and preemptively manage risks.

Operating Principles



# Risk Management

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## Risk Management Governance

### Risk Management Framework and Implementation Organizations

In compliance with the ISO 31000 framework, an international standard, we have implemented a process where risks are systematically managed across the project cycle. On the proposal stage, we identify risks of a potential project and look for response measures in potential project assessment, workshops, and bid risk review meetings. We decided to submit our bid only after mitigating the remaining risks to an acceptable level through the quantitative risk analysis. Additionally, we conduct quarterly quantitative analysis of project risks and operate a review committee to select potential projects in order to create a well-balanced bidding portfolio, ensuring that total risk exposure is managed at the company level.

On the project execution phase, we utilize the Risk Register<sup>1)</sup> to hold quarterly workshops and review meetings where we constantly monitor changes in project risks while identifying and addressing new risks in a timely manner. In addition, to identify risks in the early stages, we offer project teams information on standard risks that we defined based on our company-level risk management information asset, which was accumulated over a long time. Our part-time RM consulting group, consisting of high-ranking employees with ample experience, holds a meeting every month to review each project's risks and prepare their response measures, discuss ways to respond to critical risks and give recommendations for revisions and countermeasures.

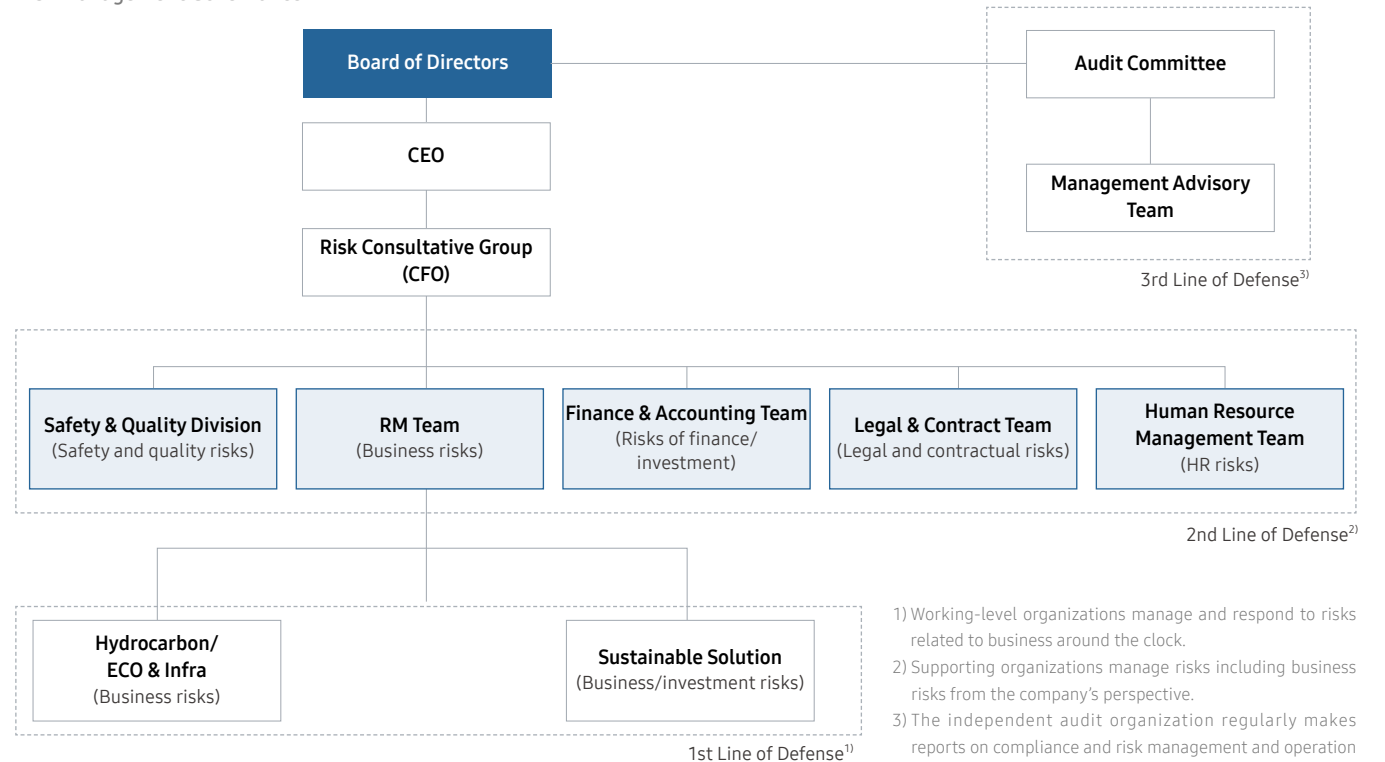
1) Essential document for recording identified risks and response plans to enable proactive risk management.

For effective management and timely response to risks, the RM (Risk Management) Team oversees our risk management on the second line with the authority given by the risk control system established

by the Management Committee. The RM Team manages risks that may arise in legal affairs, finance, corporate strategies and financial plans in accordance with the risk control system established by the Management Committee. When a major risk arises during the risk management process, the RM Team reports it immediately to the management and Management Committee to promptly respond to it and minimize the impact. The Management Committee establishes control criteria to achieve risk management goals and supervises

the process of assessing and mitigating risks. To strengthen leadership and responsibility for risk governance, we made risk management a part of the performance evaluation criteria for the CEO and executives. In addition, we included project, financial, and contractual risk management in the business performance evaluation criteria in order to urge the management to participate in risk management and enhance the culture of risk management.

### Risk Management Governance



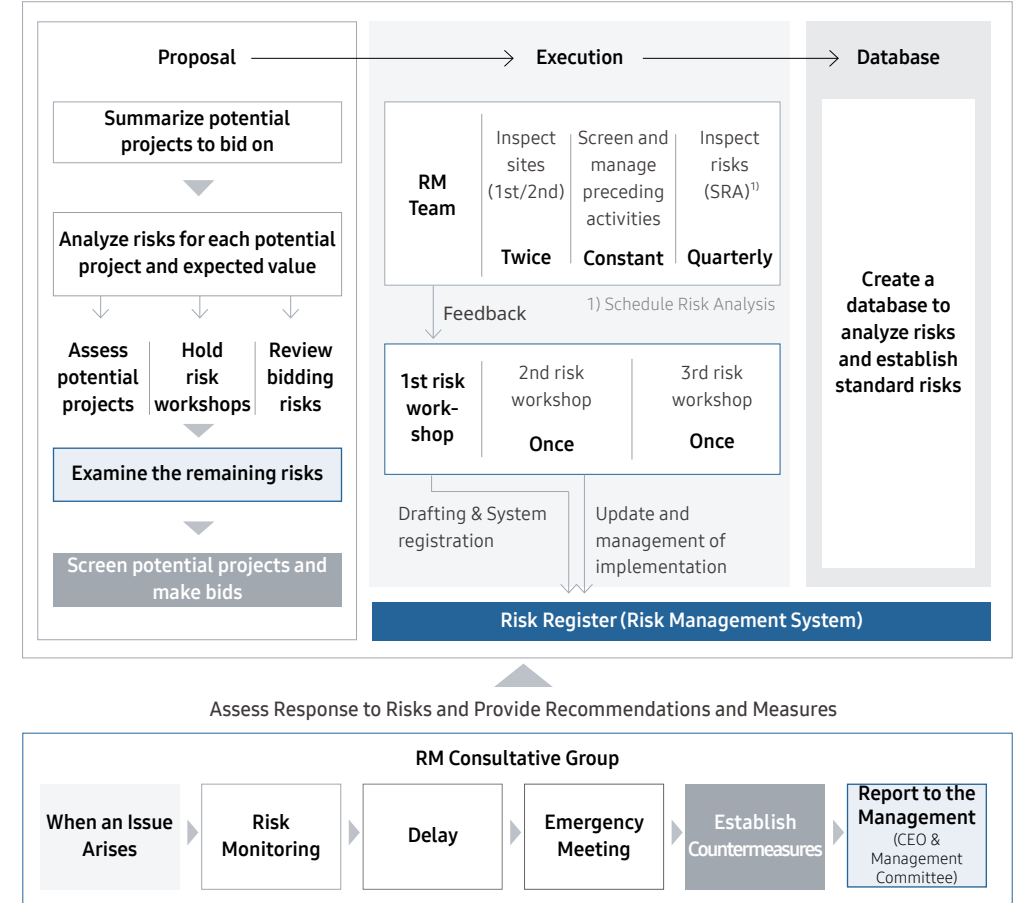
1) Working-level organizations manage and respond to risks related to business around the clock.  
2) Supporting organizations manage risks including business risks from the company's perspective.  
3) The independent audit organization regularly makes reports on compliance and risk management and operation to the Audit Committee.



Risk Management Organizations

Category	Risk Type	Teams in Charge	Risk Management Activities
Financial	Financial risks	Finance & Accounting Team	Assessing and managing financial risks, managing internal accounting
	Investment risks	Investment Strategy Group	Establishing and operating an investment framework, managing investment projects and risks
Business	Business risks	RM Team	Establishing and operating a risk management framework, managing project risks, managing macro environmental risks, ISO 31000, etc.
	Contractual risks	Legal & Contract Team	Managing project contracts, managing project insurances
Environmental	Environmental risks	Environmental Management Group	Operating environmental management governance, ISO 14001:2015 certification, module for analyzing environmental management performance, managing GHGs, resource circulation of waste, water reuse, biodiversity preservation, etc.
Social	Safety and health risks	Safety & Health Team Safety & Health Audit Team	DfS (Design for Safety), S-CAR (Safety-Corrective Action Request), Daily S-Cycle, operating Samsung E&A Training Center, activities to prevent serious incidents, etc.
	Quality risks	Quality Audit Team	Operating the integrated quality issue prevention system, Daily Q-Cycle, creating database of experience assets related to quality, etc.
Governance	Human rights risks	Human Resource Management Team	Operating the human rights management process, onsite labor and management inspections, channels for protecting employees' human rights, managing suppliers' human rights risks, education on human rights, etc.
	CSR risks	Social Contribution Group	CSR process, social contribution activities
	Supply chain risks	Engineering Technology Planning Team Procurement Planning Team Construction Proposal & Subcontracting Team	Compliance with the Supplier Code of Conduct, supplier evaluation process, suppliers' sustainability framework, shared growth
Governance	Ethics and compliance risks	Compliance Team Legal & Contract Team	Round-the-clock supervision of ethics-compliance management, round-the-clock management of contact with competitors for fair transactions, operating the guideline for preventing bid collusion and corruption, establishing a system of fair transactions in suppliers, ISO 37301 & 37001 certifications, etc.
	Information security risks	Information Security Center	Operating the system for responding to cyber security incidents, establishing and operating information security policies, establishing and operating management process and troubleshooting procedures within the information security governance, ISO 27001 certification, etc.

Risk Management Structure



ISO 31000 Verification

ISO 31000 is a global risk management standard that presents a framework for risk management based on eight principles—integrated, structured & comprehensive, customized, inclusive, dynamic, best available information, human & cultural factors, and continual improvement. We passed the ISO 31000 verification for the first time in Korea, demonstrating our competitiveness in risk management capability and framework.

**Key Verification Criteria of ISO 31000**

- 1 How closely are the business operation system and risk management system integrated and operated?
- 2 How much does the management participate in risk management?
- 3 How systematically are risks identified, analyzed and addressed?
- 4 Is effort made to establish a risk management culture and to continuously improve the risk process?

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**IT System-Based Risk Management**

We manage risks based on the IT system to enhance the efficiency of the risk management process. We have developed a database of company-level risk management information, which was accumulated over a long period, to encourage our employees to actively utilize the information resources. By analyzing risk information on the database, we predict potential risks and provide notifications of the potential risks phase by phase to take preemptive measures. Additionally, we continue updating the database by reflecting changes in critical risks caused by variations in the internal and external environment for effective risk management. Every year, we define project standard risks based on the risk information resources and incorporate them into our work procedures for effective use of the information resources.

**Risk Analysis and Assessment**

For effective risk management, we systematically identify and categorize risks based on the Risk Breakdown Structure (RBS), which separates company-level risks and project risks. The identified risks are analyzed in five assessment indices based on their possibilities and impact, which are combined to create four risk levels. With the analysis, we prioritize risks and apply different management and report structures according to the risk levels for efficient response. Furthermore, we monitor changes in the risks by reflecting the effectiveness and implementation results of risk responses and assess risks every quarter to adjust the risk levels. In this way, we maximize the efficiency and timeliness of our risk responses and create a preemptive and precise risk management structure.

**Risk Management Strategies**

We define risks at each project phase to enable comprehensive and effective management, allowing us to address potential risk factors preemptively.

**Macroenvironmental Risks**

We define and proactively manage new and long-term risks that affect our business environment and project execution to effectively handle risks from changes in the macroenvironment. We regularly inspect and identify new risks from changes in the macroenvironment as well as define long-term risks that may arise in relation to sustainability for timely response and stable business operation.

Macroenvironmental Risks

Emerging Risks	Long-term Risks
<ul style="list-style-type: none"><li>▪ Risks from changes in the macroenvironment that affect project execution such as COVID-19, formation of economic blocs and rising interest rates, etc.</li><li>▪ Prolonged trend of tight monetary policies with the US's high interest rates and duties, risks of suppliers' financial instability due to economic recession</li><li>▪ Dashboard operation regarding external environment risks, regular monitoring and establishment of countermeasures to manage risks posed by financially unstable suppliers</li><li>▪ Establishing a SCP (sanctions compliance program) to respond to global sanctions and export controls due to the Russia-Ukraine War</li><li>▪ Integrating risk management systems that were separately operated for project management, procurement and risk management</li></ul>	<ul style="list-style-type: none"><li>▪ Long-term risks for operating and developing a sustainable business</li><li>▪ Defined based on global risks released by the World Economic Forum every year</li><li>▪ Establishing and implementing mid- to long-term GHG reduction goals, which are related to climate change, one of the major long-term risks, enhancing ecosystem preservation activities on project sites, strengthening safety and health rules in preparation for infectious disease outbreaks, establishing non-contact business systems, etc.</li></ul>



## Financial Risks

We categorize financial risks associated with domestic and international marketing activities into market, liquidity, and capital risks to establish and implement management and response plans for each risk type. To manage financial risks, we established a financial management system in accordance with the Korean version of the International Financial Reporting Standards (K-IFRS) and our internal accounting policy. Furthermore, we manage global financial risks with employees in charge of finance who are dispatched to global hubs. To effectively address financial risks, we established the following measures from various angles.

### Major Financial Risks

<b>Market Risks</b>	<ul style="list-style-type: none"> <li>As we operate our business across the world, we are exposed to risks of foreign exchange fluctuations such as USD, EUR and JPY. We strive to minimize the impact of foreign exchange fluctuations on our operation by using local currencies to minimize currency risks, controlling foreign exchange positions by establishing financing plans and signing forward exchange contracts.</li> </ul> <p>In addition, we minimize loans from outside, regularly monitor the trend of interest rates and establish countermeasures. In this way, we minimize risks from changes in cash flow for investment and financial activities caused by fluctuating market interest rates.</p>
<b>Liquidity Risks</b>	<ul style="list-style-type: none"> <li>As we frequently inject a large amount of money into our business, one of our key management targets is maintaining an appropriate level of liquidity. Regularly, we predict and plan fund balance, estimate the level of required cash, and manage income and expenditure. Additionally, we set limits to overdrafts and to loans through payment guarantees of subsidiaries to respond to liquidity risks.</li> </ul>
<b>Capital Risks</b>	<ul style="list-style-type: none"> <li>To maintain a sound capital structure, we selected the debt-to-equity ratio as a capital management indicator and monitor the debt-to-equity ratio and net debt ratio every month to achieve the optimal capital structure. When necessary, we establish appropriate measures to improve the financial structure. As a result of our capital risk management efforts, Samsung E&amp;A was rated Baa1 by Moody's as of September 2024.</li> </ul>

### Management of Financial Risks

<ul style="list-style-type: none"> <li><b>Establish a company-wide financial management standard</b> <ul style="list-style-type: none"> <li>- Securing global financial transparency</li> <li>- Establishing a system for preemptive risk</li> </ul> </li> <li><b>Monitor financial affairs</b> <ul style="list-style-type: none"> <li>- Introducing CUBE (Cloud for Unique and Best Engineering) ERP</li> <li>- Managing upgrades by assigning employees dedicated to fund monitoring</li> <li>- Conducting internal inspection of financial risks in the global offices, uploading the results to IFAM (Integrated Finance Accounting Management), and inspecting improvement measures taken.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Monitor fund management of projects</b> <ul style="list-style-type: none"> <li>- Establishing a process for managing fund balance for each project</li> </ul> </li> <li><b>Share global information and integrate financial statement data</b> <ul style="list-style-type: none"> <li>- Using the IFAM system</li> </ul> </li> <li><b>Managing contract guarantee of suppliers</b> <ul style="list-style-type: none"> <li>- Establishing the RPA (Robotic Process Automation) system</li> </ul> </li> </ul>
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## Inspecting Operation of the Internal Accounting Management System

In accordance with relevant laws such as the Act on External Audit of Stock Companies and its Enforcement Decree, we have established, revised, and implemented the Internal Accounting Management Regulations. As the criteria for evaluating and reporting the internal accounting management system were added to the Detailed Implementation Rules of External Audit Regulations instead of the Best Practice Guidelines of the Korea Listed Companies Association, we amended our Internal Accounting Management Regulations in February 2025. In addition, in compliance with Article 8, Paragraph 4 of the Act and Articles 15 and 16 of our Regulations, our CEO inspects the operation of the internal accounting management system and reports the findings to the Management Committee, the Board of Directors, and the general shareholders' meeting. When we identify potential problems during inspections, we take proper improvement measures to mitigate risks through joint efforts of external experts (PA, private accountants), employees in charge of control, and members of the dedicated team.

## Transparent Tax Management

To manage tax risks, we consistently monitor changes in the financial and tax laws and regulations including the BEPS (Base Erosion and Profit Shifting) and global minimum tax. We review and analyze the impacts of changes and reflect them in our operation. In the case of overseas projects, we collaborate with global accounting firms from the bidding phase to devise measures related to local tax policies, laws and regulations. Furthermore, we monitor irregularities arising from our operations in Korea and overseas to mitigate tax risks from marketing activities.



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Business Risk Management

To identify business risks, we use the RBS (Risk Breakdown Structure), where major risks affecting our goal achievement during the proposal and project execution are categorized into two groups, the enterprise level and project level, and 25 subgroups. During the proposal phase, we identify potential risks of projects and explore countermeasures through project evaluation, workshops, and bidding risk review meetings. Remaining risks are managed to an acceptable level before submitting final bids. In the project execution phase, we hold risk workshops, monthly inspections, and quarterly review meetings. All identified risks are recorded in the Risk Register, allowing us to systematically monitor risk variability, identify emerging risks and changes in risk profiles, and take countermeasures in a timely manner. Our risk management system encompasses not only risks related to corporate strategies but also ESG-related risks, all of which are identified and managed through the RBS.

Cumulative Number of Risks Identified as of 2024

Project	Proposal
7,140 risks	3,762 risks

Contractual Risks	<ul style="list-style-type: none"> <li>Assigning contract managers to each project for prompt and professional support</li> <li>Integrating the insurance management function of projects with the company-level contract management organization</li> <li>Providing online training on project insurance around the clock</li> </ul>
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Project Risks	<ul style="list-style-type: none"> <li>Analyzing risks of potential projects based on risk capacity</li> <li>Conducting potential project evaluation, and holding workshops and bidding risk review meetings</li> <li>Managing changes in risks and analyzing quantitative risk levels based on the Risk Register</li> <li>Preemptively addressing risks by providing information on expected risks and issuing alerts on recurring risk patterns</li> <li>Holding risk workshops on each execution phase, and monthly inspection and quarterly inspection meetings</li> <li>Analyzing schedule risk scenarios with the Monte Carlo simulation</li> </ul>
---------------	---

Type of Business Risks

Enterprise Level	Finance and economy	Changes in prices, foreign exchange rates, interest rates, and financing conditions
	ESG	Climate change and relevant laws/policies/social changes, local communities, corporate governance, etc.
	Compliance	Fair Trade Act, Subcontracting Act, employment/Labor Act, information security, etc.
	Corporate strategies	Management plans and strategies, overseas hubs, policies and procedures, etc.
	Tax	Taxes, duties, etc.
	Laws and permits	Permits, visas, regulations and other laws, etc.
	Markets and competitors	Markets, countries, and their feasibility
Project Level	Finance and economy	Changes in prices and foreign exchange rates, inflation/deflation
	Country characteristics	Political stability, government's intervention/control, regional characteristics, difference in language/culture
	Laws and contracts	Permits, regulations, governing laws, contract type, toxic clauses
	Project management	Organization, schedules, contract work, interface management
	Engineering	Design errors, insufficient/inconsistent FEED information, design delays
	Procurement	Delivery schedule management, quantity changes, import/custom clearance
	Construction	Construction schedule management, underestimated construction expenses, personnel management
	Safety	Safety issues, HSE-related laws/regulations, infectious diseases, pollution management
	Quality	Insufficient/poor quality management capabilities

Schedule Risk Management

We address various business risks arising during project execution. In addition to business strategy risks, we manage ESG risks for sustainable management. Especially, to preemptively manage schedule-related risks, we regularly identify major risk factors and activities and take countermeasures by conducting quantitative analysis using the Monte Carlo simulations. Moreover, we promote shared awareness of risks by holding module risk workshops with our employees and clients.

Cases of Schedule Risk Management

CASE

Malaysia Shell OGP Project

- A project to construct facilities and utilities for refining and treating gas mixtures transported from the offshore gas field in Sarawak, Malaysia and producing LNG.
- From the early stages, we actively identified risks and established preemptive response measures because we applied our innovative strategies like the AWP (Advanced Work Package) and because we could not find suppliers with sufficient execution capabilities.
- Through the Monte Carlo simulation, we quantitatively analyzed schedule risks and prioritized risks and pending issues for effective risk management.
- We identified and mitigated 144 risk items during project execution.

Saudi Aramco Jafurah GPF Project

- The first shale gas field project executed in Jafurah, located 400km from Riyadh, the capital of Saudi Arabia, to construct facilities and utilities for removing foreign matters from gas mixtures and producing high-purity gas.
- We applied our innovative strategies like modularization.
- We held risk workshops on modules for our employees in the project team and clients.
- We identified 115 risks during project execution.



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## Risk Management Activities

### Obtaining Comprehensive ISO Certifications in Project Management for the First Time in the World

On November 29, 2022, Samsung E&A obtained four ISO certifications in project management from ISO 21502 to ISO 21505 simultaneously for the first time in the world, earning global recognition for our project management excellence. The core EPC business operates on a project basis and involves complex execution environments and processes. To enhance our competitiveness, therefore, it is essential to establish standardized project concepts and process management structure. We received Level S, the highest rating, in the four standards after the inspection of 66 items, including regulations related to projects, programs, portfolio, governance as well as manuals, standard documents, and R&Rs of each area.

#### ISO Certifications in Project Management

ISO 21502	Provides guidance on project management, covering the processes, systems, and workforce
ISO 21503	Offering guidance on management of programs (large projects) and portfolios (divisions)
ISO 21504	
ISO 21505	Provides guidance on governance for projects, programs, and portfolios

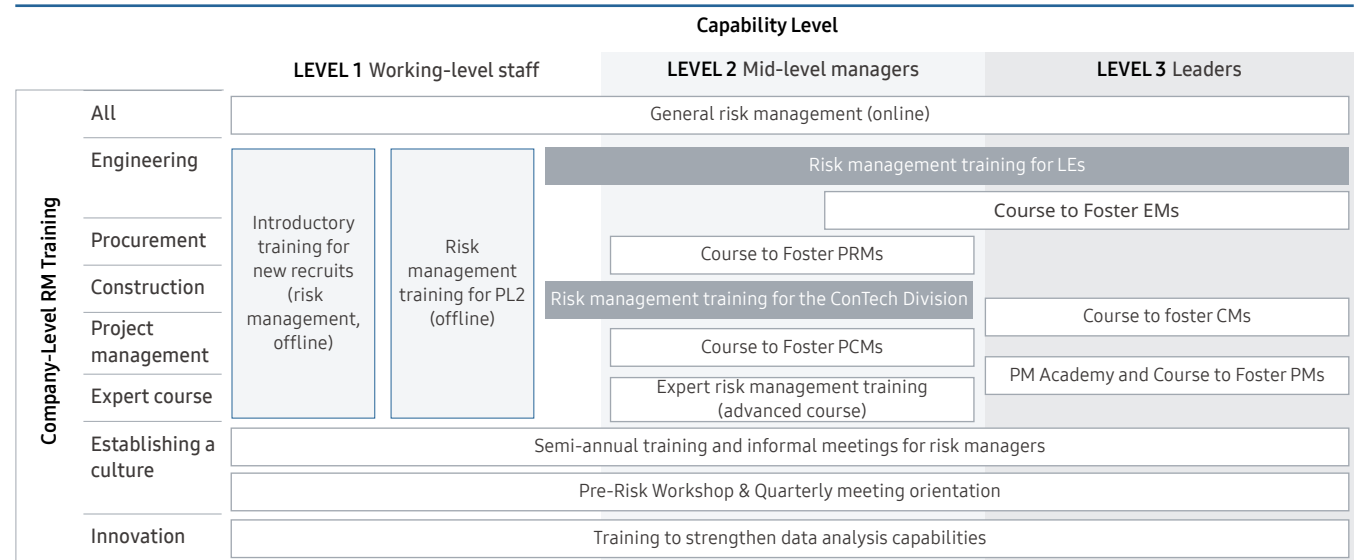
### Establishing a Risk Management Culture

To establish a culture of preemptive risk management and self-governed risk management, we established an enterprise-level risk management (ERM) process and enhance our risk management capabilities. To improve risk management knowledge and technological capabilities of the employees including project participants, we introduced the Pre-Risk Workshop before the risk management process starts to provide guidelines and training in how to identify and devise response measures. Also, we hold a session to share the most recent risk management procedures, good practices and improvements to be made to the whole company and invite outside experts in new businesses for lectures to improve our capabilities to identify and respond to potential risks. Moreover, we operate the RM Award program and award prizes to projects and employees showing great performance in risk management to create a self-governed risk management culture, encourage employees' participation and enhance our risk management capabilities at the company level.

### Enhancing Risk Management Capabilities

To establish a risk management culture and strengthen our preemptive response capabilities, we offer risk management training tailored to employees' needs. The training programs consist of the basic courses and advanced courses for each job and job position. In 2024, we provided 25 training sessions with online training accessible around the clock. In particular, we offered 17 onsite training sessions to those in charge of construction in our ECO & infrastructure projects in Korea.

#### Risk Management Training Structure



#### Risk Management Training

\* Online course

Name	Content	Target
Risk management framework & effectiveness and creation of Risk Register*	Introducing Samsung E&A's risk management framework and how to create the Risk Register	All employees
Risk management system and risk dashboard*	Introducing Samsung E&A's risk management system	All employees
Training for new recruits – Risk management	Introducing definition of risks in the plant business, key risks and how to manage them/ Introducing Samsung E&A's risk management framework	New recruits
Corporate Management Division's onboarding training	Introducing general overview of risk management and quantitative risk analysis	Corporate Management Division
Introductory training in project management – Risk management	Introducing the process of verifying and identifying risks and how to manage them with case study	Hydrocarbon Business Division
Course to foster global employees – Risk management	Introducing Samsung E&A's risk management framework and system and major risks in the Global Leader Development Program	Hydrocarbon Business Division
Course to Foster LEs	Introducing Samsung E&A's key risks and issues and preemptive management measures/Practical engineering training in how to identify and address risks from the perspective of LEs, etc.	LE candidates



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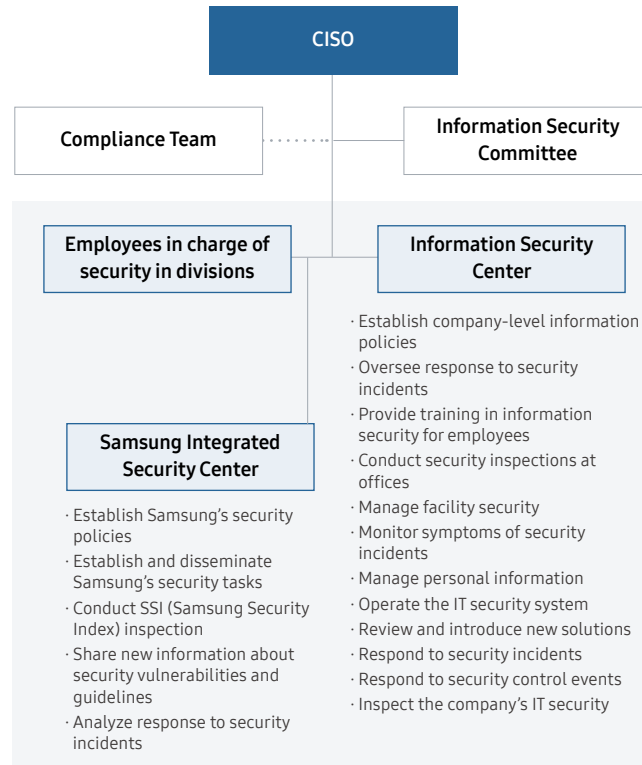
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## Information Security Governance

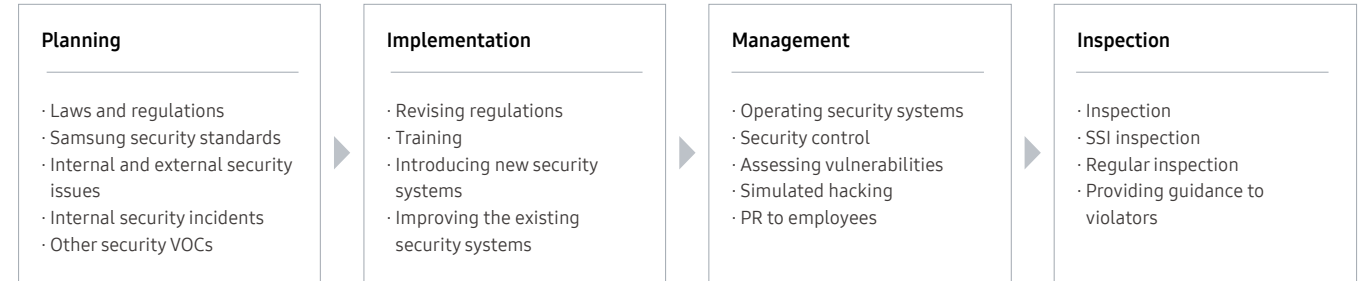
### Information Security Governance and Organizations

At Samsung E&A, we appointed the Chief Information Security Officer (CISO), an executive wholly in charge of information security, and created organizations with employees dedicated to information security to systematically implement information security measures. The CISO is responsible for reporting key issues related to information security directly to the CEO and taking measures so that we can establish and implement information security measures at the company level.

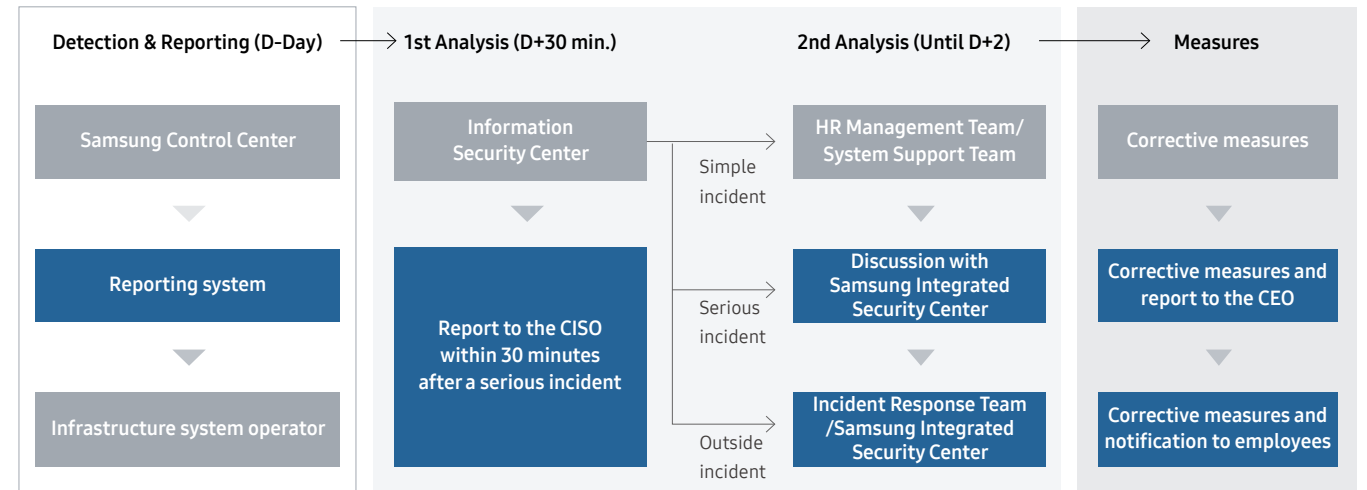


## Information Security Management Framework

### Information Security Management Process



### Process of Solving Problems



## ISO 27001

For systematic information security management in compliance with international standards, we acquired ISO 27001, an international standard for information security management systems, in 2022. By continuously carrying out regular inspections and making improvements in accordance with the standard, we were able to renew and retain the certification after the 2nd surveillance audit in December 2024.



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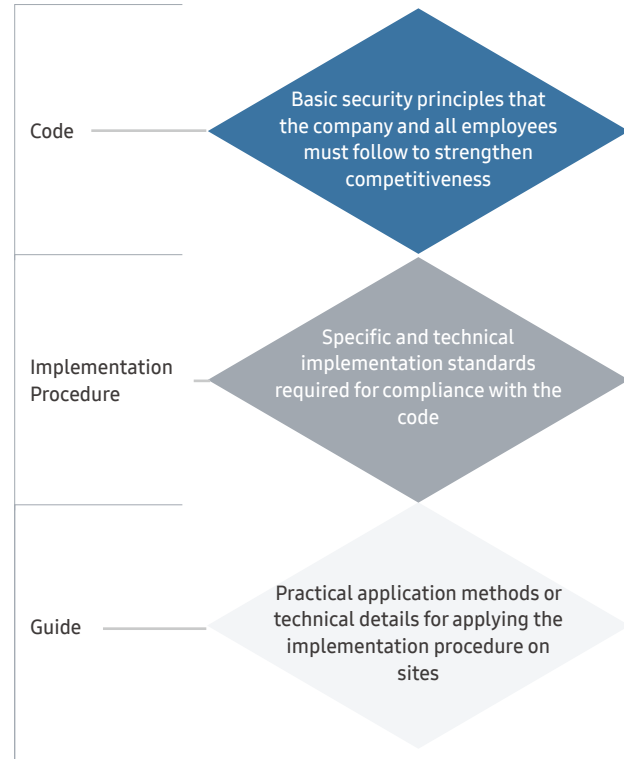
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**Code of Information Protection and Activities**

**Code of Information Protection**

We have established and implemented the Code of Information Protection based on the global standard model. Every year, we examine security-related legislations, business environment, recent technology trends and incident cases to revise the code.

Structure of the Code of Information Protection



**Improving Information Security on Sites**

We engage in diverse activities to enhance information security on our sites in Korea and overseas. In 2024, we visited our overseas sites in China and the US for inspections, provided security training, and launched campaigns regarding vulnerabilities found during the inspections to raise our employees' information security awareness. We also offer offline training to all our sites in Korea to heighten our company's information security awareness. Especially, we regularly visit and inspect sites handling national core technologies, such as projects constructing semiconductor or bio plants, to continuously check for and monitor improvements in the security systems. With these efforts in place, Samsung E&A prevents information security risks and continues to enhance the level of security on our sites.

**Personal Information Protection**

We protect and manage personal information systematically at the company level in strict compliance with laws and regulations of Korea and overseas, including the Personal Information Protection Act of Korea and the EU's General Data Protection Regulation (GDPR). For this initiative, we operate dedicated organizations such as the Personal Information Protection Committee and consultative group, provide relevant training for all employees, and take technological and managerial measures to protect personal information. Furthermore, we maintain personal information liability insurance, ensuring swift compensation in the event of a personal information breach.

**Information Security Pledge**

We regularly receive information security pledges from our stakeholders such as employees and suppliers to protect the company's information assets and systems and prevent information breach. In addition, we ask teams and employees handling the company's key trade secrets to submit pledges to protect trade secrets in order to emphasize the importance of trade secrets they handle and prevent breach.

**Investing in Information Security Systems**

To safeguard our vital information assets from internal and external security threats, we consistently invest in information security. In 2024, we invested KRW 5.8 billion in information security, which marks a 19% increase from the previous year and accounts for 4.5% of our IT budget. We will continue to expand investment in information security to protect our vital information assets, win trust from our clients and stakeholders, and provide them with stability.

**Promoting Information Security Awareness among Employees**

To embed information security awareness among employees, we develop training materials and regularly provide mandatory training in security. We also share information about security incidents through internal channels such as notifications, broadcasts, and newsletters, and launch campaigns to encourage employees to follow information security rules in their daily life. In case of serious violations, we take appropriate disciplinary actions and issue company-wide announcements to reinforce the importance of information security and promote a culture of vigilance.



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**Information Security Training**

To foster a collaborative approach to information security, we provide all employees with training in information security and personal information protection, heightening information security awareness. In addition, we conduct mock drills every quarter regarding malicious emails to raise employees' vigilance and enhance our response to cyberattacks as well as provide training in precautions against malicious codes for those whose computers are infected by fake malicious codes used in the drills.

**Key Information Security Training Programs in 2024**

Category	Content	Frequency	Target	No. of Attendees
Security training for new employees	The company's security code and training to raise information security awareness	When applicable	New employees	77
Security training for new employees with experience	Training to enhance security awareness and prevent security violations	When applicable	New employees with experience	142
Security training for assignees	What to heed overseas regarding security and incident cases	When applicable	Assignees to overseas	913
Security training for employees	Training in trade secret protection and incident cases	Once a year	Employees	5,297
Personal information protection training	Amendments to the Personal Information Protection Act and protection rules	Once a year	Personal information handlers	200
Training to enhance the capabilities of those in charge of security	Training related to security work such as cloud and mock hacking	Once a year	Security officers	4

**Information Security Risk Management**

**Monitoring Information Security**

In accordance with our Code of Information Protection, we designate information assets to be protected and implement various security measures to prevent unauthorized leaks to the outside. For example, we restrict unauthorized disclosure of data from PCs and encrypt documents. We also detect and block attempts to breach our systems using intrusion prevention systems and web firewalls as well as operate a security response system to guard against hacking attempts through emails. In addition, we strive to prevent security incidents by upgrading our system that detects abnormal activities, monitoring around the clock insiders' attempts to leak information with malicious intent, and checking for abnormal activities. We monitor logs in all our systems 24/7 with information security control and SIEM<sup>1)</sup> equipment, continuously examine and introduce new security equipment to respond to diversifying security threats, and collaborate with Samsung Group and other outside institutions to preemptively prepare for cyber threats.

1) Security Information & Event Management

**System for Addressing Security Incidents**

We have a process of investigating and addressing security incidents and perform mock drills to respond to cyberattacks including annual DDoS<sup>1)</sup> drills for prompt response. Moreover, through manual inspections (once a year) and automatic inspections (once a month), we conduct mock hacking and check for vulnerabilities of our website to identify potential security issues in advance and take countermeasures.

**Key Security Incident Response Activities**

Category	Overview of Programs	Frequency
Mock drills with malicious emails	We conduct mock drills for all employees to enhance our response to malicious emails	Quarterly
DDoS situational awareness training	For prompt response to DDoS attacks, we use a hypothetical attack scenario to conduct a situational awareness training based on our actual response process and check the roles of those in charge.	Once a year
GEC Clean Office Day (Nov. 2024)	We asked employees to clean up their desks and common areas, shred unnecessary documents and remove unnecessary information assets from their PCs and the systems to create a pleasant working environment and enhance the efficiency of our IT infrastructure for ESG management.	Twice a month

1) DDOS : Distributed Denial of Service



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# Financial Statements

## Consolidated Statements of Financial Position

Category	Data List	Unit	2022	2023	2024
Assets	I. Current assets	KRW 1 million	5,947,655	5,965,342	7,941,890
	II. Non-current assets	KRW 1 million	1,901,068	1,836,057	2,071,448
	Total assets	KRW 1 million	7,848,723	7,801,399	10,013,338
Liabilities	I. Current liabilities	KRW 1 million	5,013,013	4,216,949	5,871,111
	II. Non-current liabilities	KRW 1 million	258,670	286,111	246,485
	Total liabilities	KRW 1 million	5,271,683	4,503,060	6,117,596
Equity	Equity attributable to owners of the parent	KRW 1 million	2,693,177	3,473,254	4,231,791
	I. Share capital	KRW 1 million	980,000	980,000	980,000
	II. Retained earnings (accumulated losses)	KRW 1 million	1,676,536	2,430,355	3,187,284
	III. Other components of equity	KRW 1 million	36,641	62,899	64,507
	Non-controlling interest	KRW 1 million	△116,137	△174,915	△336,049
	Total equity	KRW 1 million	2,577,040	3,298,339	3,895,742
Total liabilities and equity	KRW 1 million	7,848,723	7,801,399	10,013,338	

## Consolidated Statements of Comprehensive Income

Data List	Unit	2022	2023	2024
Sales	KRW 1 million	10,054,345	10,624,918	9,966,551
Cost of sales	KRW 1 million	8,973,419	9,174,156	8,457,377
Gross profit	KRW 1 million	1,080,926	1,450,762	1,509,174
Operating profit	KRW 1 million	702,942	993,129	971,612
Profit before income tax	KRW 1 million	715,715	932,633	903,777
Profit for the year	KRW 1 million	595,319	695,608	638,672
Other comprehensive income	KRW 1 million	21,203	25,690	△41,073
Total comprehensive income	KRW 1 million	616,522	721,298	597,599

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## ESG Data | Environmental

### Environmental Management

#### 1. Scope 1 & 2 GHG Emissions

Category		Unit	2022	2023	2024	
Market-based emissions (Scope 1,2)	Total emissions	Total	tCO <sub>2</sub> e	54,466	54,454	50,007
		Scope 1	tCO <sub>2</sub> e	34,690	33,042	29,609
		Scope 2	tCO <sub>2</sub> e	19,776	21,412	20,398
	Korea	Total	tCO <sub>2</sub> e	21,975	16,714	19,786
		Scope 1	tCO <sub>2</sub> e	6,734	2,349	2,534
		Scope 2	tCO <sub>2</sub> e	15,241	14,365	17,252
	Overseas	Total	tCO <sub>2</sub> e	32,491	37,740	30,221
		Scope 1	tCO <sub>2</sub> e	27,956	30,693	27,075
		Scope 2	tCO <sub>2</sub> e	4,535	7,047	3,146
	Location-based emissions (Scope 1,2)	Total emissions	Total	tCO <sub>2</sub> e	54,466	56,040
Scope 1			tCO <sub>2</sub> e	34,690	33,042	29,609
Scope 2			tCO <sub>2</sub> e	19,776	22,998	26,210
Korea		Total	tCO <sub>2</sub> e	21,975	16,954	21,938
		Scope 1	tCO <sub>2</sub> e	6,734	2,349	2,534
		Scope 2	tCO <sub>2</sub> e	15,241	14,605	19,404
Overseas		Total	tCO <sub>2</sub> e	32,491	39,086	33,881
		Scope 1	tCO <sub>2</sub> e	27,956	30,693	27,075
		Scope 2	tCO <sub>2</sub> e	4,535	8,393	6,806
Location-based emissions (Scope 1,2)		Total emissions	Total	tCO <sub>2</sub> e	54,466	56,040
	Onsite auxiliary facilities		tCO <sub>2</sub> e	23,859	27,031	26,770
	Headquarters		tCO <sub>2</sub> e	11,123	10,943	12,872
	Construction equipment		tCO <sub>2</sub> e	5,799	6,833	6,112
	Vehicles		tCO <sub>2</sub> e	13,685	11,233	10,065
Ratio of direct & indirect GHG emissions to revenue		tCO <sub>2</sub> e/ KRW 1 billion	5.4	5.1	5.0	
GHG emission reduction (compared to target) <sup>1)</sup>		tCO <sub>2</sub> e	1,647	953	2,020	

1) Calculated as : (emissions target for each year) – (actual emissions for each year)

\* 2024 GHG emissions target: 52,027 tCO<sub>2</sub>e

- Scope 1 emissions target: 33,971 tCO<sub>2</sub>e

- Scope 2 emissions target: 18,056 tCO<sub>2</sub>e

#### 2. Scope 3 GHG Emissions

Category	Unit	2022	2023	2024
<b>Total Scope 3 emissions</b>	tCO <sub>2</sub> e	323,878	550,671	3,148,023
Purchased goods & services <sup>1)</sup>	tCO <sub>2</sub> e	157,597	366,543	2,952,935
Capital goods <sup>2)</sup>	tCO <sub>2</sub> e	-	27	10
Fuel & energy activities not included in Scope 1,2 <sup>2)</sup>	tCO <sub>2</sub> e	-	5,267	5,938
Upstream transportation and distribution	tCO <sub>2</sub> e	21,812	11,902	6,293
Waste generated in operations <sup>2)</sup>	tCO <sub>2</sub> e	-	12,374	4,842
Business travel	tCO <sub>2</sub> e	9,084	12,069	13,650
Employee commuting	tCO <sub>2</sub> e	418	394	420
Upstream leased assets <sup>2)</sup>	tCO <sub>2</sub> e	-	1,633	-
Downstream transportation and distribution <sup>2)</sup>	tCO <sub>2</sub> e	-	-	-
Processing of sold products <sup>2)</sup>	tCO <sub>2</sub> e	-	-	-
Use of sold products <sup>3)</sup>	tCO <sub>2</sub> e	131,116	131,121	137,811
End-of-life treatment of sold products <sup>2)</sup>	tCO <sub>2</sub> e	-	5,563	22,248
Downstream leased assets <sup>4)</sup>	tCO <sub>2</sub> e	3,581	3,778	3,874
Franchises <sup>2)</sup>	tCO <sub>2</sub> e	-	-	-
Investments <sup>2)</sup>	tCO <sub>2</sub> e	-	-	-

1) In 2023, the purchased raw and subsidiary material emissions were calculated only for chemical engineering projects, but from 2024, the calculation includes the E&I project as well.

2) We added these categories to the scope of emissions measurement by expanding the scope of Scope 3 certification in 2023.

3) Use of sold products: GHG emissions generated from operation of sewage and wastewater treatment facilities and incineration facilities

4) The values for 2022 were revised due to data errors.



## Environmental Management

### 3. Energy Consumption

Category	Unit	2022	2023	2024
<b>Total energy consumption</b>	GJ	663,839	660,408	635,091
<b>Non-renewable energy consumption</b>	GJ	659,668	660,403	631,943
Direct energy consumption	GJ	501,999	477,683	429,317
Gasoline	GJ	115,924	92,370	92,607
Diesel	GJ	368,196	366,070	312,573
Kerosene	GJ	325	1,798	6,232
LNG	GJ	17,475	17,067	17,894
LPG	GJ	79	378	11
Indirect energy consumption	GJ	157,669	182,720	202,626
Electricity <sup>1)</sup>	GJ	143,404	171,095	191,502
Heat and steam <sup>2)</sup>	GJ	14,265	11,625	11,124
<b>Renewable energy consumption</b>	GJ	4,171	5	3,148
Solar power (electricity) <sup>3)</sup>	GJ	17	5	16
Geothermal power <sup>3)</sup>	GJ	4,154	-	3,132
Ratio of total energy consumption to revenue	GJ/KRW 1 billion	66.0	62.2	63.7

1) We calculated electricity use by aggregating electricity use at the headquarters and all business sites (including use of energy for cooling and heating).

2) Steam consumption was calculated by district heating supply.

3) There is no data for solar and geothermal power in 2023 because power facilities were out of service. In 2024, these are now in operation after repairs.

\*Total energy consumption target in 2024 : 649,063 GJ

### 4. Violation of Environmental Regulations

Category	Unit	2022	2023	2024
<b>Violations of environmental regulations</b>	Cases	1	-	-
Monetary sanctions	Cases	1	-	-
Non-monetary sanctions	Cases	-	-	-
Environmental fines <sup>1)</sup>	KRW 1 million	0.5	-	-

1) Disclosed in "Matters related to sanctions, etc." in the 57th business report

### 5. Waste Generated and Treated

Category	Unit	2022	2023	2024
<b>Waste generated</b>	tons	156,128	141,723	106,251
General waste	tons	151,606	141,073	105,737
Construction waste	tons	138,288	118,594	92,724
Business site waste	tons	13,318	22,479	13,013
Hazardous waste	tons	4,522	650	514
<b>Waste treated</b>	tons	156,128	141,723	106,251
Landfill	tons	53,928	46,424	42,205
Incinerated	tons	4,019	295	285
Recycled	tons	98,181	95,004	63,761
Ratio of generated waste to revenue	tons/KRW 1 billion	15.5	13.4	10.7
Waste recycling rate <sup>1)</sup>	%	62.9	67.0	60.0

1) The waste recycling rate is the ratio of recycled waste to the amount of waste generated, including incinerated amount for waste heat recovery.

\* Target for waste generation in 2024: 160,092 tons

### 6. General Waste

Category	Unit	2022	2023	2024
<b>General waste treated</b>	tons	151,606	141,072	105,737
Landfill	tons	53,851	46,246	42,072
Incinerated	tons	1,656	80	92
Incinerated for energy recovery	tons	1,656	80	92
Incinerated not for energy recovery	tons	-	-	-
Waste recycled	tons	96,099	94,747	63,573
<b>Targets for general waste treatment<sup>1)</sup></b>	tons	167,075	163,394	159,800
Landfill target	tons	50,213	49,105	48,025
Incineration target	tons	21,832	21,350	20,880
Incineration target for energy recovery	tons	21,832	21,350	20,880
Incineration target not for energy recovery	tons	-	-	-
Target for recycling <sup>1)</sup>	tons	95,030	92,939	90,894

1) The figures for 2023 were corrected due to data errors.

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## Environmental Management

### 7. Hazardous Waste

	Category	Unit	2022	2023	2024
Overview	Hazardous waste treated <sup>1)</sup>	tons	4,522	650	514
	Landfill	tons	77	178	133
Sustainability Strategy	Incineration	tons	2,363	216	193
	Incineration for energy recovery	tons	2,363	216	193
Sustainability Performance	Incineration not for energy recovery	tons	-	-	-
	Recycled	tons	2,082	257	188
Appendix	<b>Targets for hazardous waste treatment</b>	tons	306	299	292
	Landfill target	tons	39	38	37
Financial Statements	Incineration target	tons	56	55	54
	Incineration target for energy recovery	tons	56	55	54
ESG Data	Incineration target not for energy recovery	tons	-	-	-
	Target for recycling	tons	210	206	201

1) In 2022, the treatment of wastewater generated from chemical cleaning of pipes in the LSP Project in Vietnam and waste generated from insulation painting of pipes in the ADNOC CF Project in the UAE increased the amount of hazardous waste.

### 8. Water Consumption

	Category	Unit	2022	2023 <sup>1)</sup>	2024
Overview	<b>Total water consumption</b>	tons	981,448	1,007,725	958,946
	Surface water	tons	432	-	-
Sustainability Strategy	Underground water	tons	24,985	12,885	6,210
	Seawater	tons	104,003	118,796	103,355
Sustainability Performance	Municipal water	tons	660,084	659,136	668,780
	Recycled water <sup>2)</sup>	tons	191,944	216,909	180,601
Appendix	Water discharge	tons	789,503	790,817	778,345
	Water reuse rate	%	20	22	19
Financial Statements	Ratio of water consumption to revenue	tons/KRW 1 billion	97.6	94.8	96.2

1) The figures for 2023 were corrected due to data errors.

2) The amount recycled refers to the replacement of domestic site water sources for spraying with effluent from sewage treatment plants.

\*2024 total water usage target: 980,043 tons

### 9. Employee Environmental Training and Participation in Improvement Activities

	Category	Unit	2022	2023	2024
Overview	Hours of onsite environmental training	hours	169,961	152,391	142,853
	Onsite environmental training	hours/person-month	0.3	0.8	0.7
Sustainability Strategy	Participation in environmental improvement activities	cases/person-month	0.3	0.3	0.3

### 10. Investment in Eco-Friendly Technologies

	Category	Unit	2022	2023	2024
Overview	<b>Investment in eco-friendly technologies</b>	KRW 1 million	5,429	6,621	36,386
	R&D cost <sup>1)</sup>	KRW 1 million	5,429	6,621	20,486
Sustainability Strategy	Asset investment <sup>2)</sup>	KRW 1 million	-	-	15,900
Sustainability Performance	Number of researchers <sup>3)</sup>	persons	33	46	63
	Number of developed eco-friendly technologies <sup>4)</sup>	cases	2	2	1

1) From 2024, the costs have been recalculated as eligible green R&D expenditures under the EU Taxonomy (including R&D expenses of the Environmental Technology Development Center, electrolysis-related technologies, and eco-friendly research projects)

2) Expenses for development and demonstration of technologies related to environment and water electrolysis, which we started calculating from 2024

3) The data for 2022 and 2023 is the number of researchers in the Environmental Technology Development Center. From 2024, we also added the number of researchers in water electrolysis.

4) The number of completed technology development in the year concerned

### 11. Status of Environmental Management

	Category	Unit	2022	2023	2024
Overview	Environmental management expenses <sup>1)</sup>	KRW 1 million	5,584	5,016	6,717
	ISO 14001 certification rate	%	100	100	100
Sustainability Strategy	ISO 50001 certification rate	%	-	100	100

1) Expenses for preserving the environment and treating waste on the sites including operation of facilities preventing fugitive dust or water pollution



## ESG Data | Social

### Safety

#### 1. Safety & Safety Leadership Level at Domestic and Overseas Sites

Category	Unit	2022	2023	2024
Safety level at domestic sites	points	77.7	79.2	80.9
Supervisor evaluation in Korea	points	87.2	88.3	87.8
Supplier evaluation in Korea	points	85.6	85.8	85.6
Safety level at overseas sites	points	79.3	77.1	82.0
Supervisor evaluation overseas	points	86.9	87.4	87.5
Supplier evaluation overseas	points	80.5	82.8	70.3

#### 2. S-CAR Participation and Action rates, Daily S-Cycle

Category	Unit	2022	2023	2024
S-CAR participation rate <sup>1)</sup>	%	98.4	97.1	97.1
S-CAR action rate <sup>1)</sup>	%	99.3	97.2	96.4
Daily S-Cycle <sup>2)</sup>	points	86.1	86.1	84.9

1) The number of identified potential risks at sites and the number of actions taken

2) Proactive safety management activities to identify risk factors before work and implement countermeasures

#### 3. Status of Incident Rates

	Category	Unit	2022	2023	2024	
Incidents and Fatality Rate	Total fatalities	persons	-	2	2	
	Employee fatalities	persons	-	-	1	
	Supplier fatalities	persons	-	2	1	
	LTIR (lost time injury rate) <sup>1)</sup>	Lost time injury/ manhour x 200,000	0.0427	0.0057	0.0101	
	LTIR (employees)	Lost time injury/ manhour x 200,000	-	-	0.0015	
	LTIR (suppliers)	Lost time injury/ manhour x 200,000	0.0427	0.0057	0.0107	
	TRIR (total recordable incident rate) <sup>2)</sup>	Recordable incidents/ manhour x 200,000	0.3831	0.2113	0.1876	
Work-Related injuries	Em- ployees	Fatalities due to occupational incidents	cases	-	-	-
		Fatality rate due to occupational incidents	%	-	-	-
		Serious injuries due to occupational incidents	cases	-	-	-
		Serious injury rate due to occupational incidents	%	-	-	-
		Occupational incidents	cases	1	1	1
		Occupational incident rate	%	0.3831	0.2113	0.1876
	Suppli- ers	Fatalities due to occupational incidents	cases	-	-	1
		Fatality rate due to occupational incidents	%	-	-	1
		Serious injuries due to occupational incidents	cases	27	1	4
		Serious injury rate due to occupational incidents	%	18	1	4
		Occupational incidents	cases	154	90	96
		Occupational incident rate	%	0.3831	0.2113	0.1876
	Work hours	hours	151,024,725	143,419,774	130,973,855	

1) Lost time injury/manhour x 200,000

2) Recordable incidents (Fatality + lost time injury + restrict work case + medical treatment case)/Manhour x 200,000

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## Safety

### 4. Safety Management Investment

	Category	Unit	2022	2023	2024
Overview	Headquarters <sup>1)</sup> Safety facility investment	KRW 10K	63,637	49,940	75,814
	Safety training	KRW 10K	2,625	3,360	6,779
Sustainability Strategy	Suppliers <sup>2)</sup> Safety facility investment	KRW 10K	938,689	952,605	950,820
	Investment in protective gear	KRW 10K	931,644	883,932	948,939
Sustainability Performance	Safety training	KRW 10K	66,430	65,849	128,957
	Onsite diagnosis	KRW 10K	122,804	120,895	146,952
	Others <sup>3)</sup>	KRW 10K	325,434	365,759	822,374

1) Not including labor expenses and team operation expenses, etc.

2) Not including labor expenses

3) Health management expenses

4) The amount invested in safety management increased in 2024 due to the expansion of on-site safety and health facility installations and increased investment in innovative technologies.

### 5. Safety Management Training

	Category	Unit	2022	2023	2024
Overview	Employee safety management training	persons	7,021	8,608	5,890
	Supplier safety management training	persons	289,282	324,863	185,438

1) The number of people receiving safety management training decreased in 2024 due to a reduction in the number of eligible personnel resulting from fewer active sites.

### 6. Workers Subject to the Occupational Safety and Health Management System

	Category	Unit	2022	2023 <sup>1)</sup>	2024
Overview	Number of employees <sup>2)</sup>	persons	5,612	5,854	5,854
	Number of non-employee workers <sup>3)</sup>	persons	41,011	39,293	35,883
Sustainability Strategy	Percentage of employees	%	12.0	13.0	14.0
	Percentage of non-employee workers	%	88.0	87.0	86.0
Sustainability Performance	ISO 45001 certification rate	%	100	100	100
	KOSHA MS certification rate <sup>4)</sup>	%	100	100	100

1) The percentage figures for 2023 are corrected due to data errors

2) Based on the business report

3) Daily average number of injected manpower based on manhours

4) KOSHA MS certification applies to the headquarters and domestic sites.

### 7. DfS (Design for Safety) Performance

	Category	Unit	2022	2023	2024
Overview	Items discovered	cases	832	868	520
	Items proposed to engineering	cases	159	320	307
Sustainability Strategy	Items accepted in engineering	cases	78	218	159
	Items reflected in engineering	cases	13	-	-
Sustainability Performance	SGR <sup>1)</sup>	cases	71	100	100

1) Safety Ground Rules

## Quality

### 1. Quality Targets

	Category	Unit	2022	2023	2024
Overview	Quality performance <sup>1)2)</sup>	%	94.0	97.5	81.0
	Quality target	%	95.0	100.0	100.0

1) Internal KPI calculated with specific performance indices related to quality management

2) We raised the 2024 target (Zero defect, 0% in the rate of product or service defects), so the target achievement rate fell compared to 2023.

### 2. Client Satisfaction Survey

	Category	Unit	2022	2023	2024
Overview	Client satisfaction survey result	points	80.8	84.8	85.3
	Clients participating in the survey <sup>1)</sup>	%	84.7	59.5	64.0

1) The ratio of the revenue of clients who participated in the survey to the total revenue



## Employees

### 1. Employee Status

Category		Unit	2022	2023	2024
Total number of employees		persons	6,077	6,500	6,895
Gender	Male	persons	5,323	5,689	5,977
	Female	persons	754	811	918
Age	Under 30	persons	563	760	999
	30s	persons	2,300	2,214	2,177
	40 and over	persons	3,214	3,526	3,719
Job position	Executives	persons	58	57	60
	Mid-level managers <sup>1)</sup>	persons	1,388	1,539	1,741
	Junior managers <sup>2)</sup>	persons	2,651	2,707	2,625
	Associates	persons	1,980	2,197	2,469
Nationality	Korea	persons	4,895	5,002	4,976
	Asia (except Korea)	persons	1,061	1,374	1,809
	India	persons	818	1,101	1,525
	Thailand	persons	152	163	165
	China	persons	36	35	33
	Others <sup>3)</sup>	persons	55	75	86
	Middle East	persons	42	43	28
	Americas	persons	56	59	59
	Europe and Africa	persons	23	22	23
Ratio of Female Employees <sup>4)</sup>		%	12.4	12.5	13.3
Ratio of Female Managers <sup>4)</sup>		%	9.3	9.7	10.5

1) PL4 (principal)

2) PL3 (senior)

3) Malaysia, Indonesia, Vietnam, Philippines, and Australia

4) The figures for 2023 were corrected due to data errors.

### 2. Employees in Korea

Category		Unit	2022	2023	2024
Total number of employees in Korea		persons	4,937	5,061	5,195
Gender	Male	persons	4,358	4,465	4,535
	Female	persons	579	596	660
Job position	Executives	persons	58	57	56
	Male	persons	58	57	56
	Female	persons	-	-	-
	Mid-level managers <sup>1)</sup>	persons	1,386	1,536	1,739
	Male	persons	1,346	1,487	1,675
	Female	persons	40	49	64
Junior managers <sup>2)</sup>	persons	2,492	2,512	2,393	
	Male	persons	2,166	2,161	2,014
	Female	persons	326	351	379
	Associates	persons	1,001	956	1,007
Male	persons	788	760	790	
	Female	persons	213	196	217
Employment type	Permanent <sup>3)</sup>	persons	4,061	4,049	4,111
	Male	persons	3,523	3,505	3,514
	Female	persons	538	544	597
Contingent	persons	957	1,012	1,084 <sup>4)</sup>	
	Male	persons	907	960	1,021
	Female	persons	50	52	63
	Contract type	Full-time contingent	persons	947	993
Male		persons	902	953	1,021
Female		persons	45	40	63
Part-time contingent		persons	10	19	30
Male		persons	5	7	18
Female		persons	5	12	12
Onsite contingent	persons	665	743	546	
	Male	persons	453	497	381
	Female	persons	212	246	165

1) PL4 (principal)

2) PL3 (senior)

3) The figures for 2022 were corrected due to data errors.

4) From 2024, the criteria for contingent employees have been revised to include only full-time contingent workers.



## Employees

### 3. Global Employees

Category		Unit	2022	2023	2024
Total number of global employees <sup>1)</sup>		persons	1,140	1,439	1,700
Gender	Male	persons	965	1,224	1,442
	Female	persons	175	215	258
Job position	Executives	persons	-	-	4
	Male	persons	-	-	4
	Female	persons	-	-	-
	Mid-level managers <sup>2)</sup>	persons	2	3	2
	Male	persons	2	3	2
	Female	persons	-	-	-
Junior managers <sup>3)</sup>		persons	159	195	232
	Male	persons	143	176	212
	Female	persons	16	19	20
Associates		persons	979	1,241	1,462
	Male	persons	820	1,045	1,224
	Female	persons	159	196	238
Employment type	Permanent	persons	1,128	1,404	1,570
	Male	persons	954	1,195	1,342
	Female	persons	174	209	228
	Contingent	persons	12	35	130
	Male	persons	11	29	100
	Female	persons	1	6	30
Percentage of global managers <sup>4)</sup>		%	3.9	4.6	5.4
Percentage of managers among global employees <sup>5)</sup>		%	14.1	13.8	14.0

1) Based on Overseas Subsidiaries

2) PL4 (principal)

3) PL3 (senior)

4) (Number of global executives and managers)/(Total number of executives and managers) X 100

5) (Number of global executives and managers)/(Total number of global employees) X 100

### 4. Workers who are not Employees

Category	Unit	2022	2023	2024
Workers who are not employees <sup>1)</sup>	persons	95	94	116

1) Temporary agency (e.g., administrative assistant) workers

### 5. Status of Disability Hires

Category	Unit	2022	2023	2024
Number of disabled employees <sup>1)</sup>	persons	89	94	104
Percentage of disabled employees	%	1.6	1.6	1.8

1) Based on the assessment of employment expenses for persons with disabilities for domestic operations

### 6. Average Years of Service by Gender

Category	Unit	2022	2023	2024
Total average years of service	years	10.4	10.2	9.4
Average years of service in Korea	years	11.9	12.0	12.1
Male	years	12.0	12.1	12.2
Female	years	11.2	11.3	11.4
Average years of service overseas	years	4.1	4.3	3.6
Male	years	4.1	4.3	3.6
Female	years	4.0	4.3	3.7



## Employees

### 7. Status of Hiring

Category		Unit	2022	2023	2024
New hires		persons	237	145	163
Gender	Male	persons	208	116	122
	Female	persons	29	29	41
Job position	Executives	persons	-	2	1
	Mid-level managers	persons	25	14	18
	Junior managers	persons	113	39	43
	Associates	persons	99	90	101
Age	Under 30	persons	75	71	77
	30-50	persons	158	72	82
	Over 50	persons	4	2	4
	Nationality	persons	234	143	154
Nationality	Korea	persons	234	143	154
	Global <sup>1)</sup>	persons	4	2	9
	US	persons	1	1	1
	Canada	persons	1	-	3
	UK	persons	-	1	-
	India	persons	1	-	1
	France	persons	1	-	-
	Australia	persons	-	-	2
Ireland	persons	-	-	1	
Pakistan	persons	-	-	1	

1) The figures for 2022 were corrected due to data errors.

### 8. Retirement Rate

Category		Unit	2022	2023	2024
Total retirees		persons	179	147	105
Male	persons	165	135	98	
	persons	14	12	7	
Retirement rate <sup>1)</sup>		%	4.5	3.6	2.7
Male	%	4.1	3.3	2.5	
	%	0.4	0.3	0.2	
Voluntary retirement rate		%	3.2	1.7	1.0

1) Based on the annual average number of permanent employees in the headquarters in Korea and including resignation at the request of employees and retirement.

### 9. Inspection of Onsite Labor and Management

Category		Unit	2022	2023	2024
Sites inspected		number	30	25	22
People participating in the inspection		persons	443	457	330

### 10. Human Rights Grievances Reported and Handled

Category		Unit	2022	2023	2024
Cases deliberated by the Deliberation Committee on Workplace Harassment		cases	3	5	8
Reported human rights grievances <sup>1)</sup>		cases	1	2	2
Handled human rights grievances		cases	1	2	2
Policy improvements		cases	34	35	42

1) Received by Employee VOC and employees in charge

### 11. Status of Communication with Employees

Category		Unit	2022	2023	2024
Offline communication sessions		times	470	472	433
Lunch meetings at the headquarters		times	70	77	71
Listening sessions at sites in Korea		times	15	11	17
Listening sessions at overseas sites and global offices		times	11	24	4
Employee Council Room		times	374	360	341
Online communication sessions		times	338	342	332
VOCs reported on the Employee Council website		times	278	274	268
Cases sent to the email accounts of the head of the Employee Council, head of the Women's Council and Employee Council		times	60	68	64

### 12. Human Rights Training

Category		Unit	2022	2023	2024
Participants in organizational culture training <sup>1)</sup>		persons	5,549	5,868	5,940
Hours of human rights training per employee		hours	3	3	4
Rate of employees completing human rights training		%	100	100	100

1) Organizational culture training handles topics such as diversity management and how to communicate with each other to overcome discrimination elements (gender, nationality, status and age, etc.) within the organization.



## Employees

### 13. Employee Training<sup>1)</sup>

Category		Unit	2022	2023	2024
Training expenses		KRW 1 million	3,286	3,638	4,848
Training expenses per person		KRW/persons	540,738	559,698	703,190
Total training hours		hours	467,547	436,782	532,023
Gender	Male	hours	393,796	370,429	443,307
	Female	hours	73,751	66,353	88,716
Age	20-39	hours	225,733	235,330	236,646
	40s (40-49)	hours	158,687	144,489	215,958
	Over 50	hours	83,127	56,963	79,419
Training hours per person		hours/persons	77	67	77
Gender	Male	hours/persons	74	65	74
	Female	hours/persons	98	82	171
Age <sup>3)</sup>	20-39	hours/persons	79	79	75
	40s (40-49)	hours/persons	80	64	87
	50 and over	hours/persons	67	45	64
Percentage of employees receiving regular performance and career development reviews <sup>2)</sup>		%	100	100	100
Gender	Male	%	100	100	100
	Female	%	100	100	100
Age	20-39	%	100	100	100
	40s (40-49)	%	100	100	100
	50 and over	%	100	100	100
Return on investment in human capital		%	1.7	1.8	1.8

1) Excluding temporary agency workers from the training performance and number of employees

2) All employees receive reviews of their performance and career development regardless of position, age or gender.

3) The figures for 2023 were corrected due to data errors.

### 14. Welfare Benefits and Gender Equal Pay

Category		Unit	2022	2023	2024
Employee welfare benefits		KRW 1 million	163,874	206,393	224,844
Employee retirement pension (cumulative) <sup>1)</sup>		KRW 1 million	544,369	538,721	595,159
Gender pay gap among executives		%	-	-	-
Gender pay gap among managers <sup>2)3)4)</sup>		%	99.5	99.5	99.4
Gender pay gap among non-managers <sup>2)3)4)</sup>		%	96.8	98.2	97.5

1) The sum of DB (defined benefit) & DC (defined contribution) types

2) (Average base salary for female)/(Average base salary for male) X 100

3) The figures of 2022 for managers were based on employees of PL3 or over. From 2023, the figures for managers are based on employees of PL4 or over.

4) The gender pay gap is created by differences in position and years of service, not by gender itself.

### 15. Employee Satisfaction

Category		Unit	2022	2023	2024
Diagnosis of the organization's health <sup>1)</sup>		points	65.5	69.1	70.7
Gender	Male	points	66.4	69.4	71.5
	Female	points	58.5	63.7	64.0
Position	Mid-level managers <sup>2)</sup>	points	68.7	70.7	71.8
	Junior managers <sup>3)</sup>	points	64.0	67.2	69.0
	Associates <sup>4)</sup>	points	65.1	69.6	73.3
Response rate <sup>5)</sup>		%	80.9	79.1	81.5

1) After the change in the SCI (Samsung Culture Index) questions and evaluation criteria in 2022, the result of the diagnosis of the organization's health result is determined as the average of scores measured in three areas, enjoyable work, colleagues, and company as the source of pride.

2) PL4 (principal)

3) PL3 (senior)

4) PL1-2 (associate & assistant manager)

5) The response rate of the survey is the percentage of respondents among the total number of employees in Korea and global offices (the survey was not conducted in global offices in 2022).



## Employees

### 16. Use of Childcare Leave

Category	Unit	2022	2023	2024
<b>Employees eligible for childcare leave</b>	persons	2,306	2,453	2,426
Male	persons	2,064	2,181	2,150
Female	persons	242	272	276
<b>Employees using childcare leave</b>	persons	114	119	103
Male	persons	70	60	59
Female	persons	44	59	44
<b>Employees expected to return to work</b>	persons	104	126	121
Male	persons	60	68	66
Female	persons	44	58	55
<b>Employees who returned to work</b>	persons	98	122	118
Male	persons	54	66	65
Female	persons	44	56	53
<b>Employees who worked for at least 12 months after returning to work</b>	persons	88	102	107
Male	persons	37	57	59
Female	persons	51	45	48
<b>Return rate after childcare leave</b>	%	94	97	98
Male	%	90	97	99
Female	%	100	97	96
<b>Rate of employees working for at least 12 months after returning to work<sup>1)</sup></b>	%	92	90	86
Male	%	86	86	89
Female	%	96	96	81

1) The number of employees who have been working for at least 12 months after returning from childcare leave in the year concerned.

## Suppliers

### 1. Supplier Support

Category	Unit	2022	2023	2024	
<b>Financial support</b>	Shared growth fund and loan support	KRW 1 million	29,769	44,205	41,397
	Suppliers receiving support	companies	57	86	86
<b>Entry into overseas markets</b>	New overseas construction amount	KRW 1 million	65,672	14,703	133,371
	Subcontractors entering overseas markets	companies	12	5	6
<b>Recruit</b>	New hires in suppliers	persons	6	27	75
<b>Supplier training</b>	Suppliers' employees receiving training	persons	567	1,302	1,370
	Training expenses for suppliers	KRW 1 million	17	20	20
	Korea	KRW 1 million	17	20	20
	Overseas	KRW 1 million	-	-	-
<b>ESG management support</b>	External consulting expenses for suppliers' ESG management	KRW 1 million	37	13	25
	Suppliers receiving support	companies	50	20	22
<b>Safety support</b>	Support for labor expenses of dedicated safety managers	KRW 1 million	7,496	15,426	7,456
	Suppliers receiving support for labor expenses of dedicated safety managers	companies	63	79	84
	Expenses for prizes to workers with outstanding safety performance	KRW 1 million	113	198	213
	No. of workers receiving prizes of outstanding safety performance	persons	1,202	1,804	1,621
<b>Financial consulting</b>	Support for suppliers' financial consulting	KRW 1 million	-	9	11
	Suppliers receiving support	companies	-	8	8
<b>Advance payment</b>	Advance payment support for suppliers	KRW 1 million	47,644	47,762	14,468



## Suppliers

### 2. Status of Suppliers

Category		Unit	2022	2023	2024
Total number of suppliers		companies	9,793	9,666	9,928
Detail design companies <sup>1)</sup>		companies	140	169	152
Vendors		companies	4,347	4,494	4,628
By country	Korea	companies	1,687	1,730	1,780
	Asia (excluding Korea)	companies	987	1,024	1,060
	Americas	companies	322	325	314
	Europe and Africa	companies	620	662	683
	Middle East and others	companies	731	753	791
Subcontractors		companies	5,306	5,003	5,148
By country	Korea	companies	977	911	774
	Asia (excluding Korea)	companies	1,861	1,719	1,892
	Americas	companies	519	486	489
	Europe and Africa	companies	721	700	754
	Middle East and others	companies	1,228	1,187	1,239
Number of key suppliers <sup>2)</sup>		companies	-	-	370
Amount of purchase from all suppliers		KRW 1 million	-	-	4,491,993
Amount of purchase from key suppliers		KRW 1 million	-	-	3,087,139
Percentage of purchase from key suppliers		%	-	-	69

1) All detail design companies are Korea-based companies.

2) Key suppliers refer to top players in terms of the registration evaluation or those in Korea with which we signed agreements for shared growth, etc.

### 3. Result of Supplier Sustainability Management Assessment

Category		Unit	2022	2023	2024
Suppliers subject to assessment <sup>1)</sup>		companies	777	800	806
Assessed suppliers		companies	714	725	728

1) Suppliers subject to assessment are Korean construction subcontractors.

## Social Contribution

### 1. Social Contribution Performance and Management

Category		Unit	2022	2023	2024
Donations	Total donations <sup>1)</sup>	KRW 1 million	2,496	2,902	3,088
	Social contribution donations <sup>2)</sup>	KRW 1 million	1,850	2,343	2,353
	Investment in local communities <sup>3)</sup>	KRW 1 million	646	559	735
	Commercial activities	KRW 1 million	-	-	-
Charity donations	Charity donations	KRW 1 million	1,873	2,298	2,508
	Cash donations	KRW 1 million	1,808	2,196	2,379
	Management costs	KRW 1 million	65	102	129
Employees' volunteer works and participation in donations	Hours of volunteer works <sup>4)</sup>	hours	7,977	15,409	16,270
	Participants in volunteer works <sup>4)</sup>	persons	1,492	2,648	3,040
	Employees' donation rate	%	73	81	74
	Total employee donations	KRW 1 million	617	659	670

1) The total donation amount increased with the start of the donation matching grant program in 2022.

2) Social contribution donations: The sum of the company's donation and the employees' donation to activities related to education, environment, social welfare and culture

3) Investment in local communities: Expenses directly related to the operation of programs

4) Based on employees in the headquarters.

### 2. Political Contributions and Membership Fees

Category		Unit	2022	2023	2024
Political contributions		KRW 1 million	-	-	-
Membership fees <sup>1)</sup>		KRW 1 million	866	1,074	992
International Contractors Association of Korea		KRW 1 million	393	417	429
Construction Association of Korea		KRW 1 million	261	370	313
Seoul Chamber of Commerce		KRW 1 million	143	197	157
Others <sup>2)</sup>		KRW 1 million	69	90	93

1) The values for 2022 and 2023 have been revised due to a reassessment of the data calculation criteria.

2) Korea Construction Engineers Association, Korea Institute of Registered Architects, and Korea Fire Facility Association, etc.



## ESG Data | Governance

### Governance

#### 1. Composition of the BoD

Category		Unit	2022	2023	2024
Total members of the BoD		persons	7	7	7
Independence of the BoD	Executive directors	persons	3	3	3
	Outside directors	persons	4	4	4
Diversity of the BoD	Male	persons	6	6	6
	Female	persons	1	1	1

#### 2. Effectiveness of the BoD

Category		Unit	2022	2023	2024
Terms of the BoD	Executive directors	years	3	3	3
	Outside directors	years	3	3	3
Expertise of the BoD <sup>1)</sup>	Experts in the industry	persons	2	2	2
	Experts in finance	persons	2	1	1

1) Experts in the industry and finance are all outside directors.

#### 3. BoD Meetings

Category	Unit	2022	2023	2024
No. of meetings	times	10	9	8
Items reported and voted for	cases	29	30	24
Attendance rate	%	100	100	100

#### 4. Operation of Committees

Category		Unit	2022	2023	2024
Management Committee	No. of meetings	times	4	7	9
	Attendance rate	%	100	94	93
	No. of members	persons	3	3	3
Audit Committee	No. of outside directors	persons	-	-	-
	No. of meetings	times	9	7	5
	Attendance rate	%	100	100	100
	No. of members	persons	3	3	3
	No. of outside directors	persons	3	3	3
	No. of experts in finance	persons	2	1	1
Related Party Transactions Committee	No. of experts in the industry	persons	1	2	2
	No. of meetings	times	5	5	5
	Attendance rate	%	100	100	100
Compensation Committee	No. of members	persons	3	3	3
	No. of outside directors	persons	3	3	3
	No. of meetings	times	3	2	1
Outside Director Candidate Recommendation Committee	Attendance rate	%	100	100	100
	No. of members	persons	5	3	3
	No. of outside directors	persons	3	3	3
	No. of meetings	times	1	2	2
ESG Committee	Attendance rate	%	100	100	100
	No. of members	persons	4	4	4
	No. of outside directors	persons	4	4	4
	No. of meetings	times	4	4	4

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## Governance

### 5. Shareholder Composition

	Category	Unit	2022	2023	2024
Overview	Common shares <sup>1)</sup>	1 million shares	196	196	196
	Percentage of shares owned by the management	%	0.21	0.12	0.13
Sustainability Strategy	Percentage of shares owned by foreigners	%	41.95	50.37	45.34
	Percentage of shares owned by individuals	%	20.53	15.83	21.32
Sustainability Performance	Percentage of shares owned by majority shareholders and affiliated companies	%	20.63	20.53	20.51
	Percentage of shares owned by domestic institutions	%	16.66	13.19	12.78
Appendix	Percentage of shares owned by employee stock ownership association	%	0.23	0.08	0.05
	Financial Statements				
ESG Data	Shares owned by majority shareholders and affiliated companies				
	Total percentage of shares	%	20.63	20.53	20.51
External Evaluation and Awards	Samsung SDI	%	11.69	11.69	11.69
	Samsung C&T	%	6.97	6.97	6.97
Associations	Samsung Fire & Marine Insurance	%	0.22	0.22	0.22
	Samsung Life In-surance (customer accounts)	%	0.13	0.09	0.05
GHG Verification Statement	Samsung Life In-surance (customer accounts)	%	0.13	0.09	0.05
	Samsung Life In-surance (customer accounts)	%	0.13	0.09	0.05
Third Party's Assurance Statement	Jaeyong Lee	%	1.54	1.54	1.54
	Sungan Choi	%	0.06	-	-
GRI Content Index	Hong Namkoong	%	-	0.01	0.02
	Hong Namkoong	%	-	0.01	0.02
SASB Index	Juseong Cheong	%	0.003	0.003	-
	Juseong Cheong	%	0.003	0.003	-
TCFD Index	Gunho Hyun	%	-	-	0.002
	Gunho Hyun	%	-	-	0.002
UN SDGs	Daewon Kim	%	-	-	0.008
	Daewon Kim	%	-	-	0.008

1) All figures are as of the last day of each year. All shares issued are common shares. No dual class shares with differentiated voting rights.

### 6. Compensation of the Management and Employees

	Category	Unit	2022	2023	2024
Compensation for management	Total compensation for top management	KRW 1 million	8,553	6,589	3,673
	Average compensation for top management	KRW 1 million	4,277	2,196	1,224
	Total compensation for outside directors	KRW 1 million	363	354	411
	Average compensation for outside directors	KRW 1 million	91	89	103
Compensation for employees	Total compensation for employees	KRW 1 million	615,424	739,859	744,464
	Average compensation for employees	KRW 1 million	120	129	129
	Median of compensation for employees	KRW 1 million	114	131	131
Ratio of the annual pay of top management to the average annual pay of employees	times		36	17	9
Ratio of the annual pay for the highest paid individual in the company to the median of annual pay for all members	times		50	37	14
Deferred period applicable to varying compensation	years		3	3	3
Vesting period for varying compensation	years		3	3	3

## Ethics & Compliance

### 1. Ethics & Compliance System Operation

	Category	Unit	2022	2023	2024
Cases of legal advice and contract reviews		cases	2,698	2,869	2,856
Legal advice		cases	900	1,086	994
Contract reviews		cases	1,798	1,783	1,862
Report of violations		cases	149	88	147
Corruption		cases	36	29	27
Complaints		cases	35	56	115
Others <sup>1)</sup>		cases	78	3	5
Financial losses incurred due to bribery, corruption or legal proceedings related to anti-competition		KRW 1 million	-	-	-
No. of compliance audits		cases	7	12	8

1) Reports not related to the company

## Ethics & Compliance

### 2. Employee Ethics & Compliance Training

	Category	Unit	2022	2023	2024
Compliance training <sup>1)</sup>	Total trainees	persons	12,832	12,292	14,286
	Offline	persons	6,822	5,176	6,758
	Online	persons	6,010	7,116	7,528
	Training hours	hours	7,641	7,480	9,178
Anti-corruption training	Total trainees	persons	9,414	12,012	12,127
	Offline	persons	1,367	2,041	3,164
	Online	persons	8,047	9,971	8,963
	Training hours	hours	2,879	4,557	6,510

1) Including employees overseas

### 3. Other Legal Violations

	Category	Unit	2022	2023	2024
	Instances where penalties were imposed	cases	-	-	-
	Instances where fines were imposed <sup>1)</sup>	cases	-	1	3
	Instances where non-monetary sanctions were imposed	cases	-	-	-
	Penalties incurred in the current reporting period	KRW 1 million	-	-	-
	Fines incurred in the current reporting period <sup>1)</sup>	KRW 1 million	-	0.6	22.2

1) Disclosure of "Matters Related to Sanctions etc." in the 58th Annual Business Report

## Information Security

### 1. Information Security Inspections

	Category	Unit	2022	2023	2024
	Inspection of external systems for vulnerabilities	times	12	12	12
	Mock hacking inspection on cyber business operations	times	1	1	1
	Mock hacking of internal systems and source code inspection	times	66	43	67
	DR (disaster recovery) drill	times	1	1	1
	Cloud MSP (managed service provider) inspection	times	1	1	1
	Infrastructure security inspection (servers, etc.)	times	1	1	1

### 2. Information Security Training

	Category	Unit	2022	2023	2024
	Percentage of employees completing information security training	%	100	100	100

### 3. Information Security Violations

	Category	Unit	2022	2023	2024
	Information security violations	cases	-	-	-
	Monetary sanctions	cases	-	-	-
	Non-monetary sanctions	cases	-	-	-
	Breaches of clients' personal information	cases	-	-	-
	Sum of penalties and fines due to information security violations	KRW 10K	-	-	-



# External Evaluation and Awards

## External Evaluation and Awards

Category	Ranking	Description
Korea	Excellent Grade in the Win-Win Growth Index for 2023	Evaluated by combining the comprehensive assessment by the Korea Commission for Corporate Partnership and the Fair Trade Agreement Implementation Assessment by the Fair Trade Commission
Overseas	2024 Oil & Gas Top 25 EPC Contractors (2nd)	Ranking by Oil & Gas Middle East, a Middle Eastern energy magazine. Based on the performance in the hydrocarbon sector in the Middle East and the company's financial conditions, etc.
Overseas	2024 ENR International Contractor (27th)	Ranking by Engineering News-Record, an American construction and engineering magazine. Based on overseas revenue.
Overseas	2024 MEED Top 10 EPC Contractors (5th)	Ranking by MEED, a Middle Eastern energy magazine. Based on the project awards in the hydrocarbon sector in the Middle East

<b>MSCI</b>	We received an ESG Rating of A from Morgan Stanley Capital International (MSCI) in the ESG assessment for 2024, which is widely used as reference for institutional investors.
<b>Dow Jones Best-in-Class Indices</b>	We have been listed on the Dow Jones Best-in-Class Asia Pacific for 12 consecutive years and Dow Jones Best-in-Class Korea for 14 consecutive years from the S&P Global Corporate Sustainability Assessment (CSA), a global sustainability management benchmark.
<b>CDP</b>	We have been a participant in the Carbon Disclosure Project (CDP), an initiative to disclose business information related to climate change, since 2009. As a result of the assessment, the company received a grade of Management B.
<b>KCGS</b>	Recognized for our exemplary sustainability framework, we received a comprehensive ESG rating of A (Environmental: A, Social: A, Governance: A) from the Korea Institute of Corporate Governance and Sustainability (KCGS) in 2024.

## Awards

Category	Award	Description
Korea/ Environment	First prize in the Occupational Safety Sector in the 4th Incheon Ilbo ESG Management Awards	Hosted by Incheon Ilbo Songdo SBL P5 Project Site Resource circulation through waste and water reuse, and reduction of fugitive dust
Korea/Safety	A commendation from the Minister of Employment and Labor to the CM of the Songdo SBL P5 Project	Hosted by the Ministry of Employment and Labor Songdo SBL P5 Project Site Establishing a safety culture and preventing serious accidents in advance through various preventive activities
Overseas/ Safety	Gold Award in the RoSPA Health and Safety Awards	Hosted by the Royal Society for the Prevention of Accidents (RoSPA) Malaysia Sarawak Methanol Project Site Establishing a safety culture through the implementation of worker health management programs
Korea/Society	Commendation for excellence in the assessment of implementation of fair transaction agreements in 2023	Supervised by the Korea Commission for Corporate Partnership Awarded the highest rating for four consecutive years in the Win-Win Growth Index Establishing fair business relationships and promoting cooperation in various fields
Overseas/ Quality	MENA winner in the energy sector and Saudi Arabia National winner in the 2024 MEED Project Awards	Hosted by MEED (Middle East Economic Digest), a Middle Eastern economic magazine Saudi Aramco HUGRS Project Introduction of 3D printing in construction for the first time in Saudi Arabia
Korea/ Environment	Prime Minister Prize in the Korea Green Management Awards	Jointly hosted by the Ministry of Environment and Ministry of Trade, Industry and Energy Development of the SEEM-S system, establishment of an environmental accident prevention system, operation of a waste resource circulation system ISO 50001 Energy Management System certification, achievement of zero waste to landfill
Korea/ Environment	Minister of Environment Prize in the Construction Environment Management Awards	Hosted by the Ministry of Environment Songdo SBL P5 Project Site Implementation of upcycling cases
Overseas/ Environment	Champion in the Large Enterprise Sector of the Premier Sarawak Environmental Award (PSEA)	Jointly hosted by the Sarawak Natural Resources and Environment Board (NREB) and Sarawak Business Federation (SBF) Environmental management plan and waste management system Installation of solar power facilities and environmental monitoring stations

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## Certifications

Category	Description
ISO 9001	Quality Management Systems
ISO 14001	Environmental Management Systems
ISO 50001	Energy Management Systems
ISO 45001	Occupational Health and Safety Management Systems
ISO 27001	Information Security, Cybersecurity and Privacy Protection
ISO 31000	Risk Management
ISO 21502	Project, Programme and Portfolio Management — Guidance on Project Management
ISO 21503	Project, Programme and Portfolio Management — Guidance on Programme Management
ISO 21504	Project, Programme and Portfolio Management — Guidance on Portfolio Management
ISO 21505	Project, Programme and Portfolio Management — Guidance on Governance
ISO 37301	Compliance Management Systems
ISO 37001	Anti-bribery Management Systems
ISO 29001	Petroleum, Petrochemical and Natural Gas Industries — Sector-specific Quality Management Systems — Requirements for Product and Service Supply Organizations
KOSHA MS	Occupational Safety and Health Management System (Korea Occupational Safety and Health Agency, KOSHA)

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## Associations

Construction Safety Manager Association (CSMA)	Construction Safety Management Society (CSMS)	KOSHA MS Council
Maeil Economic Daily Safety & Environment Lab (S.E.L) Club	Korea Construction Environment Association	Construction Health Council
Seoul Chapter, Construction Association of Korea	Korea Plant Industries Association	Korea International Trade Association
Korea Industrial Technology Association	Korea Fire Protection Engineers Association	Korea Fire Safety Institute
Seoul Chamber of Commerce and Industry	Seoul Architects Association	International Contractors Association of Korea (ICAK)
Korea Fair Competition Federation	Korea Institute of Construction Engineering & Management	Korea Professional Engineers Association
Korea Fire Facility Association	Korea Engineering & Consulting Association	Korea Electrical Contractors Association
Korea Electric Engineers Association	Korea Information Communication Contractors Association	

\* Samsung E&A complies with domestic political funding laws that prohibit corporate political donations, cooperates with social demands for anti-corruption and fair trade, and contributes to industrial and technological advancement. The company also recognizes that expenditures related to policy influence may pose potential risks from a mid- to long-term business perspective, and manages related donation records and amounts from a company-wide standpoint



# GHG Verification Statement

## Relating to Samsung E&A Co., Ltd.'s Report for the Calendar Year 2024

### Terms of Engagement

This Assurance Statement has been prepared for Samsung E&A Co., Ltd. LRQA was commissioned by Samsung E&A Co., Ltd. (Samsung E&A) to assure its GHG Report for the calendar year 2024 (hereafter referred to as "the Report").

The Report relates to direct GHG emissions and indirect GHG emissions. Samsung E&A's geographical boundary includes its operations in the headquarters in Seoul, a research institute, 32 domestic construction sites, 18 overseas construction sites, 3 O&M sites and 8 overseas offices<sup>1</sup>. The main activities of the organization include construction and operation of plant facilities and the GHG emissions have been consolidated using operational control approach.

### Management Responsibility

Samsung E&A's management was responsible for preparing the claim, report and conformity with ISO 14064-1:2018 and for maintaining effective internal controls over the data and information disclosed. LRQA's responsibility was to carry out an assurance engagement on the Report in accordance with our contract with Samsung E&A. Ultimately, the Report has been approved by, and remains the responsibility of Samsung E&A.

### LRQA's Approach

Our verification has been conducted in accordance with ISO 14064-3:2019, 'Specification with guidance for verification and validation of greenhouse gas statements' to provide limited assurance that GHG data as presented in the Report have been prepared in conformance with ISO 14064-1:2018, 'Specification with guidance at the organizational level for quantification and reporting of greenhouse gas emissions and removals'. To form our conclusions the assurance engagement was undertaken as a sampling exercise and covered the following activities:

- reviewed processes related to the control of GHG emissions data and records;
- interviewed relevant staff of the organization responsible for managing GHG emissions data and records;
- visited the headquarters of Samsung E&A and reviewed additional evidence made available by Samsung E&A; and
- verified historical GHG emissions data and records at an aggregated level for the calendar year 2024.

### Level of Assurance & Materiality

In accordance with our contract agreement, the assurance was conducted at a limited level of assurance at a materiality of 5% for Categories 1 - 5. The opinion expressed in this Assurance Statement has been accordingly formed.

### LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that the GHG emissions for Categories 1 - 5 disclosed in the Report as summarized in Table 1 below are not materially correct and that the Report has not been prepared in conformance with ISO 14064-1:2018.

Dated: 25 May 2025

On behalf of LRQA Limited **Byung-Gil Lim LRQA Lead Verifier**  
2nd Floor, T Tower, 30, Sowol-ro 2-gil, Jung-gu, Seoul, Republic of Korea

## Summary of Samsung E&A Co., Ltd., GHG Emissions Inventory for CY 2024

Scope of GHG Emissions	Tonnes CO <sub>2</sub> e
Direct GHG emissions (Category 1)	29,609
Indirect GHG emissions from imported energy (Category 2, Location-based)	26,210
Indirect GHG emissions from imported energy (Category 2, Market-based)	20,398
Indirect GHG emissions from transportation (Category 3)	20,363
<ul style="list-style-type: none"> <li>• Upstream transportation - transportation of modules manufactured by subcontractors in domestic and overseas sites</li> </ul>	6,293
<ul style="list-style-type: none"> <li>• Employee commuting - commuting by buses in domestic sites</li> </ul>	420
<ul style="list-style-type: none"> <li>• Business travel - international flights</li> </ul>	13,650
Indirect GHG emissions from products used by organization (Category 4)	2,963,725
<ul style="list-style-type: none"> <li>• Purchased goods and services - operation of construction equipment by subcontractors in domestic and overseas sites</li> <li>• Purchased goods and services - production of construction materials purchased in domestic and overseas sites</li> </ul>	2,859,521
<ul style="list-style-type: none"> <li>• Capital goods - production of laptops purchased in domestic sites</li> </ul>	10
<ul style="list-style-type: none"> <li>• Fuel and energy related activities - fuel and electricity purchased in domestic and overseas sites</li> </ul>	5,938
<ul style="list-style-type: none"> <li>• Waste generated in operations - treatment of waste generated from domestic and overseas operations</li> </ul>	4,842
Indirect GHG emissions associated with the use of products from the organization (Category 5)	163,933
<ul style="list-style-type: none"> <li>• Use of sold products - operation of O&amp;M facilities in domestic and overseas sites</li> <li>• End-of-life treatment of sold products - end-of-life treatment of plant facilities constructed in domestic and overseas sites</li> </ul>	22,248
<ul style="list-style-type: none"> <li>• Downstream leased assets - operation of leased areas within the headquarters building of Samsung E&amp;A</li> </ul>	3,874
Location based and market based are terminologies from Annex E of ISO 14064-1:2018.	

<sup>1</sup>) Samsung E&A Arabia Co., Ltd., Samsung E&A Co., Ltd. (UAE), Samsung E&A (Thailand) Co., Ltd., Samsung E&A India Private Limited, Samsung E&A America Inc., Samsung E&A Hungary Ltd., Samsung E&A Malaysia SDN. BHD. and Samsung Ingenieria Manzanillo S.A. De C.V.

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LRQA  
reference number:  
SEO00001219

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# Third Party's Assurance Statement

## To: The Stakeholders of SAMSUNG E&A

### Overview

The British Standards Institution (hereinafter referred to as the "Assurer") was requested to verify the 2024 SAMSUNG E&A SUSTAINABILITY REPORT (hereinafter referred to as the "Report"). The Assurer is independent to SAMSUNG E&A and has no major operational financial interest other than the assurance of the Report. This assurance opinion statement is intended to provide information related to the assurance of the SAMSUNG E&A's report relating to the environment, social and governance (ESG) to the relevant stakeholders and may not be used for any other purpose. This assurance opinion statement is prepared based on the information presented by SAMSUNG E&A. The verification does not extend beyond such information and is solely based on it. In performing such verification, the Assurer has assumed that all such information is complete and accurate. SAMSUNG E&A is responsible for managing the relevant information contained within the scope of assurance, operating the relevant internal control procedures, and for all information and claims contained in the Report. Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to SAMSUNG E&A only. The Assurer is responsible for providing SAMSUNG E&A's management team with an independent assurance opinion containing professional opinions derived by applying the assurance methodology to the scope specified, and to provide the information to all stakeholders of SAMSUNG E&A. The Assurer will not, in providing this Independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person or party by whom the Independent assurance opinion statement may be read.

### Scope

- The scope of engagement agreed upon with SAMSUNG E&A includes the following:
- Report contents during the period from January 1st to December 31st 2024 included in the Report, some data of 2025 are included.
  - Major assertion included in the Report, such as sustainability management policies and strategies, goals, projects, and performance, and the Report contents related to material issues determined as a result of materiality assessment.
  - Appropriateness and consistency of processes and systems for data collection, analysis and review.
  - Confirmation of the Report's compliance with the AA1000 AccountAbility Four Principles and, where applicable, the reliability of the sustainability performance information contained within the Report, based on the type of sustainability assurance performed in accordance with AA1000 AS v3.
- The following contents were not included in the scope of assurance.
- Financial information in Appendix.
  - Index items related to other international standards and initiatives other than the GRI.
  - Other related additional information such as the website, business annual report.

### Assurance Level and Type

- The assurance level and type are as follows;
- Moderate level based on AA1000 AS and Type 2 (confirmation to the four principles as described in the AA1000 Accountability Principle 2018 and quality and reliability of specific performance information published in the report.

### Description and sources of disclosures covered

Based on the scope and methodology of assurance applied, the Assurer reviewed the following disclosures based on the sampling of information and data provided by SAMSUNG E&A.

#### [Universal Standards]

2-1 to 2-5 (The organization and its reporting practices), 2-6 to 2-8 (Activities and workers), 2-9 to 2-21 (Governance), 2-22 to 2-28 (Strategy, policies and practices), 2-29 to 2-30 (Stakeholder engagement), 3-1 to 3-3 (Material Topics Disclosures)

#### [Topic Standards]

201-2, 202-1, 202-3, 205-1~2, 206-1, 302-1, 302-3, 303-3~5, 305-1~5, 306-2~4, 403-1~10, 405-2, 418-1

### Methodology

- As a part of its independent assurance, the Assurer has used the methodology developed for relevant evidence collection in order to comply with the verification criteria and to reduce errors in reporting. The Assurer has performed the following activities;
- Validation of the materiality assessment and internal analytical process for determining assurance priorities, and a top-level review of issues that may be raised by external stakeholders in the context of sustainability.
  - Discussion with managers and representatives on stakeholder engagement.
  - Review of the supporting evidence related to the material issues through interviews with senior managers in the responsible departments.
  - Review of the system for sustainability management strategy process and implementation.
  - Review of the materiality issue analysis process and prioritization and verifying the results.
  - Verification of data generation, collection and reporting for each performance index and document review of relevant systems, policies, and procedures.
  - An assessment of SAMSUNG E&A's reporting and management processes against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000 AccountAbility Principles Standard (2018).
  - Visit of the HQ of SAMSUNG E&A to confirm the data collection processes, record management practices.

### Limitations and approach used to mitigate limitations

The Assurer performed limited verification for a limited period based on the data provided by SAMSUNG E&A. It implies that the Assurer is therefore subject to limitations relating to inherent risks that may exist without the identification of material errors. The Assurer does not provide assurance on possible future impacts that cannot be predicted or verified during the verification process and any additional aspects related thereto.

### Competency and Independence

British Standards Institution (BSI) is a leading global standards and assessment body founded in 1901. BSI is an independent professional institution that specializes in quality, health, safety, social and environmental management with over 120 years history in providing independent assurance services globally. No member of the assurance team has a business relationship with SAMSUNG E&A. The Assurer has conducted this verification independently, and there has been no conflict of interest. All assurers who participated in the assurance have qualifications as an AA1000AS assurer, have a lot of assurance experience, and have in-depth understanding of the BSI Group's assurance standard methodology.

### Opinion Statement

The assurance was conducted by a team of sustainability report assurers in accordance with the AA1000 Assurance Standard v3. The Assurer planned and performed the verification and collected sufficient evidence to explain SAMSUNG E&A's approach to the AA1000 Assurance Standard and to provide confidence in its self-declaration of compliance with the GRI Standards.

On the basis of our methodology and the activities described above, it is our opinion that the information and data included in the Report are accurate and reliable and the Assurer cannot point out any substantial aspects of material with mistake or misstatement. We believe that the economic, social and environment performance indicators are accurate and are supported by robust internal control processes.

### Conclusions

The Report is prepared in accordance with the GRI Standards. (Reporting in accordance with the GRI standards). A detailed review against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact and the GRI Standards is set out as below.

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### Inclusivity: Stakeholder Engagement and Opinion

SAMSUNG E&A defines customers, shareholders and investors, executives and employees, partners, and communities as the five major stakeholders that have a significant impact on corporate management activities, and operates communication channels suitable for each target. Through communication channels, the opinions and requirements of stakeholders are collected and reflected in management activities such as strategy establishment and implementation, and the relevant process is disclosed in the report.

### Materiality: Identification and reporting of material sustainability topics

SAMSUNG E&A has established strategies related to sustainable management, established processes to derive reporting issues, and applied the dual materiality assessment method to derive material topics by analyzing and evaluating social and environmental impacts and financial impacts. In 2024, out of a total of 31 issues, a total of five important issues, including climate change response, low-carbon industry transition, eco-friendly technology innovation (R&D), strengthening safety and health, and ethical management, are selected, and the main activities and plans related to them are transparently disclosed in this report.

### Responsiveness: Responding to material sustainability topics and related impacts

SAMSUNG E&A has established a management process for key reporting issues related to important sustainability topics and related impacts. In order to respond appropriately in a way that reflects the expectations of stakeholders, an ESG strategy system has been established and detailed action tasks have been established for each key area, and related policies, task execution status, activity performance, and response performance, including improvement measures, are disclosed through reports.

### Impact: Impact of an organization's activities and material sustainability topics on the organization and stakeholders

SAMSUNG E&A has established a process to identify and evaluate the impact on organizations and stakeholders related to key reporting issues. The analysis results of impact, risk, and opportunity factors on key reporting issues are used to make decisions to establish a response strategy for each issue, and the process is disclosed through reports.

### Findings and conclusions concerning the reliability and quality of specified performance information

Among the GRI Topic Standards, an assurance Type 2 were conducted against the following disclosurers based on the information and data provided by SAMSUNG E&A. In order to verify the reliability and accuracy of the data and information, internal control procedures related to data processing, and management were verified through interviews with the responsible department, and accuracy was verified through sampling. Errors and intentional distortions in sustainability performance information included in the Report were not found through assurance processes. The SAMSUNG E&A manages the sustainability performance information through reliable internal control procedures and can track the process of deriving the source of the performance. Errors and unclear expressions found during the assurance process were corrected and the Assurer confirmed the final version of the Report prior to its final publication.

- GRI Topic standards: 201-2, 202-1, 202-3, 205-1~2, 206-1, 305-1~5, 403-1~10

### Recommendations and Opportunity for improvement

The Assurer provides the following observations to the extent that they do not affect the assurance opinion; SAMSUNG E&A has established and implemented an ESG strategy system with the keyword "AHEAD" and detailed implementation tasks for each key area in order to strengthen its sustainability-seeking management strategy in 2024. As various global sustainability disclosure standards are announced, it is necessary to consider relevant global standards to make Samsung E&A's sustainability management system stronger

### GRI-reporting

SAMSUNG E&A has self-declared compliance with GRI Standards. Based on the data and information provided by SAMSUNG E&A, the Assurer confirmed that the Report is prepared in accordance with the GRI Standards, and confirmed there are no errors in the disclosures related to the Universal Standards and Topic Standards Indicators. No sector standard is applied.

Issue Date: 16/06/2025  
For and on behalf of British Standards Institution (BSI):

Jong Ho Lee, Lead Assurer

Seonghwan Lim, Managing Director of BSI Korea



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## Statement of Use

Samsung E&A has reported in accordance with the GRI Standards for the period of January 1, 2024 to December 31, 2024.

## GRI 1 Used

GRI 1: Foundation 2021

## Applicable GRI Sector Standard

No applicable GRI Sector Standard released as of the reporting date.

## GRI 2: General Disclosures

GRI Standard	Disclosure	Page
2-1	Organizational details	6-8
2-2	Entities included in the organization's sustainability reporting	2, 8, 69, 88, 90, 93, 95, 96
2-3	Reporting period, frequency and contact point	2
2-4	Restatements of information	89, 90, 91, 93, 94, 96, 97, 99
2-5	External assurance	105, 106-107
2-6	Activities, value chain and other business relationships	7 <sup>1)</sup>
2-7	Employees	94-95
2-8	Workers who are not employees	95
2-9	Governance structure and composition	70-71
2-10	Nomination and selection of the highest governance	72-73
2-11	Chair of the highest governance body	72
2-12	Role of the highest governance body in overseeing the management of impacts	71
2-13	Delegation of responsibility for managing impacts	71-72
2-14	Role of the highest governance body in sustainability reporting	71-72
2-15	Conflicts of interest	72-73
2-16	Communication of critical concerns	71
2-17	Collective knowledge of the highest governance body	70-71
2-18	Evaluation of the performance of the highest governance body	72
2-19	Remuneration policies	72
2-20	Process to determine remuneration	72
2-21	Annual total compensation ratio	101
2-22	Statement on sustainable development strategy	5
2-23	Policy commitments	29, 34, 39, 45, 54, 66, 72
2-24	Embedding policy commitments	30-32, 34-37, 39-43, 45-46, 55-57, 67-68, 72-73
2-25	Processes to remediate negative impacts	51, 68, 77
2-26	Mechanisms for seeking advice and raising concerns	51

GRI Standard	Disclosure	Page
2-27	Compliance with laws and regulations	90, 101-102
2-28	Membership associations	104
2-29	Approach to stakeholder engagement	16
2-30	Collective bargaining agreements	- <sup>2)</sup>

1) No changes compared to the previous report

2) We do not disclose data for "2-30 Collective Bargaining Agreement" because "We do not identify the number of labor union members covered by collective bargaining agreements to ensure their autonomy." (Reason for non-disclosure: Unavailable/incomplete information)

## GRI 3: Material Topics

GRI Standard	Disclosure	Page
3-1	Process to determine material topics	14
3-2	List of material topics	15
<b>Material Issue 1 : Climate change response</b>		
3-3	Management of material topics	17
201-2	Financial implications and other risks and opportunities due to climate change	29-32
305-1	Direct (Scope 1) GHG emissions	89
305-2	Energy indirect (Scope 2) GHG emissions	89
305-3	Other indirect (Scope 3) GHG emissions	89
305-4	GHG emissions intensity	89
305-5	Reduction of GHG emissions	27-28, 89
<b>Material Issue 2 : Strengthening safety and health</b>		
3-3	Management of material topics	17
403-1	Occupational health and safety management system	39
403-2	Hazard identification, risk assessment, and incident investigation	43
403-3	Occupational health services	52-53



GRI 3: Material Topics

	GRI Standard	Disclosure	Page
	<b>Material Issue 2 : Strengthening Safety and Health</b>		
Overview	403-4	Worker participation, consultation, and communication on occupational health and safety	39-40
Sustainability Strategy	403-5	Worker training on occupational health and safety	41-42
	403-6	Promotion of worker health	52-53
Sustainability Performance	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	41
	403-8	Workers covered by an occupational health and safety management system	93
Appendix	403-9	Work-related injuries	92
Financial Statements	403-10	Work-related ill health	92
ESG Data	<b>Material Issue 3 : Transition to low-carbon business (Non-GRI)</b>		
External Evaluation and Awards	3-3	Management of material topics	21, 24
Associations	<b>Material Issue 4 : Eco-friendly technology innovation (Non-GRI)</b>		
GHG Verification Statement	3-3	Management of material topics	25-26, 28
Third Party's Assurance Statement	<b>Material Issue 5 : Ethical management</b>		
<b>GRI Content Index</b>	3-3	Management of material topics	17
SASB Index	205-1	Operations assessed for risks related to corruption	69
TCFD Index	205-2	Communication and training about anti-corruption policies and procedures	54, 67, 69, 102
UN SDGs	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	101
	<b>General Issue 1 : Energy</b>		
	302-1	Energy consumption within the organization	92
	302-3	Energy intensity	92
	<b>General Issue 2 : Employees' working conditions</b>		
	405-2	Ratio of basic salary and remuneration of women to men	97

	GRI Standard	Disclosure	Page
	<b>General Issue 3: Information security</b>		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	102
	<b>General Issue 4: Pollutants (air/water/soil)</b>		
	303-3	Water withdrawal	91
	303-4	Water discharge	91
	303-5	Water consumption	91
	<b>General Issue 5: Waste</b>		
	306-2	Management of significant waste-related impacts	35
	306-3	Waste generated	90-91
	306-4	Waste diverted from disposal	90-91



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Topic	SASB Code	Accounting Metric	Unit	Details
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	number	No environmental violations in 2024.
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction		At Samsung E&A, each project team and functional team manage and evaluate environmental risks and opportunities for each project. When starting a new project, we assess impacts on our business in consideration of environmental factors, living environments, and environmental laws and regulations, and establish the project's environmental management plan based on the identified risks and opportunities. Then, we monitor environmental goals and compliance with laws and regulations every month and conduct additional monitoring for high-level risks and opportunities with the Risk Register. Lastly, based on the monitoring results, we adjust our environmental goals and management plan once a year. Moreover, employees in charge of environmental management in each project enter and manage environmental data related to waste treatment and water use, etc. on SEEM-S (Samsung Environmental Energy Management System) every month.
Structural Integrity & Safety	IF-EN-250a.1	Amount of defect- and safety-related rework expenses	currency	No cases of defects or safety-related rework costs in 2024.
	IF-EN-250a.2	Amount of legal and regulatory fines and settlements associated with defect- and safety-related incidents	currency	No monetary losses as a result of legal proceedings associated with defects and safety-related incidents in 2024.
Workforce Health & Safety	IF-EN-320a.1	(1) Total recordable injury rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	%	TRIR and fatality rate are disclosed on "Status of incident rate (p.92)" of this report.
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	number	No projects certified by a third party regarding sustainable management in 2024.
	IF-EN-410a.2	Description of process to incorporate operational-phase energy and water efficiency considerations into project planning and design		When starting a new project, Samsung E&A's project teams and relevant functional teams put effort into enhancing operational energy efficiency by considering applications of new technologies and simulation systems. We are actively conducting eco-friendly R&D investment and technology applications. We made sewage treatment facilities smarter and reduced at least 10% of the electricity cost. We also applied the TCO technology and reduced 20% of the energy cost. Moreover, to promote efficient water management, we forecast water usage and implement 3R (Reduce, Reuse, Recycle) initiatives, particularly in the water-scarce regions of the Middle East.
Climate Impacts of Business Mix	IF-EN-410b.1	Backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	currency	As of the end of 2024, the order backlog for related projects is as follows. - Hydrocarbon-related projects: 10 projects, KRW 14.8 trillion - Renewable energy-related projects: N/A
	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	currency	The Algeria Hassi Messaoud Refinery Project as of the end of 2024 (Cancellation amount: KRW 1,937,231,667,470).
	IF-EN-410b.3	Backlog for non-energy projects associated with climate change mitigation	currency	As of the end of 2024, the order backlog for related projects is as follows. - Projects related to carbon capture technologies: 7 projects, KRW 9.4 trillion
Business Ethics & Bidding Integrity	IF-EN-510a.1	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	number, currency	No such projects as of the end of 2024.
	IF-EN-510a.2	Amount of legal and regulatory fines and settlements associated with charges of (1) bribery or corruption and (2) anti-competitive practices	currency	No monetary losses associated with charges of bribery, corruption or anti-competitive practices as of the end of 2024.
	IF-EN-510a.3	Description of policies and practices for prevention of (1) corruption and bribery and (2) anti-competitive behavior in the project bidding processes		Samsung E&A prevents collusion risks between competitors by limiting employees' contact with competitors. In cases where such contact is unavoidable, we send emails to inform the employees of precautions, require them to make a report in advance, and register the results on the Competitor Contact Report System so that we can prevent collusion or any activities that can be mistaken as collusion. To preemptively prevent risks of bid collusion and corruption, Samsung E&A posts guidelines to prevent collusion and corruption and relevant cases and trends on the Compliance Management System (CPMS) for employees' convenience and provides relevant training.
Activity Metric	IF-EN-000.A	Number of active projects	number	As of March 2025, we have 36 active projects in Korea and 20 active projects overseas (a total of 56 projects).
	IF-EN-000.B	Number of commissioned projects	number	As of the end of 2024, 7 projects are completed.
	IF-EN-000.C	Total backlog	currency	As of the end of 2024, the total order backlog is KRW 21.3 trillion.



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Category	Recommendations	TCFD Report Items	Page
Governance	Disclose the company's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	29
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	29
		c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	30
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the company's businesses, strategy, and financial planning.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	31
		b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	31
		c) Describe the organization's processes for identifying and assessing climate-related risks.	30-31
Risk Management	Disclose how the company identifies, assesses, and manages climate-related risks.	b) Describe the organization's processes for managing climate-related risks.	30-31
		c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	30-32
		a) Describe the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	31-32
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	89, 105
		c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	32

# UN SDGs

Category	Samsung E&A's Implementation of UN SDGs	Page
	· Providing support for regular medical checkups for employees · Welfare benefits for maintaining health such as childcare leave and family care leave	52-53
	· Supporting education and learning with Stepping Stones of Hope, Dream Class and Global Hope Libraries, etc. · Supporting local workforce training by fostering global personnel	49, 63-64
	· Guaranteeing equal pay for men and women · Appointing a female outside director	70, 97, 100
	· Monitoring water consumption	35, 91
	· Establishing the goal of 100% renewable energy use by 2030 · Entering new energy transition businesses such as clean hydrogen, etc.	21-24, 30
	· Systematic recruitment and talent development · Hiring talent based on inclusivity and diversity	47-48, 95, 97
	· Establishing eco-friendly infrastructure with energy transition technologies	26
	· Supporting the underprivileged youth · Engaging in social contribution activities near overseas business sites	63-64
	· Obtaining Zero Waste to Landfill certifications · Conducting social contribution activities for local communities	35, 63-64
	· Streamlining water consumption with 3R (reduce, reuse, recycle) activities · Purifying wastewater and reducing GHG emissions by developing environmental technologies	26-28, 35, 91
	· Establishing the goal of net-zero carbon emissions by 2050 · Assessing climate change risks and devising countermeasures	29-32
	· Conducting environmental impact assessment at business sites · Restricting workers' access by setting up biodiversity protection zones	33-37
	· Communicating with stakeholders such as shareholders and clients, etc. through various channels	16, 74



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