

# SUSTAINABILITY

# REPORT 2024

Weaving  
New  
Sustainability



# About This Report

## Overview

Following the publication of its first sustainability report in 2022, NHN has released a report annually to share its sustainability strategy and achievements. The 2024 Sustainability Report marks NHN’s third edition and was published to transparently disclose NHN’s sustainability strategy and performance to stakeholders.

## Reporting Period

This report covers NHN’s sustainability-related activities and performance from January 1, 2024 to December 31, 2024. To support year-over-year analysis, quantitative data is disclosed for the three-year period from 2022 to 2024. In addition, select qualitative information reflecting activities in the first half of 2025 is also included.

## Reporting Scope

The financial data presented in this report includes NHN’s headquarters and certain consolidated subsidiaries. Sustainability-related data encompasses NHN and its major affiliates: NHN PAYCO, NHN Cloud, and NHN DOORAY. Due to recent structural changes such as spin-offs and mergers, the reporting boundaries have varied over the past three years. Indicators with differing scopes are clearly annotated.

Year	Reporting Scope
2022	NHN, NHN PAYCO, NHN Cloud, NHN DOORAY, NHN Bigfoot
2023	NHN, NHN PAYCO, NHN Cloud, NHN DOORAY
2024	NHN, NHN PAYCO, NHN Cloud, NHN DOORAY

## Reporting Principles and Standards

To ensure the transparency and credibility of the information disclosed, this report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021 and refers to the IFRS Sustainability Disclosure Standards issued by the ISSB (International Sustainability Standards Board). In addition, relevant indicators from the SASB (Sustainability Accounting Standards Board) and the UN SDGs (United Nations Sustainable Development Goals) have also been incorporated. Financial data is presented in accordance with K-IFRS (Korean International Financial Reporting Standards) on a consolidated basis.

## External Assurance

To enhance objectivity, fairness, and reliability, this report has undergone third-party assurance by an independent professional organization with no affiliation to NHN. The assurance process was conducted in accordance with the AA1000 Assurance Standard (AA1000AS), a globally recognized framework. Details of the assurance statement can be found on page 123 of this report.

## Contact Information

The NHN 2024 Sustainability Report is available for viewing and download on our website at <https://www.nhn.com>. For additional inquiries or detailed information, please contact us through the following channels:

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# About NHN

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# ESG Letter

“

We will continue to pursue innovation—ensuring broader access to its benefits and that the positive impact of NHN's technology contributes meaningfully to sustainable and inclusive development.

”



Chairman, NHN Corp. Joon Ho Lee

Over the past 12 years, NHN Group has steadily advanced, guided by the belief that our IT technology can enrich and bring joy to everyday life. Across business domains deeply embedded in daily life—such as game, payment, cloud, and content—we have built a diverse portfolio and continually embraced new challenges. We have often turned societal change into opportunity. At others, we listened to the voices around us and unlocked innovation in response.

Throughout this journey, we have stayed deeply engaged with a broad spectrum of stakeholders—including employees, users, partners, and local communities. Their engagement has fueled our progress and empowered us to pursue new challenges. This is why we believe the role of a company must go beyond financial performance to include enhancing stakeholder value and fulfilling social responsibilities.

Today, we face an era marked by uncertainty and structural stagnation—where sustainable growth is no longer a choice, but a necessity. Risks such as climate change, demographic shifts, regional inequality, human rights concerns, and data privacy breaches are converging all at once, challenging the sustainability of our future. NHN Group is committed to navigating this complexity with agility and foresight, while actively contributing to solutions for the social and environmental issues we face.

As we step into a new decade, we have revisited our vision for sustainable management. Since 2013, we've steered our business toward becoming a technology-driven, integrated entertainment company. Through countless innovations and challenges, we have proven the value of our technology on a global scale. Along the way, we've continually sought ways to amplify the positive social impact of our business activities while minimizing any negative effects. Most importantly, we

have chosen to begin with what we know best—what we do with confidence, as a technology company.

Our long-standing efforts—such as fostering regional IT ecosystems through R&D and education, and donating IT equipment to underserved communities—have led to meaningful changes in closing digital and regional divides. Initiatives like operating sustainable data centers and green office buildings, developing green services, and launching stakeholder-driven climate action campaigns are redefining environmental management in the IT sector. We also take responsibility for nurturing a healthy organizational culture and sustainable supply chain—because our greatest assets are the people and partners who grow with us.

At NHN, innovation and responsibility are the twin engines of our sustainability. We will never stop striving to ensure that the benefits of technology and growth are accessible to more people. Even in challenging conditions, we will continue to expand the positive impact of our technology. And we will never lose sight of our responsibility for the environmental and social impacts of our business.

NHN remains committed to finding the best path toward a sustainable tomorrow—for everyone connected to us, and for the future we all share. We sincerely ask for your continued support and interest.

Thank you.



## CEO Message



Dear Stakeholders,  
I am Ujin Chung, CEO of NHN Corp.

The year 2024 was one of transformation and challenge for NHN. To drive this transformation, our employees were united in their efforts to streamline operations and reinforce our business fundamentals. Just as profitability improvements began to materialize in the second half, we encountered a sudden and unprecedented crisis due to settlement disruptions involving TMON and Wemakeprice. Having overcome the crisis, we emerged more resilient. Despite the adversity, our gaming and tech businesses laid a solid foundation for both business expansion and improved profitability. In 2024, our annual revenue and operating profit—excluding one-off costs—reached record highs, proving NHN's ability to turn crisis into opportunity.

In 2024, NHN's web-board game attracted new users through differentiated content, resulting in significant revenue growth. The web-board game lineup is expected to maintain steady growth, and in 2025, we plan to strengthen momentum by launching new titles across a variety of genres. PAYCO, having rebounded from earlier challenges, is now showing visible results from efforts to streamline operations and enhance profitability, with a concentrated focus on its core services—point-based rewards, digital coupons, and employee benefit solutions. In our technology division, NHN Cloud was selected as the cloud service provider (CSP) for ten public institutions undergoing cloud-native transitions, further reinforcing its No. 1 position in Korea's public sector cloud market. Our commerce and content businesses, focused on improving profitability, have undergone strategic restructuring and operational streamlining to better align with market conditions.

Amid ongoing global economic uncertainty, tightening regulations, and slowing growth, NHN does not view ESG management as merely a means to become an "ethical" company. Rather, ESG serves as a strategic foundation that enables us to pursue our business strategies with stability in the face of internal and external changes, while enhancing the sustainability of our performance. Under this company-wide consensus, NHN continues to advance its ESG governance and strategy. Guided by our vision of **Weaving New Sustainability**, we have identified three core focus areas—a sustainable workplace, responsible management, and an inclusive community—through which we are actively working to generate NHN's own unique value. In 2024, we made steady and meaningful progress in the ESG areas we have long prioritized.

**Sustainable Workplace** As part of strengthening the foundation for a sustainable workplace, NHN enhanced its human rights governance by conducting human rights impact assessments and providing company-wide training. We also pursued diverse initiatives to foster employee development, improve organizational culture, and promote diversity and inclusion. In line with our commitment to occupational safety and health, NHN newly acquired ISO 45001 certification in 2024.

**Responsible Management** In line with our environmental and social responsibilities, NHN implemented a wide range of strategic initiatives. We expanded our proprietary carbon offset programs to engage a broader range of stakeholders. Our efforts also included extending the scope of greenhouse gas (GHG) emissions accounting, introducing an internal carbon pricing mechanism, and scaling up the use of renewable energy. We also strengthened our corporate governance framework and pursued various initiatives to enhance shareholder value, while advancing internal management systems, including information security and compliance functions.

**Inclusive Community** NHN remains committed to fostering shared growth with our stakeholders. Through regional data centers, R&D hubs, and the NHN ACADEMY campus, we continued to expand the regional IT ecosystem—contributing to talent development and local employment. As a first step in strengthening supply chain responsibility, we established a Supply Chain Sustainability Management Policy and developed a system to assess suppliers' ESG performance.

This 2024 Sustainability Report presents NHN's ESG achievements from the past year and outlines our future plans. With each annual publication, we continue to explore more effective ways to engage with our stakeholders. Now in its third edition, this report aligns with global sustainability reporting frameworks and provides a transparent, comprehensive account of our governance, strategies, and actions addressing key ESG topics—demonstrating our commitment to meeting stakeholder expectations.

NHN will continue to pursue innovation and bold challenges, while working tirelessly to secure long-term sustainability. We remain committed to sharing our journey with transparency and sincerity, believing that our actions and promises, when communicated openly, will further strengthen the trust placed in us.

We sincerely appreciate your continued interest and encouragement as we advance toward a more sustainable future.

Ujin Chung, Chief Executive Officer, NHN Corp.



# Company Overview

## Company Overview

NHN is a digital innovator driving a broad spectrum of IT-powered businesses—including online and mobile games, the PAYCO digital payment platform, cloud services, commerce, advertising, and digital content. With proprietary technology at its core, NHN cultivates synergies across its diverse business domains—reinforcing domestic leadership and expanding its global reach. Celebrating its 10th anniversary in 2023, NHN introduced a new brand slogan, “Weaving New Play,” expressing its vision of building a sustainable future through meaningful connections. Guided by this vision, we strive to deliver social value and drive sustainable growth in global markets. This includes active efforts to operate environmentally sustainable data centers and to advance digital inclusion through technology-driven, responsible innovation.


Company Name	NHN Corporation
CEO	Chung Ujin
Year of Establishment	August 2013
Number of Employees	893 (as of end-2024, HQ only; excluding registered executives) <sup>1)</sup>
Headquarters	16 Daewangpangyo-ro 645beon-gil, Bundang-gu, Seongnam-si, Gyeonggi-do, 13487, Korea
Credit Rating	A <sup>+</sup> (by NICE Information Service Co., Ltd.)

1) Limited to NHN headquarters; employee count may differ from the reporting scope of this report.

### ESG Rating by KCGS

2022	2023	2024
A	A	A

### Global Network



Major Overseas Subsidiaries

(As of December 2024)

Subsidiary	Location	Business Area
NHN JAPAN	Tokyo, Japan	Internet services
NHN PlayArt	Tokyo, Japan	Mobile games development and publishing
NHN Techorus	Tokyo, Japan	IDC and network services
NHN comico	Tokyo, Japan	Animation production and development
NHN GLOBAL	Los Angeles, USA	E-commerce services



# Company Overview

## Key Milestones

Since its spin-off in August 2013, NHN has pursued continuous growth through bold challenges and continuous innovation. By diversifying its business portfolio, the company has built advanced technological capabilities that enrich everyday life—steadily advancing toward its vision of becoming a “top-tier global IT enterprise”.

### 2013 - 2015

- Aug. 2013** Spun off from NAVER Corporation and incorporated as NHN Entertainment
- Oct. 2013** Launched webtoon service comico
- Dec. 2014** Launched cloud services
- Aug. 2015** Launched the PAYCO digital payment service

### 2016 - 2019

- Apr. 2016** Established NHN GOODFRIENDS, the first government-certified inclusive workplace for persons with disabilities in Pangyo Techno Valley
- Apr. 2017** Established NHN PAYCO
- Apr. 2019** Renamed to NHN Corporation

### 2021 - 2024

- Aug. 2021** Established NHN DOORAY, an all-in-one collaboration SaaS company
- Mar. 2022** Formed the ESG Committee
- Apr. 2023** Launched NHN Cloud, as a dedicated cloud subsidiary
- Aug. 2023** Announced the new brand slogan “Weaving New Play”
- Oct. 2023** Opened the National AI Data Center
- Aug. 2024** Renewed Corporate Identity (CI)





# Business Overview

- Game
- Payment
- Technology
- Others

NHN's game business began in 1999 with the official launch of Hangame, Korea's first online game portal. Since then, the company has accumulated extensive expertise through the development and operation of web-board game for all age groups, as well as the publishing and channeling of a wide range of PC online game. Following industry trends, NHN successfully transitioned to mobile game after 2010. Among its offerings, Hangame remains a flagship brand, offering seamless services across PC and mobile platforms. Today, NHN continues to expand its gaming portfolio beyond web-board titles into various genres—including casual and mid-core game—while strengthening its competitiveness in global markets.

YoY

3.0%↑



- Game
- Payment
- Technology
- Others

## Key Highlights

(As of December 2024)

Market share of Hangame's PC and mobile web-board game in Korea

Ranked No. 1



Cumulative users of the Hangame portal

37 million



Cumulative downloads of LINE Disney TSUM TSUM

100 million



Cumulative downloads of Yo-kai Watch Puni Puni

32 million





# Business Overview

[Game](#)
[Payment](#)
[Technology](#)
[Others](#)

## Hangame

### Korea's Premier Online Game Portal

Launched as Korea's first online game portal, Hangame has grown into Korea's leading game brand, offering a wide portfolio of PC and mobile titles across genres including web-board, casual, and RPG. As of the end of 2024, NHN offers 17 web-board games through Hangame and introduces 59 PC online games through channeling partnerships. The platform has accumulated approximately 37 million users to date. Built on deep expertise in game development, publishing, and channeling, Hangame is actively diversifying its portfolio and continuing to expand NHN's gaming ecosystem.

## Web-board Game

### No. 1 in tradition and trend

NHN has established a leading position in Korea's web-board game market, offering accessible and easy-to-play games such as poker, go-stop, and baduk through its online portal Hangame and mobile platform. Launched in 1999 with PC-

based Hangame, the company's web-board games have successfully transitioned to mobile platforms by adapting to evolving user environments. Today, NHN delivers a unified cross-platform experience on both PC and mobile. NHN has recently broadened its user base—from those in their 20s and 30s to middle-aged generations—through content updates aimed at improving accessibility. Notably, the average user age of Hangame Sudda & Matgo is in the early 30s, with users in their early 20s accounting for over 25%.

As of September 2024, Hangame Poker and Hangame Poker Classic saw significant year-over-year growth, with monthly active users (MAU) increasing by 60% and new users by more than 150%. Celebrating its 10th anniversary in 2024, Mobile Hangame Poker underwent a full redesign, further solidifying its position as Korea's No. 1 mobile poker game.

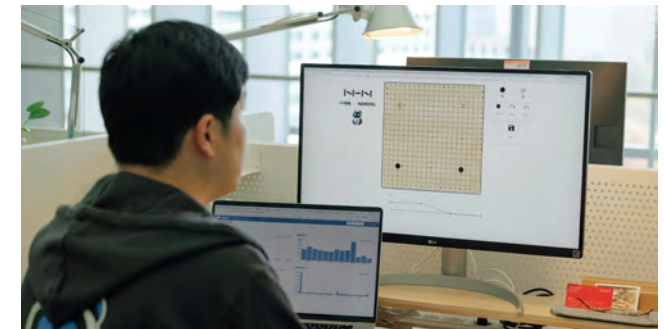
### Hangame Poker and Hangame Poker Classic

- Monthly active users (MAU) increased by 60% year-over-year ↑
- New users increased by over 150% ↑  
(as of September 2024)



### HANDOL, NHN's Baduk AI

HANDOL is NHN's proprietary Baduk (Go) AI, developed using data accumulated through Hangame Baduk since 1999. It is the first and only AI Go program in the Korean gaming industry that is continuously available for public matches. Currently operating as HANDOL 4.0, the latest version delivers a range of AI-powered Go services to users. HANDOL demonstrated its technological competitiveness by placing third in its debut at the 2019 China Securities Cup World AI Baduk Open, a global AI Go tournament. It also gained public attention as the opponent in the retirement match of 9-dan professional Go player Lee Se-dol.





# Business Overview

Game

Payment

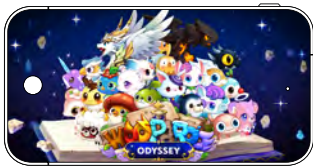
Technology

Others

## Mobile Game

Publishing and Developing across Diverse Genres such as Puzzles and Mid-core Titles

NHN has achieved meaningful results in the mobile game market through both publishing and in-house development. The company offers a variety of titles—including Wooparoo Odyssey—and has established itself as a leader in puzzle game, both in Korea and abroad. Popular titles such as Friends Pop in Korea and the LINE POP series—LINE POP, LINE POP2, and LINE POP Chocolat—in Japan and Southeast Asia have contributed to NHN's strong reputation in the genre. Most notably, Wooparoo Odyssey, launched globally in 2024, quickly gained traction among international users and climbed the top rankings on global app stores. NHN is also actively expanding its mobile game development and service operations through overseas subsidiaries, particularly in Japan. LINE Disney TSUM TSUM, a puzzle game developed by its Japanese subsidiary NHN PlayArt, has consistently ranked as the top-grossing mobile puzzle game in Japan since its 2014 launch. In addition, NHN's other internally developed titles—Yo-kai Watch Puni Puni, a puzzle game, and #COMPASS, a PvP mobile game—have maintained strong brand recognition and steady performance in the Japanese market.



## #COMPASS Festival

### #COMPASS: Leading Fandom Culture Beyond Gaming

Developed by NHN PlayArt and currently serviced in Japan, the mobile game #COMPASS celebrated its 8th anniversary with a major offline event, the “#COMPASS Festival 8th ANNIVERSARY.” Despite being centered on a single game, the festival attracted over 7,000 on-site attendees, while the live online broadcast drew 305,139 viewers and 8,900 concurrent users—demonstrating the passionate fanbase surrounding the game.

From its early stages, #COMPASS has actively fostered community engagement through offline events and permanent cafes for fans. The annual “#COMPASS Festival,” held across major cities in Japan, has become a hallmark of the game’s vibrant fandom culture. NHN continues to broaden the reach of the #COMPASS IP both online and offline. This includes hosting the “#COMPASS Secret Party”—a music event featuring bands, DJs, and dancers—and producing an animation series titled “#COMPASS 2.0” based on the game’s intellectual property.



## #COMPASS Festival 8th ANNIVERSARY





# Business Overview

- Game
- Payment
- Technology
- Others

## NHN Game Platform

### Solutions That Support Successful Game Launches

The NHN Game Platform provides a suite of solutions that allow developers to quickly implement essential game features. This allows developers to minimize development resources and costs, enabling them to focus more efficiently on creating game content. Backed by NHN’s extensive global experience, including its Hangame legacy—as well as its SaaS and cloud technology capabilities, the NHN Game Platform is steadily expanding its service coverage beyond Korea and into the global gaming market.



### Gamebase

Gamebase is a specialized platform designed to streamline both game launch and live operations. With a simple SDK<sup>1)</sup> integration, developers can easily implement key features such as login, payments, item management, and analytics—without building them from scratch. In addition to ease of integration, Gamebase offers strong competitiveness

through its optimized support for global markets, robust reliability and security features, and advanced analytics capabilities.

1) Software Development Kit (SDK): A collection of development tools that allows software engineers to build applications and services efficiently.

### GameAnvil

GameAnvil is a high-performance, Java-based game server engine and integrated solution that enables the seamless development of real-time multiplayer game. It includes a client connector, web console, and testing tools to optimize the development environment—allowing developers to focus entirely on building game content.

### Leaderboard

Leaderboard is NHN’s proprietary ranking service designed for game. It allows easy implementation of ranking features through simple console configuration and minimal game-side integration—without the need for a separate SDK. The service supports stable, real-time rankings even under high traffic and enables the creation of rankings based on multiple metrics beyond a single criterion.

### Key Features of Gamebase

- Login & Authentication**

Supports various external authentication options required for games, including Google, Facebook, Apple Game Center, and guest login.
- Payments & Item Management**

Offers in-app payment integration across multiple app stores, with secure and seamless payment functionality powered by automatic linkage to NHN Cloud IAP.
- Analytics & Reporting**

Provides essential KPIs to support business and operational decision-making, with multi-dimensional analysis across user behavior, revenue, and game balancing.
- Game Operations Tools**

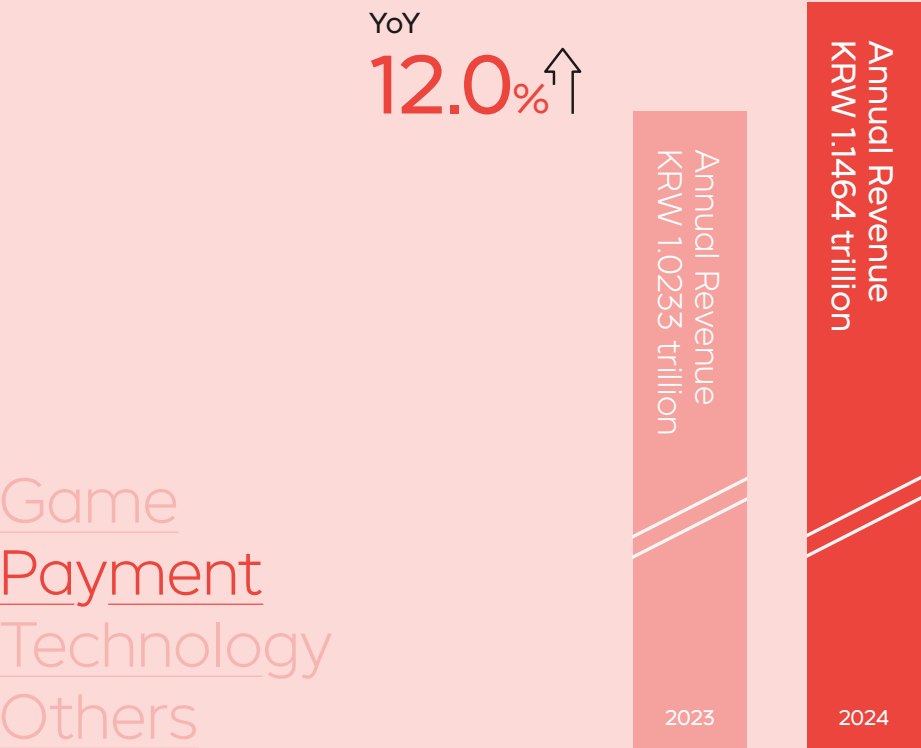
Provides essential features for game operations, including user management, app version control, and moderation of abusive users.



# Business Overview

- Game
- Payment
- Technology
- Others

NHN continues to strengthen its competitiveness in the domestic and global payments market through PAYCO, a lifestyle-integrated platform, and NHN KCP, a comprehensive payment solutions provider. Going beyond simple digital payments, PAYCO has grown into a comprehensive lifestyle service platform—offering point-based transactions, B2B employee benefit solutions, and coupon and rewards services that are embedded into daily life. Meanwhile, NHN KCP delivers stable services through its Payment Gateway (PG) & Value-Added Network (VAN) infrastructure, which processes both online and offline transaction data. The company is also expanding its reach by developing cloud-based platforms such as smart POS, further expanding customer touchpoints and improving service reliability.



## Key Highlights

(As of December 2024)

Average monthly PAYCO coupon issuance

3 million



Employees using PAYCO corporate welfare solutions

280,000



NHN KCP annual revenue

Surpassed KRW 1 trillion



NHN KCP annual transaction volume

Exceeded KRW 50 trillion





# Business Overview

- Game
- Payment
- Technology
- Others

## PAYCO

### A Lifestyle-Centric Digital Platform

Launched in August 2015 as an online and offline digital payment service, PAYCO has evolved into a lifestyle-centric digital platform that integrates seamlessly into everyday life. Expanding beyond simple payments, PAYCO now offers a diversified range of services—including point-based payments, corporate welfare solutions, coupons, and campus offerings—delivering a seamless, always-on payment experience to users across a broad range of age groups.

#### PAYCO Point Card

The PAYCO Point Card is popular among value-conscious consumers for its automatic point accrual system, where points can be used like cash. It offers unlimited accrual of 1%

on online purchases and 0.3% on offline purchases—with no monthly spending requirements or earning caps. Users also enjoy additional benefits from popular brands every month.

#### Corporate Welfare Solutions

In line with the growing digitalization of corporate welfare, PAYCO has expanded its B2B offerings to include mobile meal vouchers, welfare points, and gift certificates. By providing broad usability and customizable benefit programs, PAYCO enables companies to offer a differentiated employee experience. Its streamlined administration system and expanding partner network further enhance satisfaction for both employers and employees.

#### PAYCO Coupons

PAYCO Coupons are a data-driven targeted marketing service that connects advertisers with consumers seeking payment benefits. As of 2024, the most active user redeemed 591 coupons for shopping, while the most cost-effective user saved more than KRW 20 million through PAYCO coupon use.

#### PAYCO Campus

Established at 240 universities across Korea, PAYCO Campus has surpassed 400,000 verified student users, solidifying its position as the leading solution in the campus digital payment market. The service offers discounts and point rewards at affiliated on-campus merchants such as cafeterias, cafes, and convenience stores. In addition, PAYCO Campus supports essential daily services for students—including mobile meal cards for dormitories, shuttle bus ticketing, KRW 1,000 breakfast reservations, and mileage-based scholarship programs—making it an indispensable platform for university life.



PAYCO Campus Reached  
400,000 verified users  
across 240 universities

(As of December 2024)



# Business Overview

Game Payment Technology Others

## NHN KCP

### A Comprehensive Payment Provider Embedded in Daily Life

NHN KCP plays a central role in NHN's payment business, generating strong synergy with PAYCO. By building a robust infrastructure for both online and offline payments, NHN KCP has become a trusted everyday payment partner for consumers and businesses alike. Through continuous expansion of its merchant network and diversification of its business portfolio—both domestically and globally—NHN KCP achieved a major milestone in 2024 by surpassing KRW 1 trillion in annual revenue for the first time since its founding.

### Online & Offline Payment Services

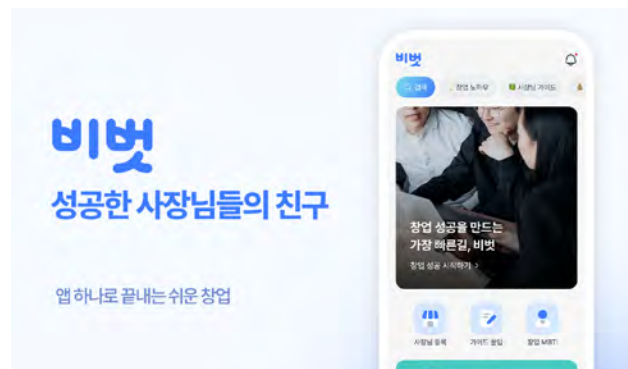
NHN KCP is Korea's leading payment service provider, maintaining the No. 1 share in Korea's online and offline payments market. Its core businesses include Payment Gateway (PG) services for online payments and Value-Added Network (VAN) services, which facilitate transaction data exchange between credit card companies and merchants. In addition, NHN KCP offers a wide range of digital payment services—including mobile carrier billing and easy payment options—ensuring a stable and secure payment environment for both businesses and consumers.

### KCP POS+

NHN KCP offers KCP POS+, a next-generation mobile POS solution that integrates card payment functionality with store management features—all in one free app. This cloud-based POS app enables business owners to manage their stores anytime, anywhere, without the constraints of time or location. With a user-friendly interface, KCP POS+ is designed to be intuitive and accessible for everyone—from tech-savvy users in their 20s and 30s to older business owners who may be less familiar with digital tools—regardless of age or type of business.

### Startup Support App "B-BUD"

In March 2025, NHN KCP launched B-BUD, a startup support app that helps aspiring entrepreneurs manage the key tasks and timelines of launching their business. By continuously expanding the service, B-BUD aims to assist prospective business owners throughout every stage of their entrepreneurial journey—from planning to post-launch operations.





# Business Overview

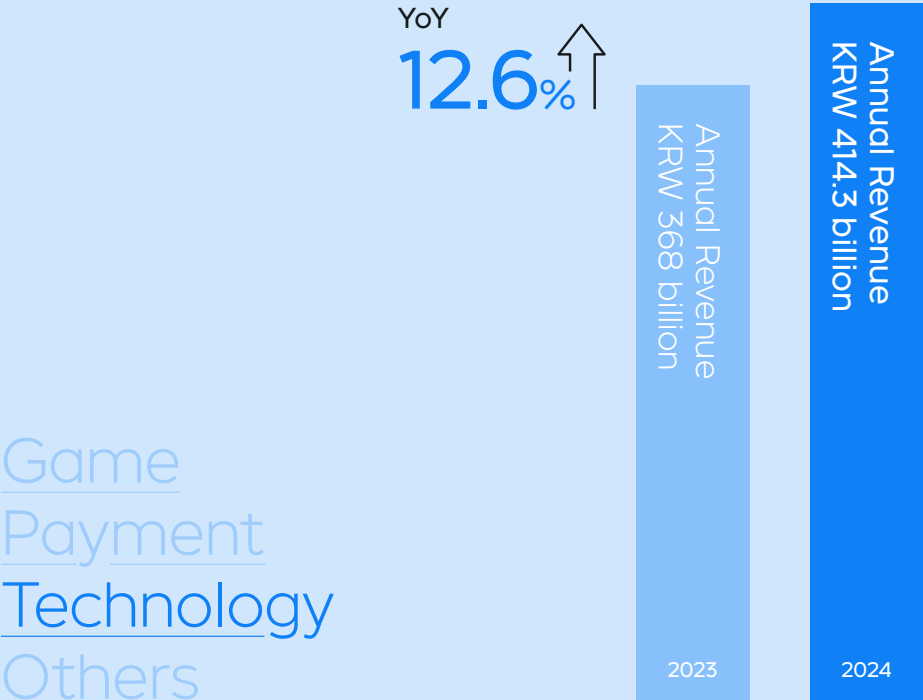
- Game

Payment

Technology

Others

To maintain leadership in the fast-growing cloud market, NHN has built advanced data centers and delivers a wide range of cloud-based services that drive everyday innovation and business growth. In particular, NHN continues to strengthen its cloud competitiveness through environmentally sustainable, high-efficiency infrastructure—exemplified by the NHN Cloud Center (NCC) and the National AI Data Center, which is dedicated to AI. NHN also supports digital transformation for enterprises and enhances everyday convenience through a suite of cloud-based solutions such as the NHN Cloud integrated service platform, Dooray! all-in-one collaboration tool, and the smart cloud-based IP camera, TOAST CAM.



## Key Highlights

(As of December 2024)

Number of client companies

7,200



Cloud-native public sector contracts

Ranked No. 1 (secured 10 out of 17 projects)



Number of public sector clients

120 (ranked No. 1 among domestic collaboration tools)



Generative AI feature

Dooray! AI





# Business Overview

Game

Payment

Technology

Others

## NHN Cloud

### Integrated Cloud Service

NHN Cloud is Korea's leading integrated cloud service built on OpenStack, incorporating NHN's technical expertise and operational experience across industries such as game, payment, commerce, and digital content. The company continues to expand its business by developing and launching industry-specific cloud solutions across the full spectrum of IaaS, SaaS, and PaaS. One notable example is the NHN Cloud Center (NCC), an environmentally sustainable, urban-style data center independently designed and built by NHN, located in Pangyo. In 2023, the company also opened the National AI Data Center in Gwangju, a facility dedicated to AI. NHN Cloud leverages the powerful computing capabilities of GPUs deployed at the National AI Data Center to provide infrastructure optimized for AI research and development. In 2024, the company announced its "NHN Cloud 2.0 Strategy," presenting a bold vision to lead Korea's AI Transformation (AX) paradigm through ultra-high-performance infrastructure. Furthermore, NHN is strengthening its position in the AI infrastructure market by integrating its core assets—including the National AI Data Center and GPU farms—with its proprietary AI platform. As a result of these efforts, NHN

Cloud ranked No. 1 in market share for public sector cloud-native transition projects in 2024.

### NHN Cloud Vertical Solutions

#### Tailored Cloud Solutions Across Diverse Industries

Leveraging its extensive service operations expertise across industries such as game, fintech, and commerce, NHN Cloud delivers tailored vertical solutions and platforms optimized for the unique needs of each sector.

#### ■ NHN Cloud Notification

##### Messaging Solution

NHN Cloud Notification is a cloud-based messaging solution that supports customer communication across multiple channels—including Kakao AlimTalk, Kakao FriendTalk, SMS, international SMS, push notifications, email, and RCS. In 2024, NHN launched the Notification Hub, an integrated platform that enables centralized management and operation of all messaging services. This platform allows businesses using two or more messaging channels to manage communications more efficiently. As of the end of 2024, NHN Cloud Notification is used by over 3,000 client

companies and has maintained an annual revenue growth rate exceeding 60% for eight consecutive years.

#### ■ NHN AppGuard

##### Mobile App Security Solution

NHN AppGuard is a cloud-based mobile security solution that detects fraudulent activity and mitigates security threats in Android and iOS applications. Operated by NHN Cloud, the service draws on NHN's security expertise gained across diverse sectors—including game, payment, and commerce. Building on this competitive edge, NHN AppGuard is expanding its presence beyond Korea into the Japanese gaming market, while also broadening its applications to mobile apps in fintech, entertainment, and other industries.

#### ■ Contiple

##### Integrated Contact Center Solution

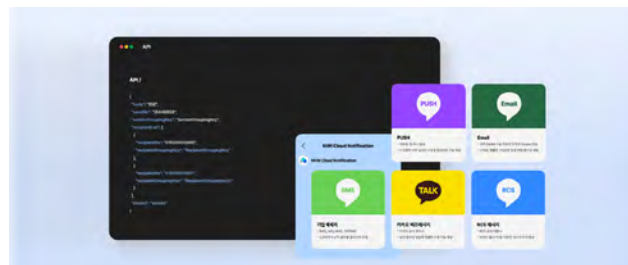
Contiple is a rebranded version of NHN's existing online contact center service, now offered as a cloud-based integrated contact solution that supports everything from system deployment to daily operations. The name "Contiple" is a blend of "con" (meaning "together") and "multiple" (representing "diversity"), reflecting the platform's mission to support smooth, multi-channel communication between businesses and their customers. With Contiple, companies can centrally manage customer inquiries across various service channels—such as help centers, voice calls, live chat, email, and social media—through a single unified platform. This enhances operational efficiency while improving customer satisfaction.

Number of NHN Cloud  
proprietary services Over  
**200**



Total AI GPU computing  
capacity at NHN Cloud  
data centers  
**99.5PF**

\*Including NCC and the  
Gwangju National AI  
Data Center  
(as of December 2024)





# Business Overview

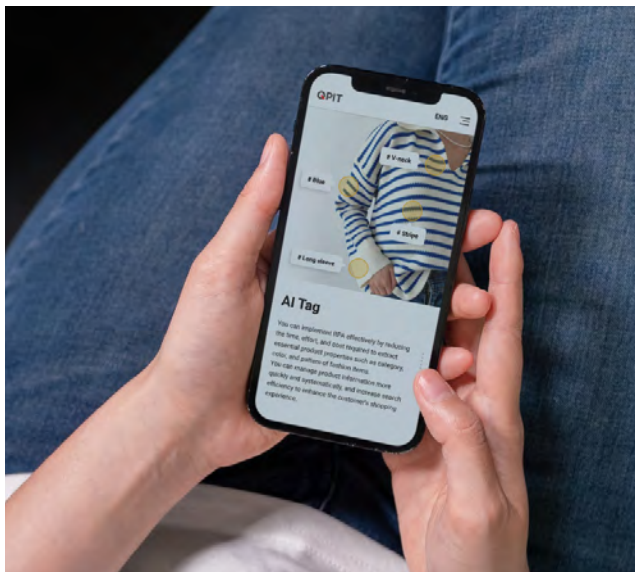
Game Payment **Technology** Others

## NHN AI

### Making AI Part of Everyday Life through Practical

#### Innovation

Guided by the vision of “Everyday AI,” NHN is committed to the continuous development and advancement of practical AI technologies. The company offers a broad portfolio of AI capabilities—including facial recognition, optical character recognition (OCR), speech recognition, AI fashion services, and chatbot solutions powered by large language models (LLMs). NHN is also expanding its AI applications through collaboration with specialized research institutions, while integrating AI into various services across its business units to enhance operational efficiency and strengthen competitiveness.



#### Style Transfer

Style Transfer is an advanced AI-powered image transformation technology based on large-scale models. It enables users to convert photos into artistic styles or seamlessly replace faces in model shots with alternative facial images. A key example is the AI Character Studio photo booth, which uses this technology to instantly transform portraits into cartoon-style characters. With its cutting-edge capabilities, NHN's style transfer has garnered significant attention at major tech conferences including AI EXPO 2023, Gwangju AI TECH+ 2023, and NHN Cloud Make IT 2023. It is currently deployed at facilities such as the Gangneung Metaverse Experience Center and the National AI Data Center.

#### AI Fashion

AI Fashion is an intelligent solution that recommends fashion items based solely on images—without the need for product names or brand information. Using visual search technology, it can identify similar items from a photo, recommend alternatives for out-of-stock products, and suggest options based on price range. It also supports virtual fitting, allowing users to preview how selected items would look when worn—enriching the online shopping experience with personalized and interactive features. This technology has been applied to various domestic and global fashion platforms, including FASHIONGO, NHN's B2B marketplace and the No. 1 fashion wholesale platform in North America. The solution continues to evolve with increasingly sophisticated image-based search and recommendation capabilities.

#### AI Face Recognition

AI Face Recognition is a service powered by NHN's proprietary machine learning technology. It supports facial detection, analysis, matching, and authentication. The technology has been adopted at the entrance gates of the National AI Data Center, where it has proven its security performance in real-world conditions. It is also used as an identity authentication tool in security-sensitive areas such as mobile passports and online peer-to-peer lending platforms. NHN's AI facial recognition has earned top-tier results among domestic vendors in the Face Recognition Vendor Test (FRVT), the world's most authoritative facial recognition benchmark—demonstrating its excellence and global competitiveness.

#### General OCR

Launched in 2023, General OCR is a proprietary solution developed by NHN that extracts and digitizes text from a wide range of sources—including general documents, signs, and traffic markers commonly found in everyday settings. It is capable of recognizing text from standardized documents, such as business registrations, as well as from unstructured content like news articles, books, posters, and signage. This eliminates the need for manual data entry, enabling easy digital storage and utilization. Two algorithms applied in the General OCR solution demonstrated outstanding performance, ranking among the top entries in the Cropped Word Text Recognition challenge of the Out of Vocabulary (OOV) track at the internationally recognized European Conference on Computer Vision (ECCV).



## Business Overview

[Game](#)
[Payment](#)
[Technology](#)
[Others](#)

### NHN Techorus

#### One-Stop IT Infrastructure Service Provider

NHN Techorus is NHN's core technology subsidiary in Japan, offering a full spectrum of technology-driven B2B services—including cloud deployment, hosting, data science, and cybersecurity. Serving clients ranging from large enterprises to SMEs, the company provides comprehensive cloud support and managed services, including AWS and Google Cloud resale, migration, architecture design, operations management, and security solutions. As a leading player in Japan's Managed Service Provider (MSP) market, NHN Techorus has successfully supported numerous enterprise cloud transitions. In 2024, it further strengthened its position in the Japanese cloud industry by entering into a strategic collaboration agreement with AWS Japan.

after being designated as an Innovative Financial Service by Korea's Financial Services Commission (FSC).

### Socialbiz

#### Instagram DM Marketing Automation Solution

Socialbiz is an Instagram DM marketing automation solution designed to facilitate direct engagement between businesses and customers by organically connecting advertisers, influencers, followers, and potential audiences. Developed by NHN DATA in collaboration with Meta, the platform enables automated delivery of personalized DMs based on user behavior and provides advanced performance analytics to measure marketing outcomes. As

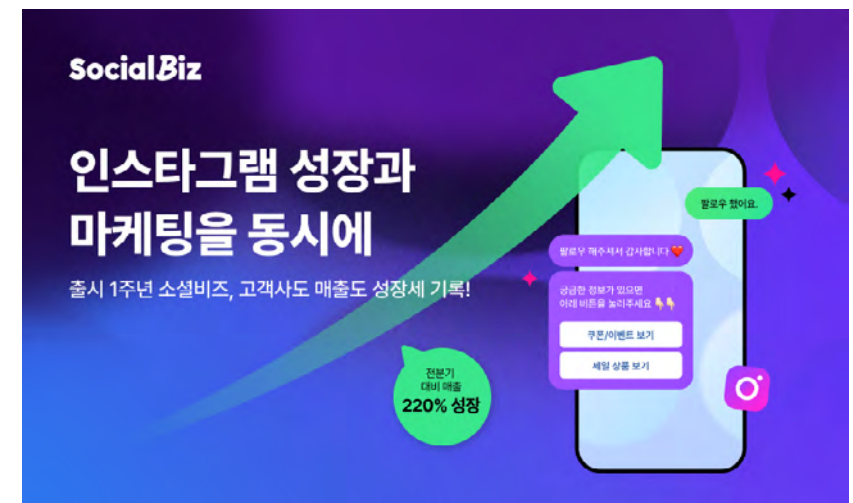
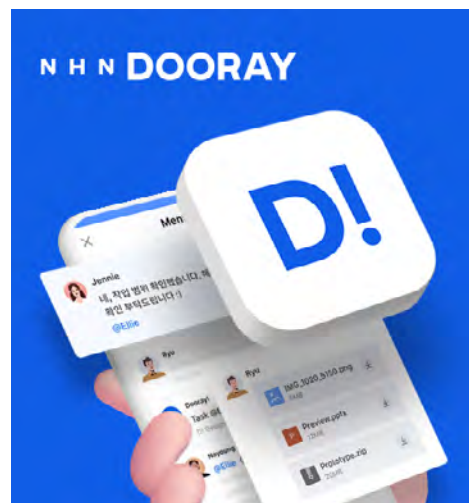
influencer marketing via social platforms continues to grow rapidly, Socialbiz is a must-have solution for businesses seeking to scale Instagram-based marketing.

### Dooray!

#### All-in-One Collaboration Platform

Dooray! is an all-in-one collaboration platform that integrates essential business functions—including email, project management, messaging, electronic approval, and attendance tracking—into a unified environment. It remains the No. 1 collaboration tool in the Korean public sector and continues to play a leading role in expanding collaborative work culture nationwide.

In 2024, NHN introduced Dooray! AI, a generative AI-enhanced feature set that improves work efficiency and supports smarter collaboration. By offering both productivity and efficiency, Dooray! added over 40 new public sector clients in 2024 alone. That same year, it became the first domestic collaboration tool to enter the financial industry





# Business Overview

Game Payment Technology **Others**

NHN continues to broaden its business portfolio beyond game by focusing on content-driven businesses—including webtoons, music, ticketing, and broader entertainment and lifestyle services. In the field of edutech, NHN EDU is enhancing the competitiveness of Korea's education sector by delivering a wide range of digital learning services and platforms. Meanwhile, marketing platform provider NHN ACE and advertising agency NHN AD are expanding their influence across the digital advertising industry by offering differentiated, data-driven marketing solutions.

YoY  
**0.6%** ↑

Annual Revenue KRW 515.7 billion

2023

Annual Revenue KRW 518.8 billion

2024

Game  
Payment  
Technology  
Others

## Key Highlights

(As of December 2024)

Cumulative NHN COMMERCE members

**460,000**



NHN COMMERCE ISMS Certification (as of March 2025)

**10 consecutive years**



FASHIONGO transaction volume ranking among  
North American B2B fashion platforms

**No. 1**



Cumulative global views of NHN's original studio content

\* Notable works: "Nullitas," "Another Typical Fantasy Romance,"  
"Castle of the Beast"

**283.13 million** views





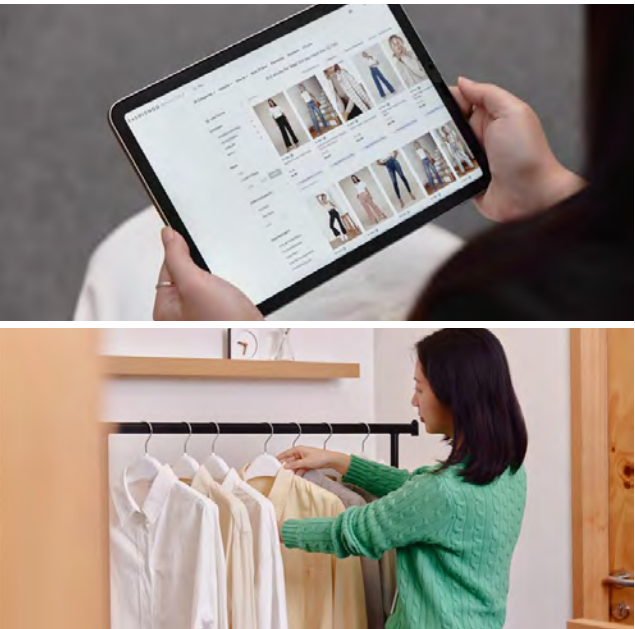
# Business Overview

- Game
- Payment
- Technology
- Others

## NHN COMMERCE

### All-in-One Commerce Platform Company

NHN COMMERCE leverages its extensive experience in e-commerce and strong IT capabilities to deliver customized e-commerce solutions for a wide range of clients—from solo entrepreneurs to large enterprises. In response to the rapidly evolving e-commerce landscape, the company offers a comprehensive suite of services centered around Shop by, including business growth support, training programs, and strategic consulting. It also continues to expand core features through partnerships to meet the practical needs of corporate clients.



Demonstrating its commitment to information security, NHN COMMERCE has maintained ISMS (Information Security Management System) certification for 10 consecutive years as of 2025, highlighting its robust cybersecurity capabilities.

### godomall

#### Business Design Platform

godomall is a cloud-based, high-performance, and scalable e-commerce solution that offers customized e-commerce solutions for businesses ranging from solo entrepreneurs to large enterprises. Its flexible architecture and customizable features—designed to align with individual brand identities—have earned strong recognition across the industry. In 2024, NHN COMMERCE launched a free-tier service called “godomall basic,” helping solo and small-scale entrepreneurs launch and grow their online businesses.

### shop by

#### E-Commerce Platform for Enterprises

shop by is a user-centric online store builder developed by NHN COMMERCE, incorporating the company’s latest IT technologies. Optimized for brand-centric retail, this cloud-based platform enables enterprise clients to easily assemble customized online stores by selecting from a range of plug-and-play modules. Built with scalability in mind, shop by supports seamless updates and modifications via open APIs, even after launch. It also ensures stable operations and high-traffic handling during large-scale promotions or campaigns. Backed by these capabilities, shop by is establishing itself as a go-to e-commerce solution for mid-to-large enterprises.

## FASHIONGO

### Leading Global B2B Fashion Platform

FASHIONGO is the No. 1 B2B fashion marketplace in North America, seamlessly connecting fashion vendors and retailers across the United States. With over one million retailers on the platform, buyers can conveniently source products without the need for in-person market visits. Its highly segmented categories and trend-responsive interface enhance user convenience and keep pace with the rapidly evolving fashion industry.





# Business Overview

- Game
- Payment
- Technology
- Others

## comico

### Global Webtoon Platform

comico is a pioneering webtoon platform that successfully established its presence in Japan—the home of manga—emerging as a leader in the local webtoon industry. Its market success is driven by a differentiated content strategy, with a strong focus on female-oriented genres such as romance and fantasy. NHN also operates its own original webtoon studio, producing high-quality titles that are distributed across major domestic and global platforms. By actively developing secondary works based on popular comico IPs, NHN is building a robust content value chain that extends across production, distribution, and licensing.

## Bugs

### Dedicated Music Streaming Service

Bugs is a leading music streaming platform in Korea, recognized for its innovative approach and strategic investments. With a library of over 15 million high-quality tracks and a sophisticated personalized recommendation engine, Bugs delivers a premium listening experience. Its curation brand, essential:, continues to expand its service scope—from curated playlists to spatial curation and original album production. In 2024, the platform launched the “essential: with Artist” project, releasing high-quality original albums in collaboration with renowned domestic and international artists. This initiative further solidified Bugs’ presence in the evolving music curation landscape.

## ticketlink

### Comprehensive Ticketing Service

ticketlink is a ticketing platform offering a wide range of tickets across sports, performances, exhibitions, and other cultural events. Operated by NHN LINK, the company pioneered Korea’s first computerized ticketing system, helping to establish a standardized electronic ticketing system that advanced Korea’s cultural infrastructure. Building on years of operational expertise, ticketlink also provides marketing and customer analytics services. In 2021, it launched LinkON, a video platform that combines real-time livestreaming and interactive chat features to broadcast live performances. Leveraging this experience, the company has recently expanded into performance production. Going forward, ticketlink aims to evolve into a full-fledged cultural content platform by securing and connecting diverse content offerings.

## iamSchool

### Comprehensive Education Platform

iamSchool is Korea’s No. 1 mobile communication platform for schools, connecting over 6.5 million parents across the nation. The platform provides real-time access to essential school information—such as announcements, newsletters, meal plans, and schedules—from more than 12,400 elementary, middle, and high schools, covering 99% of schools nationwide. Leveraging the operational experience of iamSchool, NHN EDU has expanded its education IT services by launching iamTeacher for educators and iamClass for private academies, continuing to broaden its role in the digital transformation of the education sector.





# Business Overview

Game Payment Technology **Others**

## Wisdomhouse

### Comprehensive Content Company

Wisdomhouse is a comprehensive content company that has grown around book publishing, webtoon, and web novel production. Each year, it releases a wide range of best-selling titles across genres such as essays, humanities, and children's literature. In 2018, it ranked No. 1 in domestic single-volume book publishing revenue, and in 2019, it was named "Publisher of the Year" by SisalN, cementing its status as a leading player in the Korean publishing industry. Since entering the webtoon and web novel market in 2017, Wisdomhouse has continued to gain popularity with readers by delivering original, high-quality content.

## NHN ACE

### Digital Marketing Platform Company

NHN ACE is a digital marketing platform that offers data-driven performance marketing and a comprehensive digital advertising marketplace. Through its web and app advertising services, it delivers precise and effective audience targeting. Its portfolio includes the performance marketing platform ACE Trader, the digital advertising marketplace ACE eXchange, and the mobile Supply Side Platform (SSP) Adlib. NHN ACE also operates ACE DMP, one of Korea's largest audience data platforms, which enables clients to execute more sophisticated and impactful targeted marketing campaigns.

## NHN AD

### Digital Marketing Agency

NHN AD is an online advertising agency that specializes in digital marketing services across a wide range of media, including search, display, mobile, social media, TV commercials, and content. Through the operation of its marketing information curation service, OpenAds, NHN AD goes beyond conventional advertising by expanding its business into proprietary marketing solutions and platform development. Recognized for its expertise and operational capabilities, NHN AD was honored with the Solution Hero and Certified Hero awards at the Meta Agency First Awards 2024, hosted by Meta.

## Doppelsoft

### Mobility Service Specialist

Doppelsoft is a company specializing in real-time public transportation information services. It operates several mobility apps, including Smarter Subway for subway information, Smart Bus for nationwide real-time bus updates, and Smarter Move, a navigation app that integrates public transportation with personal mobility options. Among these, SMARTER SUBWAY boasts 4 million monthly active users (MAU) and offers a variety of features such as nationwide subway maps, up-to-date timetables, route searches, optimal route recommendations, and arrival alarms. In response to the growing number of international tourists, the app also supports English, Japanese, and Chinese language modes, enhancing its global accessibility.





# NEW CI NEW NHN

## A New Decade of Infinite Possibilities Through Multidirectional Connections

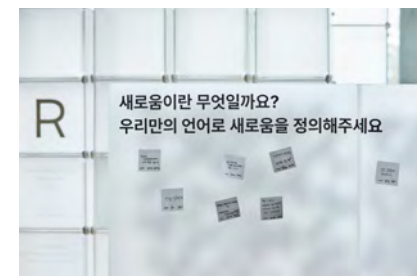
Since its launch in 2013, NHN has been connecting imagination with reality, technology with everyday life, and people with people—consistently delivering new value to society. Originally founded as a game company, NHN has expanded its success into diverse business areas—including payment, cloud, content, and commerce—paving the way for a better tomorrow in people’s daily lives.

Having demonstrated the value of connection over the past decade as a leading IT company in Korea, NHN is now preparing for the next ten years. As a first step, it unveiled a new Corporate Identity (CI) in 2024 to reflect its evolving identity.

The new CI redefines “connection” not simply as a linear link between two points, but as a dynamic weave—a complex network of multidirectional relationships that spark new possibilities. It underscores NHN’s strong commitment to unlocking boundless opportunities and shaping a sustainable future through multidirectional connections.



## “Weaving New Play Weaving New Sustainability”





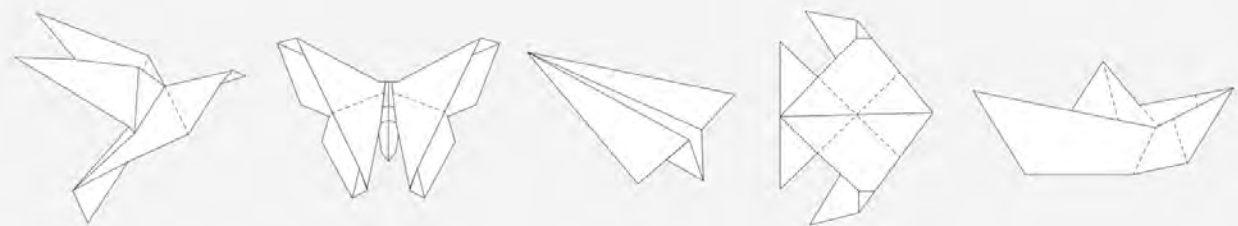
## Expanding Possibilities from a Single Sheet of Paper

NHN's new corporate identity (CI) draws inspiration from origami—the art of paper folding—symbolizing multidirectional connections and limitless potential. Each letter in the CI is crafted from an unbroken strip of paper, folded continuously to embody NHN's core value of connection in a visually striking way. Like origami, where a single sheet of paper can take on countless forms depending on the sequence and direction of folds, NHN embraces continuous innovation and agile transformation to shape a more sustainable and forward-looking future.

As part of our rebranding initiative, NHN developed its first proprietary corporate typeface, NHN Sans. It inherits the visual identity of the CI while enhancing usability and readability. The 2024 NHN Sustainability Report was published using NHN Sans, and going forward, the typeface will be applied across digital and print communications to reinforce a consistent brand voice and our core identity.



## Origami, which transforms into various forms, resembles NHN



## Monochrome: A Color of Diversity and Trust

Over the past decade, NHN has been fueled by a relentless passion and drive for growth. As part of our rebranding, we have transitioned from red—once a symbol of our passion—to monochrome as our new brand color.

This change reflects a deeper truth: the richness of NHN's diversity, innovation, and future potential can no longer be contained within a single color. Monochrome, by contrast, harmonizes with any hue, symbolizing inclusivity, stability, and trust. It also resonates with our philosophy—one rooted in agile response to a rapidly changing IT landscape and a commitment to grow together with all stakeholders through constant innovation. NHN's vision for a sustainable future is gradually coming into focus, grounded in the values of monochrome, where countless possibilities are united and embraced.





# ESG Management

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# ESG Highlights

## Awarded the "Minister of Environment Prize for Green Management Excellence"



NHN proudly received the Minister of Environment Prize in the Environmental Information Disclosure category at the 2024 Green Management and Green Finance Excellence Awards, in recognition of its transparent environmental reporting and stakeholder engagement. NHN is committed not only to practicing sound environmental management, but also to disclosing its performance, future plans, and management approaches in a transparent manner. These efforts are carried out through multiple channels, including the Environmental Information Disclosure System, its sustainability report, and participation in relevant initiatives and platforms.

## Cumulative Carbon Offsets: 2,300 tCO<sub>2</sub>e (Cumulative as of end-2024)



Since 2023, NHN has actively promoted climate action through stakeholder-participatory environmental campaigns. In 2024, NHN conducted a green initiative called Refill Station, which involved employees and their families in eco-conscious practices. Through these ongoing efforts, NHN has achieved a cumulative carbon offset of approximately 2,300 tons of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) as of the end of 2024.

## Expanded Scope 3 GHG Emissions Accounting



NHN has expanded the number of Scope 3 greenhouse gas (GHG) emission categories it accounts for from 9 to 10. This enhancement enables a more comprehensive assessment across all relevant business-related categories. The calculated emissions are verified annually by an independent third party to ensure credibility and transparency.

## ISO 45001 Certification (Occupational Safety and Health Management System)



NHN has obtained ISO 45001 certification, the leading international standard for evaluating occupational safety and health management systems. By proactively identifying and mitigating potential risks in the workplace, NHN continues to foster a safe and healthy working environment for all employees.

## Establishment of the Supply Chain Sustainability Management Policy



To foster responsible supplier relationships and systematically manage ESG risks, NHN has enacted a Supply Chain Sustainability Management Policy. This policy aims to strengthen trust with partners and promote sustainable mutual growth, thereby enhancing the overall stability and sustainability of NHN's supply chain.

## Strengthening Our Human Rights Management



NHN revised its Human Rights Management Charter to foster a human rights-centered corporate culture and strengthen its overall human rights management. The updated Charter incorporates globally recognized guidelines, outlining core principles as well as risk assessment and mitigation measures. In addition, NHN launched its first company-wide human rights training program, raising employee awareness and building internal capacity in this area.

## A total of 550 graduates from NHN ACADEMY as of end-2024



Through the operation of NHN ACADEMY, NHN identifies and nurtures promising talent across various regions, helping local talent build their capabilities as future leaders in the IT industry. Since opening its first campus in Gimhae, Gyeongnam in March 2022, NHN has expanded to Gwangju and Daejeon, producing approximately 550 graduates by the end of 2024.

## Cumulative Donation of KRW 200 Million through "My Auction" (Cumulative as of end-2024)



Since 2020, NHN has been running the My Auction campaign, in which used PCs, monitors, and other equipment nearing the end of their lifecycle are auctioned internally, with all proceeds donated to charity. As of the end of 2024, total contributions from NHN employees through this campaign have exceeded KRW 200 million. The donations have been delivered to local organizations such as the Seongnam Volunteer Center, helping to foster shared prosperity and sustainable well-being in the community.

## Recognized as an Excellent Discloser of Corporate Governance Reports



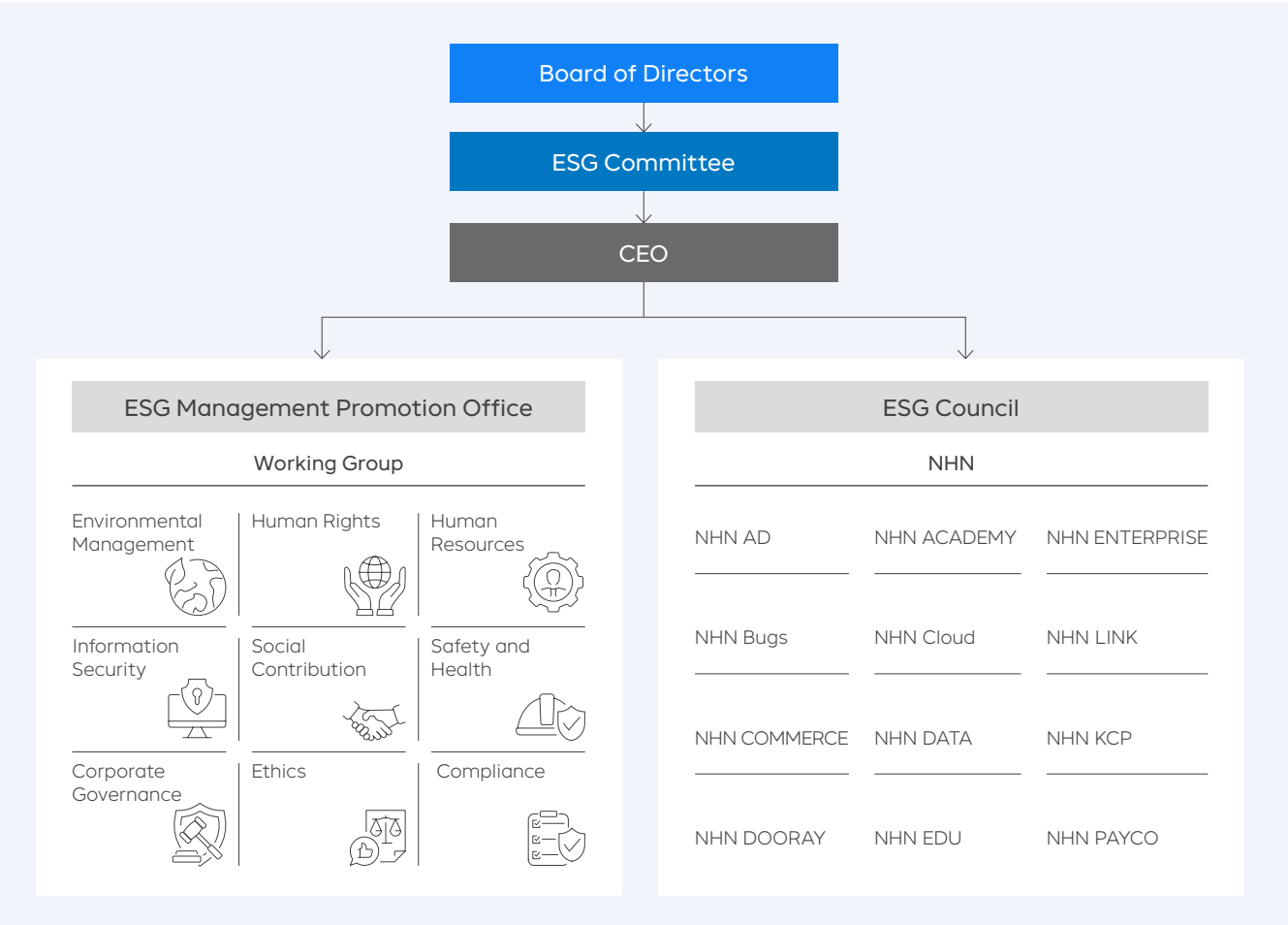
In 2024, NHN was recognized as an Excellent Discloser in Corporate Governance Reporting, in acknowledgment of its transparent and comprehensive disclosure practices. This marks NHN's third such recognition, following two previous selections, reaffirming its strong compliance with core disclosure indicators and the excellence of its governance disclosure framework.



# ESG Governance

## ESG Governance Framework

NHN has established an ESG Committee within its Board of Directors to deliberate and make decisions on major ESG issues. To effectively implement ESG initiatives, NHN also operates a dedicated ESG management organization and council structure. This framework enables systematic oversight from strategy development to implementation and performance monitoring, while fostering close collaboration across business units and affiliates to continuously enhance ESG outcomes.



## Roles and Responsibilities of ESG Decision-Making Bodies

### ESG Committee

To strengthen ESG management and ensure strategic execution, NHN operates an ESG Committee under the Board of Directors, composed of three Outside Directors. The committee convenes quarterly and serves as NHN's highest decision-making body on ESG matters, overseeing current performance and deliberating on key strategies and policies.

### CEO

The CEO has overall responsibility for NHN's ESG management and works in close cooperation with the executive in charge of ESG. The CEO makes decisions on material ESG issues and relevant business strategies and also participates in the ESG Council, supporting ESG implementation across the NHN Group.

### ESG Management Promotion Office

The ESG Management Promotion Office consists of leaders and staff from departments responsible for Environmental, Social, and Corporate Governance areas. Following NHN's ESG roadmap, the office defines key tasks and consolidates performance outcomes across departments. It reports on implementation progress, key ESG topics, and risk and opportunity factors to both senior management and the ESG Committee.

### ESG Council

The ESG Council is composed of representatives from NHN and its 13 affiliates. It plays a pivotal role in sharing key ESG issues, encouraging implementation, and institutionalizing ESG practices across the NHN Group.



# ESG Strategy

## ESG Vision and Strategy

In line with its ESG vision, “Weaving New Sustainability,” NHN has established three strategic pillars—Sustainable Workplace, Responsible Management, and Inclusive Community. By leveraging its IT capabilities and service operation know-how, the company aims to generate both financial and non-financial value. NHN has also mapped 10 material topics, identified through a materiality assessment, to these three strategic areas. Based on this framework, it is embedding its ESG vision and management system throughout the entire group.

### ESG Vision

**Weaving New Sustainability**  
Creating a Sustainable Future as We Stay Connected

### Focus

#### Sustainable Workplace



We aim to foster a workplace where both the company and its employees grow together, enabling a happy balance between work and life.

### 2024 Material Topic

- ✔ Human Rights Management
- ✔ Human Capital Management

#### Responsible Management



Through the sharing of technology, capital, and human resources, we pursue shared growth with various stakeholders, including local communities, SMEs, and partner companies.

- ✔ Climate Action
- ✔ Energy Management and Efficiency
- ✔ Information Security and Data Privacy
- ✔ Enhancing Shareholder Value
- ✔ Ethics and Compliance

#### Inclusive Community



We fulfill our environmental and social responsibilities throughout our business operations and strive to drive meaningful change through our technologies and efforts.

- ✔ Fostering Local IT Ecosystems
- ✔ Supply Chain Management
- ✔ User Rights and Protection



# Stakeholder Engagement

NHN has identified the actual and potential impacts—both positive and negative—arising from its business activities. Based on this impact assessment, NHN has defined its key stakeholders as users, employees, partner companies, shareholders and investors, and local communities. To identify and address the key concerns of each stakeholder group, NHN has established a variety of communication channels and actively engages in responsive actions. Going forward, NHN will continue to build strong partnerships based on open and ongoing communication.

## NHN Stakeholder

Category	Users	Employees	Partner Companies	Shareholders & Investors	Local Communities
Key Interests	<ul style="list-style-type: none"> <li>Improving service quality</li> <li>Protecting user rights</li> <li>Communication and feedback</li> <li>Data privacy</li> </ul>	<ul style="list-style-type: none"> <li>Respect for human rights and diversity</li> <li>Fair evaluation and compensation</li> <li>Support for growth and training</li> <li>Building an advanced organizational culture</li> <li>Enhanced welfare benefits</li> </ul>	<ul style="list-style-type: none"> <li>ESG management of the supply chain</li> <li>Mutual growth</li> <li>Fair trade</li> <li>Win-win cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Transparent performance disclosure</li> <li>Establishing sound corporate governance</li> <li>Strengthening risk management</li> <li>Shareholder-friendly practices</li> <li>Enhancing corporate value</li> </ul>	<ul style="list-style-type: none"> <li>Local economic contribution</li> <li>Job creation</li> <li>Support for vulnerable groups</li> <li>Fostering local talent</li> <li>Environmental protection &amp; sustainable management</li> </ul>
Communication Channels	<ul style="list-style-type: none"> <li>Social media</li> <li>Media coverage</li> <li>Website</li> <li>Customer centers by service</li> <li>Business Ethics Counseling Center</li> </ul>	<ul style="list-style-type: none"> <li>Internal bulletin boards</li> <li>Review system</li> <li>Grievance channels</li> <li>Labor-management council</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> <li>Partner system</li> <li>Opinion surveys</li> <li>Business Ethics Counseling Center</li> </ul>	<ul style="list-style-type: none"> <li>General shareholders' meeting</li> <li>IR meetings</li> <li>Earnings conference calls</li> <li>Business reports</li> <li>Audit reports</li> <li>Corporate governance reports</li> </ul>	<ul style="list-style-type: none"> <li>Media coverage</li> <li>Collaboration with related institutions</li> <li>Social contribution activities</li> </ul>
Major Activities	<ul style="list-style-type: none"> <li>Service development and quality improvement</li> <li>Operation of the User Protect Program (UPP)</li> <li>Youth protection policies</li> <li>Operation of Contiple, an integrated contact center platform</li> <li>Strengthening information security</li> </ul>	<ul style="list-style-type: none"> <li>Advancement of human rights management</li> <li>Operation of the review system</li> <li>Operation of human rights grievance handling process</li> <li>Employee training programs</li> <li>Welfare system management</li> <li>Safe and pleasant working environment</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of the Partners' Business Ethics Agreement</li> <li>Supply Chain ESG Policy</li> <li>Establishment of the Supply Chain Sustainability Management Policy</li> <li>Supply chain ESG assessment and improvement</li> <li>Supporting mutual growth of partners</li> </ul>	<ul style="list-style-type: none"> <li>Transparent financial disclosure through public announcements</li> <li>Shareholder communication through IR meetings</li> <li>Transparent board operation</li> <li>Risk management system</li> <li>Shareholder return policy (e.g. dividends, treasury share buybacks and cancellations)</li> </ul>	<ul style="list-style-type: none"> <li>Local IT infrastructure development</li> <li>Operation of NHN ACADEMY regional campuses</li> <li>Fostering IT talent and local hiring</li> <li>Operation of Little Action &amp; Little Scout</li> <li>Implementation of environmental sustainability campaigns</li> <li>Provision of environmentally sustainable services</li> </ul>



# Double Materiality Assessment

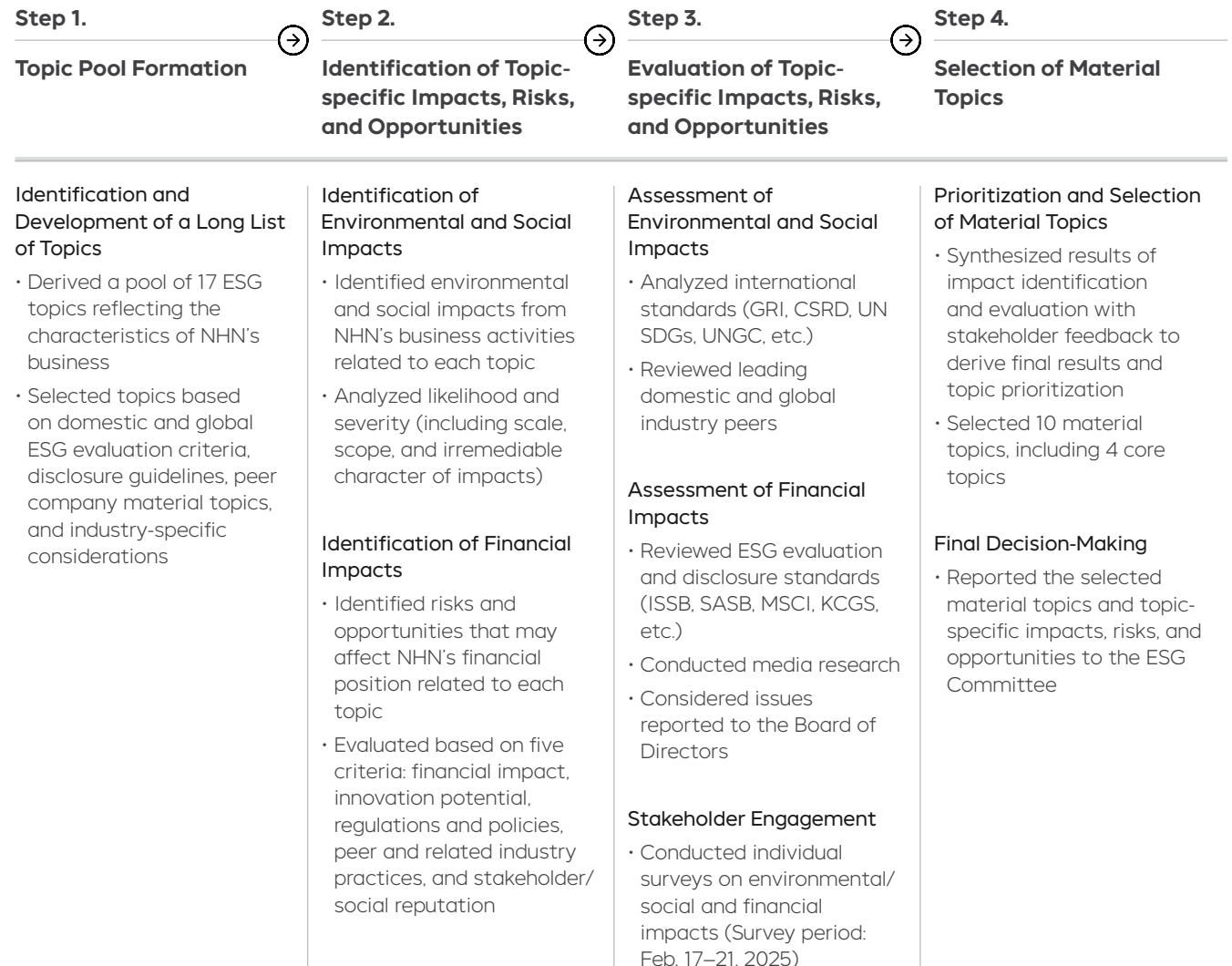
## Double Materiality Assessment

NHN conducts an annual double materiality assessment to identify ESG topics that require prioritized management and response. This methodology comprehensively considers both the impact materiality—how the company affects the environment and society—and the financial materiality—how external factors such as the environment and society impact the company's financial performance. To ensure a robust analysis, NHN references globally recognized standards such as GRI, IFRS, and ESRS, integrating their materiality frameworks to assess both the company's external impacts and internal financial exposures. NHN discloses the identified material topics in an open and transparent manner through the sustainability report and actively manages them in alignment with its ESG strategy framework.

## Double Materiality Assessment Process

As part of its double materiality assessment, NHN first identified a pool of key ESG topics by considering domestic and international ESG evaluation indicators, global disclosure guidelines, material topics from industry peers, and characteristics specific to its business. Each topic was then evaluated based on its environmental and social impact as well as its financial implications, including associated risks and opportunities. In 2024, NHN updated and consolidated its ESG topics to reflect the latest disclosure standards and improve stakeholder understanding, ultimately defining a refined list of 17 ESG topics. Notably, the topic of "Human Capital Management" was created by integrating "Talent Acquisition and Development" and "Healthy Organizational Culture" from the previous year's topic pool, allowing for a more holistic approach to employee-related ESG issues. Through this process, NHN conducted a stakeholder survey—including employees, partners, users, shareholders and investors, and local communities—along with ESG experts, to gather input. The results were synthesized and prioritized, and the top-ranking topics were selected as material topics and reported to the Board of Directors.

### Double Materiality Assessment Process



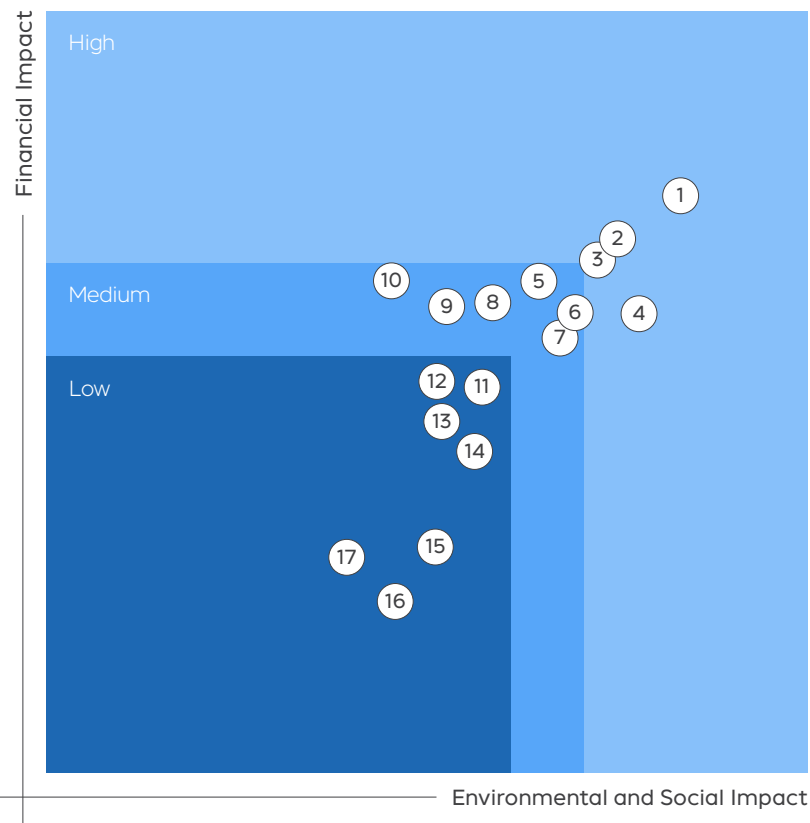


# Double Materiality Assessment

## Materiality Assessment Results

In 2024, NHN selected 10 material topics from a long list of 17 ESG topics identified through its double materiality assessment. The company is closely monitoring its response strategies and management status for each of these topics. Among them, four top-priority topics—‘Information Security and Data Privacy,’ ‘Human Capital Management,’ ‘Human Rights Management,’ and ‘Climate Action’—have been designated as core topics requiring prioritized and intensive management. NHN systematically discloses its management strategies and actions for these core topics in alignment with the ISSB framework. In addition, the results of the materiality assessment are reported to the ESG Committee under the Board of Directors and are disclosed externally upon ESG Committee review.

### 2024 NHN Material Topics



Priority	Category	Topic	Environmental & Social Impact	Financial Impact
1	Social	Information Security and Data Privacy	●●●	●●●
2	Social	Human Capital Management	●●●	●●●
3	Social	Human Rights Management	●●●	●●○
4	Environmental	Climate Action	●●●	●●○
5	Corporate Governance	Ethics and Compliance	●●●	●●○
6	Environmental	Energy Management and Efficiency	●●●	●●○
7	Social	User Rights and Protection	●●●	●●○
8	Social	Supply Chain Management	●●○	●●○
9	Corporate Governance	Enhancing Shareholder Value	●○○	●●○
10	Social	Fostering Local IT Ecosystems	●○○	●●○
11	Corporate Governance	Sustainable Innovation and Technology	●●○	●○○
12	Corporate Governance	Transparent Board Operations	●○○	●○○
13	Social	Community Engagement and Social Contribution	●○○	○○○
14	Social	Safety and Health Management	●●○	○○○
15	Environmental	Water and Waste Management	●○○	○○○
16	Environmental	Biodiversity and Ecosystems	●○○	○○○
17	Environmental	Stakeholder Participation in Environmental Campaigns	○○○	○○○



# Double Materiality Assessment

## Response Strategies for Material Topics

NHN formulates response strategies for each of its material topics and discloses the corresponding activities to strengthen trust with stakeholders. This process not only allows for the proactive management of potential risks, but also helps uncover new business opportunities that drive sustainable growth. Going forward, NHN remains committed to advancing its sustainability management capabilities and enhancing its long-term corporate value through a structured response to material topics and transparent communication.

### 2024 NHN Material Topics and Response Strategies

Category	Material Topic	Response Strategy	Current Activities	GRI	Report Location
Environmental	Climate Action	• Establishing a company-wide climate action framework	<ul style="list-style-type: none"> <li>• Acquired certifications for Environmental and Energy Management Systems (ISO 14001/50001)</li> <li>• Participated in CDP 2024 (received 'B' rating) and published a report aligned with TCFD recommendations and IFRS S2</li> <li>• Introduced an internal carbon pricing system</li> </ul>	302-4, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5	62, 67, 72
		• Strengthening GHG emissions reduction and management	<ul style="list-style-type: none"> <li>• Set GHG emissions and energy reduction targets</li> <li>• Integrated climate KPIs into executive performance evaluation</li> <li>• Expanded renewable energy usage through REC purchases and solar panel installation</li> </ul>		62, 67, 69, 114-115
		• Promoting a low-carbon culture among stakeholders	<ul style="list-style-type: none"> <li>• Operated paperless services such as mobile document box, meal coupons, tickets, and notification apps</li> <li>• Launched environmentally sustainable campaigns with employees and users</li> </ul>		67, 73-74
	Energy Management and Efficiency	• Adopting high-efficiency equipment and environmentally sustainable technologies	<ul style="list-style-type: none"> <li>• Operated indirect evaporative cooling system in data centers</li> <li>• Conducted environmentally sustainable projects in data centers</li> <li>• Built Building Energy Management System (BEMS)</li> </ul>	302-1, 302-2, 302-3, 302-4, 302-5	66
		• Expanding use of renewable energy	<ul style="list-style-type: none"> <li>• Installed solar panels</li> <li>• Purchased RECs</li> </ul>		67, 115
Social	Information Security and Data Privacy	• Strengthening governance and risk management for information security and data privacy	<ul style="list-style-type: none"> <li>• Operated the Information Protection Committee and the Information Security Policy Committee</li> <li>• Established information security policies and personal information handling principles</li> <li>• Operated the Information Security risk management and breach response process</li> <li>• Conducted regular and ad-hoc security drills</li> </ul>	Non-GRI	38, 39, 41, 43
		• Enhancing security of IT services	<ul style="list-style-type: none"> <li>• Acquired and maintained information security certifications</li> <li>• Developed and operated security technologies such as integrated security log analysis system (Secumon)</li> </ul>		42, 44
		• Raising company-wide security awareness and education	<ul style="list-style-type: none"> <li>• Conducted security awareness campaigns</li> <li>• Provided employee security training</li> </ul>		40-41, 44



# Double Materiality Assessment

## Response Strategies for Material Topics

### 2024 NHN Material Topics and Response Strategies

Category	Material Topic	Response Strategy	Current Activities	GRI	Report Location
Social	Human Capital Management	<ul style="list-style-type: none"> <li>Enhancing employee development and growth systems</li> </ul>	<ul style="list-style-type: none"> <li>Onboarding, job, and leadership training programs</li> <li>Tech seminars to enhance job expertise</li> <li>Support for external education and study groups</li> </ul>	401-1, 401-2, 401-3, 404-1, 404-2	48-50, 53
		<ul style="list-style-type: none"> <li>Fair recruitment and diversified talent acquisition channels</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing recruitment process based on talent demand forecasts</li> <li>Expanding talent pipelines</li> </ul>		47, 53
		<ul style="list-style-type: none"> <li>Fostering a healthy organizational culture</li> </ul>	<ul style="list-style-type: none"> <li>Flexible work system "Purple Time"</li> <li>Welfare programs for work-life balance</li> <li>Fair performance evaluation and compensation</li> </ul>		51-52
	Human Rights Management	<ul style="list-style-type: none"> <li>Establishing a human rights management and embedding human rights risk management into operations</li> </ul>	<ul style="list-style-type: none"> <li>Revised the Human Rights Management Charter</li> <li>Conducted human rights impact assessment</li> </ul>	405-1	55, 58-59
		<ul style="list-style-type: none"> <li>Establishing grievance mechanisms to prevent human rights violations</li> </ul>	<ul style="list-style-type: none"> <li>Operated "With-U" and Business Ethics Counseling Center</li> <li>Improved accessibility and promoted grievance channels internally</li> </ul>		57, 60, 103
		<ul style="list-style-type: none"> <li>Raising employee awareness and fostering a culture of respect for human rights</li> </ul>	<ul style="list-style-type: none"> <li>Conducted workplace harassment and sexual harassment prevention training</li> <li>Provided human rights training for related departments</li> </ul>		57, 60
	User Rights and Protection	<ul style="list-style-type: none"> <li>Establishing user protection processes</li> </ul>	<ul style="list-style-type: none"> <li>Operated the User Protect Program (UPP)</li> <li>Established youth protection policies</li> </ul>	Non-GRI	87-88
		<ul style="list-style-type: none"> <li>Strengthening user feedback and grievance handling processes</li> </ul>	<ul style="list-style-type: none"> <li>Operated customer support channels</li> <li>Customer satisfaction surveys and competency-based training for support agents</li> </ul>		89-90
		<ul style="list-style-type: none"> <li>Expanding user communication channels</li> </ul>	<ul style="list-style-type: none"> <li>Operated communication channels (bulletin boards, communities, SNS)</li> <li>Collected VOC via PC cafes</li> <li>Hosted gaming tournaments, contests, CBT</li> </ul>		88-90



# Double Materiality Assessment

## Response Strategies for Material Topics

### 2024 NHN Material Topics and Response Strategies

Category	Material Topic	Response Strategy	Current Activities	GRI	Report Location
Social	Supply Chain Management	• Establishing a framework to manage ESG risks across the supply chain	• Established Supply Chain Sustainability Management Policy	414-2	79
		• Strengthening communication and win-win partnerships with partner companies	• Conducted ESG evaluations for suppliers		57, 80, 103
	Fostering Local IT Ecosystems	• Nurturing local IT professionals	• Operated the Business Ethics Counseling Center	413-1	47, 78
		• Building regional tech infrastructure hubs	• Conducted business ethics surveys for partner companies		17, 77
Corporate Governance	Ethics and Compliance	• Fostering a culture of integrity and trust	• Operated NHN ACADEMY campuses in Gimhae, Gwangju, and Daejeon	205-1, 205-2, 205-3	102-104
		• Preventing corruption and promoting fair trade practices	• Operated job placement programs for NHN ACADEMY graduates		102, 104-105
	Enhancing Shareholder Value	• Disclosing financial and non-financial information transparently	• Built the Gwangju National AI Data Center	Non-GRI	101
		• Strengthening shareholder engagement and feedback mechanisms	• Operated R&D centers in Gimhae and Gwangju and the Regional Security Control Center in Gimhae		101
		• Enhancing shareholder returns	• Established and disseminated the Code of Business Conduct		101
			• Conducted ethics training for employees		101
			• Operated the Business Ethics Counseling Center and whistleblower protection program		101
			• Established Anti-Corruption Policy		101
			• Appointed a Compliance Officer and operated a compliance control system		101
			• Operated the Clean Report and Lucky Auction programs		101
			• Established a more structured internal disclosure system		101
			• Operated a dedicated investor relations page on the company website		101
			• Operated shareholder communication channels		101
			• Held shareholder meetings and briefings		101
			• Formulated a mid-to-long-term shareholder return policy		101
			• Paid cash dividends and executed treasury share buybacks and cancellations		101



# Material Topics

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## Topic 1. Information Security and Data Privacy

### Approach

As a comprehensive IT company, NHN recognizes information security and data privacy as core management priorities and places the highest importance on earning and maintaining user trust. To uphold this principle, the company has established a systematic information security management framework to proactively mitigate increasingly sophisticated security threats, while enhancing service stability and data protection. NHN will continue to strengthen its security capabilities and advance its response systems to provide a safer and more trusted service environment.

### 2024 Highlights

- + **Completed CSP Security Assessment**  
NHN Cloud and NHN DOORAY obtained certification from the Financial Security Institute, thereby strengthening their reliability in cloud security
- + **Designated as a Specialized Security Control Company by the Ministry of Science and ICT**  
NHN Cloud provides AI-based professional security control services
- + **Developed an Information Security Character**  
Expanded internal efforts to raise employee awareness of information protection using an original security character







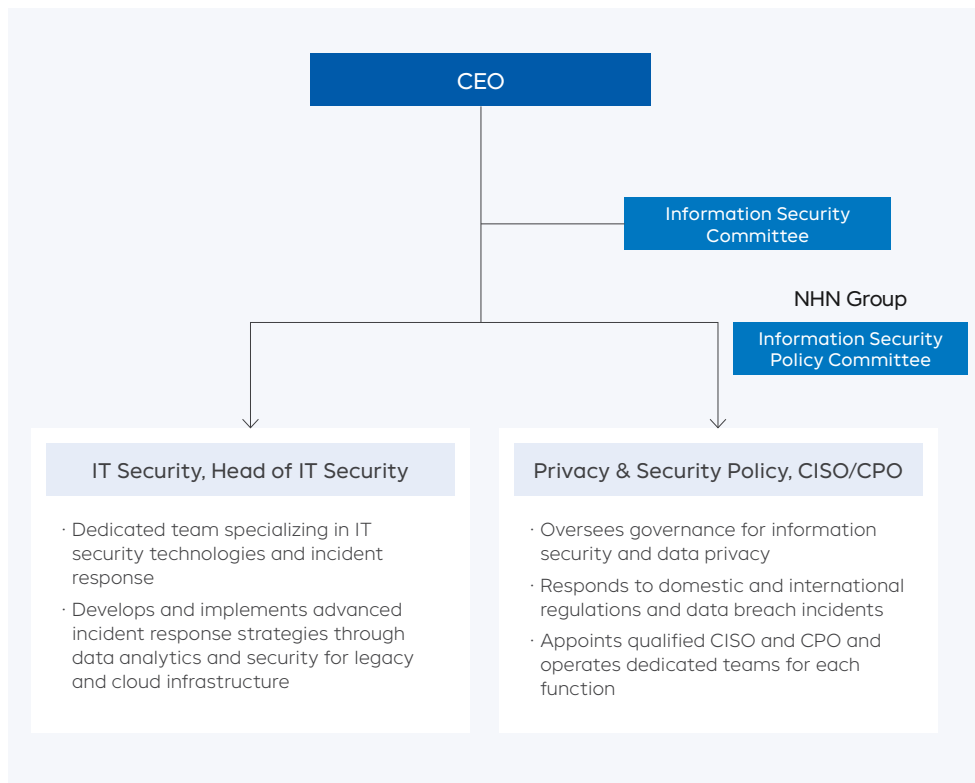
# Topic 1. Information Security and Data Privacy

## Governance

### Information Security Management System

NHN regards information protection as a strategic imperative and operates a robust governance framework led by the Information Protection Committee reporting directly to the CEO. This committee—comprising the CISO, CPO, CIO, and other senior executives—serves as the central body for decision-making on critical security issues. Dedicated teams handle IT security and policy formulation, with clear accountability assigned to specific functions. In addition, NHN convenes the Information Security Policy Committee bi-monthly, facilitating rapid and coordinated responses to security concerns across affiliates.

#### Information Security Governance



### Information Security Policy

NHN has established a robust information security policy framework tailored to the specific responsibilities of its employees, thereby strengthening its overall information security management system. The framework is structured with a top-level master policy, five high-level guidelines organized by job function, 21 detailed policies outlining implementation procedures, and 47 supporting guides. All policies are approved by the CEO and apply not only to regular employees, but also to temporary workers, visitors, partners, and domestic and international affiliates. NHN conducts compliance checks at least once a year and continuously evaluates the adequacy and effectiveness of its policies to ensure ongoing improvement.

#### High-Level Information Security Guidelines

Detailed Guideline	Description
Workplace Security Guideline	Provides standards to help employees correctly understand and comply with basic security practices in their daily work.
Security Guideline for Service Developers	Defines information security requirements that must be followed during planning, design, development, testing, release, and transfer phases to ensure secure service development.
Security Guideline for Service Operators	Establishes security management standards and clarifies roles and responsibilities of departments and personnel involved in operating public services, internal systems, and management platforms.
Security Guideline for Infrastructure Operators	Outlines security requirements and role definitions for managing infrastructure assets—including servers, networks, and databases—in a secure manner.
Security Guideline for Information Security Personnel	Provides standards for establishing, reviewing, and enforcing information security policies and guidelines, and for monitoring compliance.





# Topic 1. Information Security and Data Privacy

## Governance

### Personal Information Processing Principles

NHN complies with relevant laws and privacy regulations by establishing personal information processing principles and lawfully handles personal information based on user consent and applicable legal grounds. These principles apply to all individuals associated with NHN—including full-time and contract employees, users, temporary staff, visitors, partners, and both domestic and international affiliates. Through these principles, NHN outlines the full lifecycle of personal information handling, including collection, use, processing, and disposal, ensuring that all personal information is managed in a transparent and responsible manner.

### NHN Personal information Processing Principles

#### ① Collection of Personal information

- Personal information is collected only through lawful procedures, such as obtaining the data subject's consent, and limited to the minimum necessary information.

#### ② Use of Personal information

- Personal information is used solely within the lawful scope based on the data subject's consent or as otherwise permitted by law.

#### ③ Provision of Personal information to Third Parties

- Personal information is provided to third-party institutions only with the data subject's consent or when permitted by applicable laws and regulations.

#### ④ Outsourcing of Personal information Processing

- When personal information processing is outsourced, the details are transparently disclosed in the Privacy Policy. NHN regularly inspects and supervises entrusted parties to ensure secure data processing.

#### ⑤ Retention and Storage Period of Personal information

- Personal information is retained for the period agreed upon by the data subject or as required by law. Once the purpose of processing (e.g., membership withdrawal) is fulfilled, the data is promptly deleted.

#### ⑥ Destruction Procedures and Methods

- Upon fulfillment of its intended purpose, personal information is safely destroyed using physical or technical methods that ensure it cannot be restored.

#### ⑦ User Rights and How to Exercise Them

- NHN provides channels through which data subjects can exercise their rights to withdraw consent, access, correct, delete, restrict, or suspend the processing of their personal information.

#### ⑧ Measures to Ensure Data Security

- Important personal information including data that is legally required to be encrypted—is protected using secure encryption algorithms.
- NHN operates a security and monitoring system to guard against hacking and other threats.
- Access to personal information systems is strictly controlled, and access logs are monitored as part of the company's protective measures.

#### ⑨ Obligation to Notify

- NHN complies with its legal obligation to notify data subjects of changes to its Privacy Policy, uses of personal information and other matters that may affect their rights.

## Strategy

### Identification of Risks and Opportunities

Risks such as personal information breaches and cyberattacks can cause serious damage to IT companies and directly impact their trustworthiness—making them material topics of significant importance. Accordingly, NHN identifies and manages potential risks and opportunities related to information security and data privacy, striving to ensure service reliability and earn user trust.

Category	Risk/Opportunity Factor	Period	Potential Impact	Response Strategy
Risk	Tightening regulations on information security and data privacy	· Short term · Medium term	· Legal risks such as penalties, administrative sanctions, or lawsuits due to violations	· Monitoring and complying with new/amended information security regulations
	Data breaches and other security incidents	· Short term · Medium term · Long term	· Loss of user trust and financial damages such as compensation due to personal information breaches · Increased costs for enhancing systems to prevent and respond to data breaches	· Strengthening data breach risk management through continuous risk identification, improvement, and simulation training · Maximizing cost efficiency by enhancing internalized incident response capabilities
	Increased external data transmission due to the widespread use of AI	· Short term · Medium term	· Loss of competitiveness and financial damages due to leakage of trade secrets through external AI services	· Stronger security reviews when using external AI services
Opportunity	Enhanced information security capabilities	· Short term · Medium term · Long term	· Enhancing external trust and improving brand image of services such as Hangame and PAYCO through a robust security framework · Creating new business opportunities and strengthening partnerships by advancing cybersecurity technologies and infrastructure	· Establishing a strong and credible security system by acquiring and maintaining domestic and international security certifications · Maintaining a security framework that meets the high standards of the public and financial sectors
	Strengthening of AI-based security analysis to improve response and reduce costs	· Medium term · Long term	· Improved accuracy and resource savings through advanced AI analytics	· Exploring and implementing AI-based security integration

\* Short term refers to 1–3 years, mid-term to 3–5 years, and long term to more than 5 years



# Topic 1. Information Security and Data Privacy

## Strategy

### Response Activities

#### User Control Over Personal information Management of Users' Personal information

NHN provides guidance through its Privacy Policy. Users and legal representatives may, at any time, access or rectify their own personal information—or, in the case of children under the age of 14, the data of the child. If they do not consent to NHN's processing of personal information, they may withdraw their consent or request account deletion by terminating their membership (which constitutes withdrawal of consent or deletion of personal information). To view or update personal information, users can click 'Edit Profile' on Hangame's My Page. To withdraw membership, users can click "Withdraw Membership," complete the identity verification process, and proceed with account deletion.

#### Collection and Disposal of Personal information

NHN collects only the minimum necessary personal information through lawful procedures and retains it for the period consented to by the data subject or as required by applicable laws. Once the processing purpose is fulfilled—for example, upon membership withdrawal—the personal information is deleted without undue delay. Any data that is no longer needed is securely destroyed using secure and appropriate methods. When receiving personal information from a third party rather than directly from the data subject, NHN collects the data only within the scope of prior consent. In accordance with the Personal Information Protection Act, NHN notifies the data subject of the source of collection, the purpose of processing, and their right to request suspension of processing.






#### Provision of Personal information to Third Parties

NHN lawfully collects personal information from Hangame users and does not use or disclose the collected data

beyond the scope of consent without the user's prior approval. Exceptions are made only when the user has explicitly agreed in advance—such as when using channeling game services, entering promotions, or participating in events that involve the provision of personal information to third parties. Even in such cases, NHN clearly notifies users in advance of the recipient of the personal information, the purpose of use by the recipient, the types of personal information provided, and the retention and usage period. NHN obtains explicit and individual consent for each such provision. NHN does not provide, rent, or sell personal information to third parties for purposes unrelated to the operation of its services.

#### Enhancing User Accessibility to the Privacy Policy

Based on its personal information processing principles, NHN has established and published the NHN Privacy Policy on its official website. This allows users to easily access information about how their personal information is processed and how they can exercise their rights. To enhance users' understanding of the policy, NHN has implemented simplified visual versions of the Privacy Policy across services such as Hangame, PAYCO, and NHN Cloud. These versions use visual icons to intuitively present key information. In addition, NHN clearly specifies the types of personal information collected, the timing of collection, the retention period, and the purpose of use.

-  NHN Privacy Policy
-  NHN Cloud Privacy Policy
-  Hangame Privacy Policy
-  NHN DOORAY Privacy Policy
-  NHN PAYCO Privacy Policy

The company also outlines specific security measures to ensure the protection of personal information—enhancing user trust and convenience.

#### Enhancing Information Security Awareness Security Awareness Training for Employees

To strengthen employees' awareness of information security, NHN operates a structured training program. All new hires are required to complete mandatory information security training, ensuring that they begin their roles with a clear understanding of security responsibilities. In addition, annual personal information protection training is provided to all employees, including contract workers. NHN also offers differentiated training tailored to job functions and assigned services. For new hires in technical roles, onboarding sessions cover essential security practices for safe service development and operation. For existing technical staff, monthly professional training sessions are held to deepen understanding of security policies and procedures. Furthermore, NHN regularly invites external security experts to share the latest trends and specialized knowledge. Customized training is also provided to partner companies to help prevent security incidents and strengthen their response capabilities.





# Topic 1. Information Security and Data Privacy

## Strategy

### Information Security Campaigns

To raise employee awareness of security, privacy protection, and the prevention of data breaches, NHN conducts a wide range of information security campaigns. Each year, company-wide campaigns are designed and implemented based on the latest trends. In 2024, NHN held an internal contest to develop its own information security characters—Bobu, Doetji, and Haeppi—as part of its internal branding initiative. These characters were featured in the Security BingGo campaign, which used interactive quizzes to help employees recognize potential security threats in daily operations and naturally internalize key security practices. NHN also runs a quarterly Clean Desk Campaign to reinforce security practices within workspaces. This includes reminders to secure storage media, use laptop locks, and enable screen locks when away from desks. The campaign results are shared with employees to encourage voluntary compliance with basic security protocols. Since 2023, the company has enhanced responsiveness to security vulnerabilities by shifting its Security Bug Bounty program from a biannual schedule to an always-on submission model to improve responsiveness and accelerate issue resolution. In 2024, a total of 10 security threats were reported, leading to immediate remediation and recognition, further strengthening employee engagement in data protection.



### CHECK! CLEAN DESK

보호하면 안전해요!

- 저장매체(USB, 외장하드)가 방치되지 않도록 해주세요.
- 퇴근 시 노트북은 잠금장치 설치 또는 서랍에 넣은 뒤 잠가주세요.
- 테스트폰은 사람에 넣어 보관하며, 퇴근 시 사람은 반드시 잠가주세요.
- 퇴근 시 업무 자료가 방치되지 않도록 정리해주세요.
- 화면보호기를 설정하고, 자리를 비울 경우 화면을 잠가주세요. (⏻ + L)
- 공유좌석 이용 시 회사 자산 및 업무자료가 방치되지 않도록 해주세요.

NHN

### Information Security Pledge

To prevent the leakage of sensitive information acquired during business operations, NHN requires both employees and partner companies to sign a Non-Disclosure Agreement (NDA) and Information Security Compliance Pledge. The pledge outlines obligations regarding trade secrets, information security, personal information, and intellectual property rights, and must be physically signed. Those who fail to submit the pledge are not granted access to NHN's internal network. Even after submission, any breach of these obligations may result in disciplinary action under company policies and legal penalties under relevant laws such as the Personal Information Protection Act and the Act on Promotion of Information and Communications Network Utilization and Information Protection.



### Security Incident Simulation and Response Drills

To prevent data breaches and raise employee awareness, NHN conducts a variety of security simulation drills designed to assess its readiness against security threats such as data leaks, service disruptions, and server intrusions. Regular incident response drills simulate breach or system failure scenarios, helping employees build the skills necessary for swift and effective action in real-life situations. In addition, NHN regularly conducts Advanced Persistent Threat (APT) simulation training to monitor employee responses to malicious emails and assess overall security awareness. NHN Cloud also participates in national cyber crisis response drills every year in the first half, effectively responding to simulated DDoS attacks using mitigation tools and infrastructure. In 2024, to ensure service continuity for public-sector clients, NHN carried out a blind DDoS drill in collaboration with relevant government agencies.

### Types of Security Simulation Drills

- Advanced Persistent (APT)**  
 Simulated phishing emails are sent to employees to enhance their ability to detect and respond to targeted cyberattacks
- Distributed Denial of Service (DDoS)**  
 A large volume of malicious traffic is directed to websites or servers to test detection and response capabilities
- Personal Information Breach Response Drill**  
 Simulated personal information breaches are carried out to test the organization's internal response procedures and improve incident handling speed and accuracy.
- Disaster Recovery Drill**  
 Designed to improve the organization's ability to maintain continuous service during disasters (e.g., data center failure) and ensure rapid recovery.



# Topic 1. Information Security and Data Privacy

## Strategy

### Security Measures for Protecting Personal Information

#### Operation of Integrated Security Log Analysis System

##### (Secumon)

NHN operates an integrated security log analysis system called Secumon, which uses machine learning technology to define predictive thresholds and monitor anomalous activities in real time. The system tracks a wide range of log data, including those from information security systems, VPN connections, server and database access, endpoint activity, administrator actions on critical systems, and external collaboration platform usage—covering

#### Key Personal information Protection Activities

Category	Description
Encryption of Personal information	Personal information is encrypted during both storage and transmission (e.g., passwords, email addresses).
Tamper Detection and Prevention	Real-time backups and tamper detection processes are used to maintain the integrity of personal information.
External Intrusion Prevention	Unauthorized access is blocked through intrusion prevention systems and encrypted communication; antivirus software is used to prevent data leakage.
Access Control	Access to personal information is restricted to authorized personnel only; external connections are permitted only via a dedicated VPN.
Personal information Audit Activities	Weekly reviews of changes to personal information processing systems are conducted, along with biannual inspections of vendors, including service providers and electronic finance subcontractors (NHN and NHN PAYCO).

all channels through which personal information may be processed. Based on this data, NHN performs daily monitoring to identify potential anomalies at an early stage and take prompt action, thereby strengthening its overall personal information protection capabilities.

### Proving Security Capabilities

#### Demonstrating Security Excellence in the Public Sector

To ensure stable and trustworthy services for the public sector, NHN Cloud undergoes annual Cloud Security Assurance Program (CSAP) evaluations for both Infrastructure-as-a-Service (IaaS) and Desktop-as-a-Service (DaaS) offerings. CSAP is a government certification system that validates the safety and reliability of private cloud providers delivering services to public institutions. Building on this foundation, NHN Cloud delivers secure, government-compliant cloud services backed by technical excellence. In 2024, the company was designated as a Specialized Security Control Company by the Ministry of Science and ICT, recognizing its advanced AI-powered monitoring and control capabilities. This certification further reinforces NHN Cloud's ability to offer reliable and intelligent security control services to public-sector clients. Additionally, NHN DOORAY renewed its CSAP certification for Standard-grade SaaS and continues to hold the GOLD level in Cloud Security Alliance Security, Trust & Assurance Registry (CSA STAR), affirming its industry-leading security practices and cloud service trustworthiness.

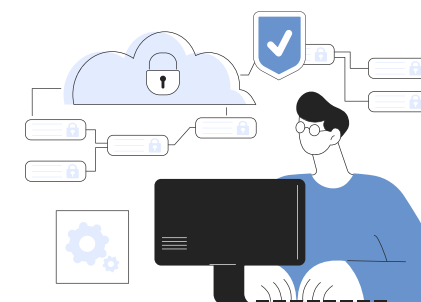
#### Financial CSP Security Evaluation

NHN Cloud also meets security requirements tailored for the financial industry through the Financial CSP Security Evaluation conducted annually by the Financial Security

Institute. This evaluation ensures that cloud services comply with industry-specific standards for data protection and operational reliability. Through consistent compliance in its IaaS platform, NHN Cloud serves a wide base of financial institutions. In 2023, NHN DOORAY also passed the SaaS-specific evaluation, demonstrating its strong capabilities in providing secure and reliable services for financial clients.

#### Business Continuity Planning (BCP)

To ensure service stability even in times of crisis, NHN Cloud has achieved certification under ISO 22301, the international standard for Business Continuity Management Systems (BCMS). This standard helps organizations systematically respond to unexpected disruptions such as natural disasters or cyberattacks, ensuring continued operations and organizational resilience. In alignment with ISO 22301, NHN Cloud conducts regular disaster recovery drills and comprehensive system audits, supporting uninterrupted service and risk preparedness. As a certified cloud service provider with global-grade reliability, NHN continues to enhance its ability to identify and mitigate potential risks—helping clients build long-term resilience in a secure cloud environment.







# Topic 1. Information Security and Data Privacy

## Risk Management

### Information Security Risk Management

#### Data Breach Risk Control

NHN operates a comprehensive data breach response process that encompasses prevention, detection, and analysis to effectively address a wide range of cyber threats, including hacking and DDoS attacks. In particular, the company has established a dual-layered response system, comprising a Pre-Incident Response Unit dedicated to continuous prevention and detection, and a Post-Incident Response Unit that ensures prompt and accurate incident response when a breach occurs. This integrated approach enables NHN to maintain rigorous control over data breach risks.

#### Pre-Incident Response System

NHN identifies security threats annually based on changes in internal and external environments and operates a structured security risk management system. The proactive response unit evaluates the adequacy of security measures for information assets and conducts continuous monitoring of all critical systems, including internal collaboration platforms, source code repositories, and personal information processing systems. Systems such as personal information processing systems, master system ledgers, and external access points (VPN) are monitored at least once a week. Additionally, when new cloud services are introduced or existing ones are modified, NHN performs security reviews to ensure that protective measures comply with information protection certification requirements.

#### Preventive and Detection Activities

Category	Description
Prevention of Data Breaches and Threat Detection	Identifies potential data leakage paths and detects hacking attempts and attacks in real time through the continuously operated Regional Security Control Center.
Strengthening External Threat Response System	Operates an in-house white-hat hacker unit and conducts regular and ad hoc penetration testing and vulnerability assessments in collaboration with external white-hat hackers.
Storage Media and Access Control	Manages USB usage and applies security seals when accessing restricted areas.
Security Inspection of Electronic Financial Infrastructure	Identifies potential security threats in electronic financial infrastructure and conducts regular vulnerability assessments.
Disaster Recovery Drills	Enhances emergency response capabilities through disaster recovery training.

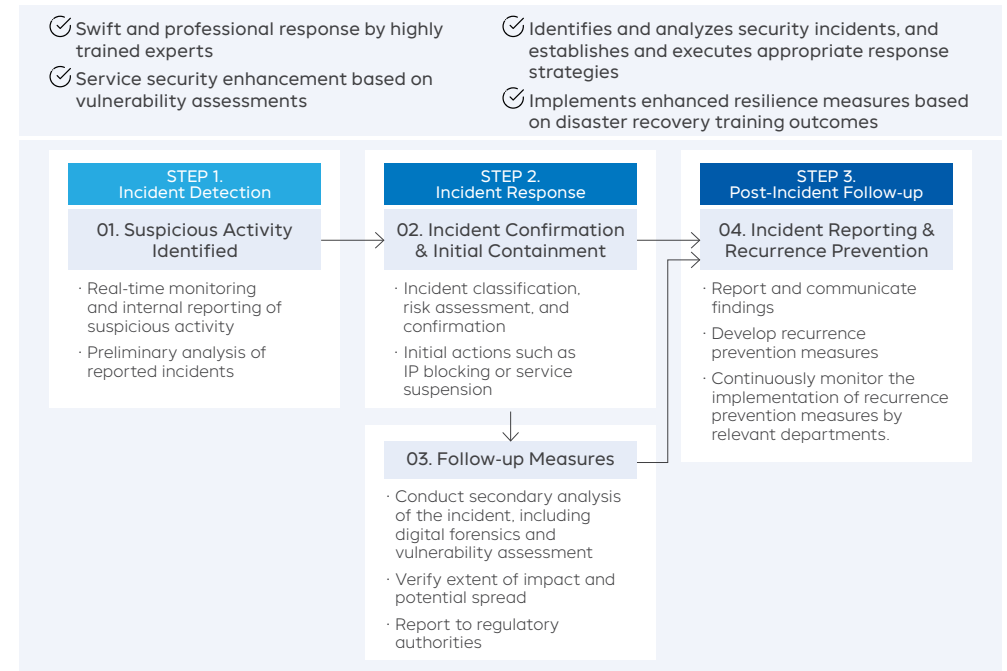
#### Risk Identification and Mitigation Activities

Category	Description
Security Threat Identification and Risk Management	Identifies security threats based on internal and external environmental changes and operates a risk management system.
Security Control Adequacy Assessment	Operates a process to evaluate the adequacy of security measures across all company information assets.
Continuous Monitoring of Critical Systems	Continuously monitors key systems including collaboration tools, source code repositories, and personal information processing systems.
Personal Information System Inspections	Regularly monitors personal information processing systems, master system ledgers, and external access points (VPN).
Cloud Security Reviews	Conducts security reviews when building or modifying cloud services and manages them in accordance with information protection certification standards.

#### Post-Incident Response System

NHN has established a Post-Incident Response System that allows trained experts to manage incidents swiftly and professionally in the event of a data breach. The unit promptly identifies incidents and initiates immediate containment measures, followed by digital forensics and vulnerability analysis to assess the scope of impact and implement appropriate remediation. Based on investigation findings, NHN develops preventive measures and collaborates with relevant departments to continuously review and reinforce its overall security framework.

#### Post-Incident Response Process for Data Breaches



#### Information Security Audits

NHN conducts annual information security audits through dedicated information security teams within each affiliate, ensuring independence and professional expertise. Through these audits, we assess whether the information security management system effectively protects the confidentiality, integrity, and availability of information assets. If any shortcomings are identified, we take immediate corrective measures to improve and strengthen the system.





## Topic 1. Information Security and Data Privacy

### Risk Management

#### Information Security Certifications

NHN has obtained information security and service reliability certifications from recognized domestic and international certification bodies to protect users' valuable personal information and the company's information assets. Moving forward, we will continue to enhance our security capabilities and strengthen our level of personal information protection to foster a more trustworthy digital service environment.

#### Status of Information Security Certifications

##### ISMS-P

Korea's highest-level certification system for information security and data privacy



##### ISO/IEC 27001, 27701, 29100

International standards for information security management, personal information management, and privacy frameworks



##### ISO/IEC 27017, 27018, 27799

International standards for cloud security, personal information protection, and health data protection



##### ISO/IEC 22301

International standard for Business Continuity Management Systems (BCMS)



##### Cloud Security Assurance Program (CSAP) Certificate [IaaS, SaaS, DaaS]

Certification required to offer secure cloud services to public institutions in Korea



##### CSA STAR

International cloud security certification administered by the Cloud Security Alliance (CSA)



### Metrics & Targets



#### Metrics

##### Mandatory Information Security Training

Category		Unit	2022	2023	2024
Personal Information Protection Training <sup>1)</sup>	Eligible Employees <sup>2)</sup>	Persons	1,693	1,741	1,524
	Number of Completions	Persons	1,693	1,741	1,524
	Completion Rate	%	100	100	100
Security Training for New Employees		Persons	428	252	107

1) Data for 2023 has been revised due to error correction

2) Based on number of employees at the time of training

##### Role-Specific Information Security Training

Category		Unit	2022	2023	2024
NHN Cloud Information Security Training		Persons	406	507	223
NHN PAYCO Personal Credit Information Protection Training		Persons	304	234	206
NHN PAYCO Information Security Training for Developers		Persons	96	86	74
Technical Onboarding Security Training <sup>1)</sup> (for New Tech Employees)		Persons	-	122	15

1) Data for 2023 has been revised due to error correction





## Topic 2. Human Capital Management

### Approach

NHN runs a strategic and structured Human Capital Management system that empowers employees to thrive and evolve. NHN recruits talent through an equitable and merit-based approach, ensuring a transparent selection process, and following recruitment, we support ongoing development through a range of programs including job-specific training, leadership development, and competency enhancement. We also offer a variety of employee benefits to improve job satisfaction and work efficiency, and support our employees in achieving harmony between work and personal life.

### 2024 Highlights

- + Recognized as an Outstanding Reading-Friendly Workplace**  
 Certified by the Ministry of Culture, Sports and Tourism; promoted a reading-friendly environment through the operation of Library Deep
- + Renewal of Employee Learning Platform Better Plus**  
 Launched 435 training courses and introduced a new study community function
- + Expansion of Open Recruitment in the Game Division**  
 Achieved a record-high number of applicants, increasing 10.9% year-over-year
- + Hosted NHN Games week in Korea and Japan**  
 Promoted internal game culture by engaging employees through the Games week programs







## Topic 2. Human Capital Management

### Governance

#### Human Capital Management System

To strengthen organizational efficiency and enhance employee capabilities, NHN has designated the HR Supporting Group and the General Affairs Support Group as dedicated teams for human capital management. Operating under a structured HR strategy, these teams actively support employees in various areas, including recruitment, workplace support, and capability development. These efforts aim to improve employee satisfaction and cultivate a healthy organizational culture across the company.

#### Human Capital Management Governance



### Strategy

#### Identification of Risks and Opportunities

NHN identifies risks and opportunities related to human capital and implements responsive strategies to promote both employee growth and the sustainable development of the organization. To this end, the company focuses on minimizing legal risks, enhancing operational efficiency, and attracting top talent—continuously striving to strengthen the competitiveness of both employees and the organization.

Category	Risk/Opportunity Factor	Period	Potential Impact	Response Strategy
Risk	Tightened employment and labor laws and regulations	· Medium term · Long term	· Possibility of legal disputes due to unfair hiring	· Operate a fair and transparent recruitment process · Monitor changes in labor laws including the Labor Standards Act
	Intensifying competition for talent	· Short term · Medium term · Long term	· Reduced productivity due to difficulties in attracting talent	· Build and expand the talent pipeline · Determine optimal hiring volume through forecasting and departmental needs analysis
	Decreased employee satisfaction with work environment and organizational culture	· Short term · Medium term · Long term	· Decreased productivity and increased employee turnover	· Operate flexible work systems to improve efficiency · Provide benefits to support a healthy and productive work environment
Opportunity	Fostering a voluntary and proactive work atmosphere	· Medium term · Long term	· Increased motivation and engagement leading to higher productivity	· Operate a fair performance evaluation system through the review program
	Enhancing job competencies to foster skilled professionals	· Medium term · Long term	· Develop competitive talent to drive long-term corporate growth	· Operate job-specific training and leadership development programs

\* Short term refers to 1–3 years, mid-term to 3–5 years, and long term to more than 5 years





## Topic 2. Human Capital Management

### Strategy

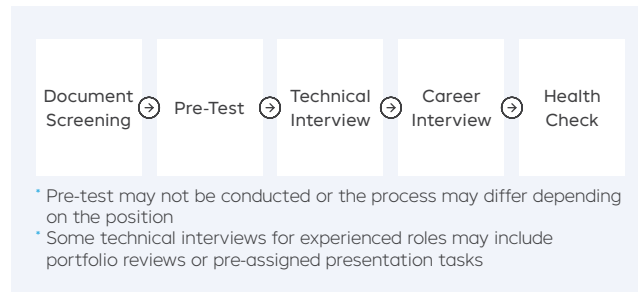


#### Response Activities

##### Fair and Transparent Recruitment

NHN evaluates candidates based solely on their qualifications and competencies required for the position, regardless of age, gender, race, or background. In accordance with the Labor Standards Act, the Act on Gender Equality in Employment and Support for Work-Family Reconciliation, and other relevant regulations, the company ensures a non-discriminatory recruitment process. NHN also operates a dedicated recruitment website to provide easy access to job information for all applicants.

##### Recruitment Process



NHN Recruitment Website



##### Expanding the Talent Pipeline

NHN formulates strategic recruitment plans annually, grounded in comprehensive talent demand analysis conducted across departments. Hiring units submit resource requirements based on their business goals, which are then quantitatively reviewed and coordinated by HR and Finance departments to determine the optimal recruitment scale by function. Recruitment processes are carried out according to these finalized plans. Additionally, NHN actively engages in sourcing candidates who embody the company's core values through a wide array of outreach initiatives including NHN ACADEMY, tech conferences, and career fairs.

Since 2021, NHN has strengthened its group-wide talent acquisition process by deploying dedicated professionals to lead outbound recruitment efforts. These recruiters proactively engage with potential candidates via external talent platforms, highlighting NHN's competitive advantages, key roles, and career development opportunities. This approach enables timely placement of qualified talent and supports the long-term development of structured, role-based talent pipelines.

##### Key Talent Acquisition Programs

Recruitment-Linked Training Program	<ul style="list-style-type: none"><li>Offers training and projects aimed at junior-level talent acquisition</li><li>Graduates of NHN ACADEMY, a specialized education institution for software development, are connected to internship opportunities leading to potential employment<ul style="list-style-type: none"><li>In 2024, four individuals (three at NHN DOORAY and one at NHN ENTERPRISE) were hired after a training period of 6 to 12 months</li></ul></li></ul>
Role-Specific Recruitment Campaigns	<ul style="list-style-type: none"><li>Produces NHN role-related content such as job interviews and department introductions, offering benefits to applicants</li></ul>
Public Recruitment Campaign for the Game Business Division	<ul style="list-style-type: none"><li>Conducts targeted marketing in major gaming industry hubs</li><li>Hosts office tours to boost retention of highly skilled junior-level talent</li><li>The 2024 campaign led to a record-breaking 10.9% surge in applications compared to the previous year</li></ul>
Employee Referral Program	<ul style="list-style-type: none"><li>Leverages employees' personal networks to facilitate recruitment</li><li>In 2024, 25 individuals were hired through internal referrals</li></ul>
Internal Job Posting System	<ul style="list-style-type: none"><li>Provides regular monthly internal transfer opportunities to diversify job experiences</li><li>In 2024, 17 employees transitioned to new internal positions</li></ul>







# Topic 2. Human Capital Management

## Strategy

### Talent Development

Since 2023, NHN has introduced a new training slogan, "Better," to support employees in growing into better versions of themselves—as individuals, team members, and leaders. The Better training program is available to all employees—including full-time, contractors and temporary workers—and offers a wide range of courses tailored to various career stages and developmental needs. From onboarding and role transitions to skill enhancement and exposure to new insights, NHN provides lifecycle-aligned learning that empowers employees at every stage of their journey. This approach ensures that employees receive timely support for professional growth, enabling them to continuously build their expertise and competencies from the start of their careers through to retirement.

#### Company-wide Training Programs

Category	Program	Description
Common Training	Better Seminar	A platform for sharing insights on the latest IT trends and real-world applications.
	Mandatory Legal Training	Legally required courses such as sexual harassment prevention and disability awareness, provided regularly through an online platform.
Onboarding Training	Better OT	Helps new hires settle into the organization by introducing the company and its culture.
	Better Start	Supports career development at NHN affiliates by fostering loyalty, networking, and understanding of development culture.
	Better Start_Tech	Technical onboarding program designed to help new tech employees adapt quickly.
	Onboarding Support System	Programs such as Welcome Lunch and Better Mate to support networking and integration.
Leadership Training	Better Up	Training for newly promoted employees to celebrate their advancement and understand new expectations aligned with elevated competency levels.
	Better New Leader	Training for new team leaders and executives to build the right mindset and essential leadership skills.
	Better Leader	Advanced leadership program for those seeking to grow into stronger leaders.
	Better New Director	Training for newly appointed executives to understand the role and mindset required at the executive level.
	Better Director	Executive leadership development focusing on C-level trends and skills enhancement.
Job Training	Better Learn	General and job-related competency development for day-to-day organizational work.
	Better Learn Tech	Skill-specific training for backend, cloud, server/network, and other technical domains.
	Better PLUS	NHN's learning platform offering a wide variety of content to support employee growth.

### Onboarding Training

NHN operates structured onboarding programs to help new hires acclimate to the company and build essential competencies for their roles. Better OT provides an introduction to the company and its culture to support a smooth transition into the organization, while "Better Start" strengthens new employees' sense of loyalty, facilitates peer networking, and deepens understanding of how work is conducted across NHN affiliates. For technical positions, Better Start\_Tech equips technical hires with role-specific knowledge to accelerate onboarding. Additionally, NHN offers various networking support initiatives, such as Welcome Lunches and the Better Mate program, to ensure a stable adjustment to the new environment.

### Leadership Training

NHN offers regular leadership training to help team leaders make effective decisions through strong communication and problem-solving skills. These programs aim to enhance both organizational efficiency and employee satisfaction. For newly appointed leaders, NHN provides tailored training to ease the transition into their roles and ensure success. In 2024, workshops for new leaders covered topics such as understanding team members' work styles and personalities, as well as coaching and motivation techniques for employee development. These targeted initiatives help new leaders embrace their roles with clarity, confidence, and purpose.





## Topic 2. Human Capital Management

### Strategy

#### Job Training

NHN provides a wide range of training programs to enhance employees' professional capabilities. Through the Better Learn program, all employees receive common training focused on five core competencies—such as professional attitude, work ethic, and problem-solving skills—required in day-to-day tasks. In addition, customized job-specific training is offered according to each job group. The Better Learn Tech program, tailored for technical roles, features regularly scheduled in-house lectures led by instructors with strong domain expertise, providing hands-on technical education that is directly applicable to actual job responsibilities. The Better PLUS platform further supports self-directed growth by offering diverse online learning content. To further expand educational opportunities, NHN also collaborates with external training providers to deliver a wide variety of learning content. Employees are encouraged to freely choose and participate in courses aligned with their competencies and interests, promoting continuous development throughout their careers.

#### Job Training Program Performance

Category	Description	Training Field	Number of Courses	Participants (Duplicated)
Better Learn	General job competency training for non-technical roles	Job skills and core competencies (e.g., Figma, Phase, GA4, task automation, IT knowledge)	7 courses	243 participants
Better Learn Tech	Technical competency training for technical roles	Backend, frontend, cloud, server/network, security, game, programming, general technical topics	60 courses	629 participants
Better PLUS	Online learning platform	Business, marketing, design, strategy, office automation, development, programming (e.g., big data, AI)	435 courses (as of 2024)	148 participants

#### Better Seminar TECH

To enhance job-specific capabilities, NHN holds a series of technical seminars each year featuring external experts. In 2024, under the theme "Developing insights to lead technological innovation and future change," five seminars were held. In the 2024 Trend Korea for Tech Companies session, strategies tailored to the tech industry were shared, centered around the 10-keyword framework of DRAGON EYES. Another session titled "Humans in the Digital Age and the Future of IT Companies" explored the societal integration of AI in daily life and offered insights into the evolving role and value of humans in a tech-driven world.



#### 2024 Better Seminar TECH

Program Title	Date	Training Hours	Participants (persons)
2024 Trend Korea for Tech Companies	January 11, 2024	2	99
Risk Management Insights through Samsung Group Case Study	February 16, 2024	2	23
Humanity in the Digital Era and the Future of IT Companies – Why Our Brain Is Superior to AI	March 5, 2024	2	93
Three Major Functional Programming Languages: Clojure, Scala, and Haskell	April 3, 2024	2	21
Emotional AI in the Era of LLM	May 29, 2024	2	41
<b>Total</b>			<b>277</b>





## Topic 2. Human Capital Management

### Strategy



#### Self-Development Support Programs

In addition to formal job training programs, NHN operates a variety of self-development support programs. The company fully covers the cost of job-related external training through its external training support program and also provides opportunities for overseas technical training to keep employees informed of the latest global trends. Furthermore, NHN supports employees in obtaining job-related certifications by reimbursing 100% of exam fees, and offers a study support program that provides books necessary for group study sessions.

#### 2024 Self-Development Support Program Status

Category	Support Details
Online & Offline External Training Support	Supported a total of 440 training sessions
Study Support	44 study groups established / 178 participants supported
Certification Support	19 job-related certifications obtained
Overseas Technical Training Support	7 employees provided with overseas training opportunities

#### Study Groups

NHN actively encourages employees to voluntarily gather and share knowledge on job-related topics through study group activities. In 2023, NHN revamped its training system and established an internal platform that enables employees to independently plan and operate study groups. Participants are provided with book support and allowed to conduct study sessions during working hours under this institutional arrangement.

#### Certification Support

NHN supports all employees, including full-time, contractors and temporary workers, in acquiring certifications to enhance their expertise and competencies. When employees obtain certifications relevant to their job roles, the company provides full reimbursement for examination fees, thereby promoting the expansion of their professional capabilities.

#### In-house Digital Library

In 2021, NHN launched a digital library within its in-house library, Library Deep, allowing employees to easily borrow and read books. The system supports borrowing through mobile devices and PCs, offering convenient access to both physical books and e-books. As a result of this effort to foster a reading-friendly environment, NHN was selected as an "Outstanding Reading-Friendly Workplace" in the 2024 Korea Reading Management Awards hosted by the Ministry of Culture, Sports and Tourism.

#### 2024 Library Deep Usage Status

Category	Number of Users (persons)	Number of Checkouts (books)
Print Books	348	1,373
E-Books	876	6,883
Total (incl. duplicates)	1,224	8,256







## Topic 2. Human Capital Management

### Strategy

#### Work Culture

##### NHN's Way of Working: PLAY STYLE

NHN defines five unique PLAY STYLE values that embody the company's distinctive approach to work: Passion, Collaboration, Initiative, Perseverance, and Trust yourself. Each member is a PLAYER who contributes by collaborating to solve problems, creating a virtuous cycle of growth for both the individual and the company.

##### Passion

That is clearly defined and flexible, but not blind or obstinate, in pursuit of a goal



##### Collaboration

Where excellence meets excellence to transcend boundaries



##### Autonomy

That empowers you to take the initiative and unleashes your creative thinking at your own pace



##### Persistence

That forges solid skills with consistency and mastery with steadfastness



##### Trust Yourself

That fuels passion, collaboration, autonomy and persistence



##### Work Environment for Engagement and Collaboration

To support enhanced work efficiency, seamless collaboration, and self-development, NHN operates a flexible working system called Purple Time. Under this policy, employees may freely choose their working hours between 6 a.m. and 10 p.m. on weekdays, with no fixed core time or restrictions on minimum or maximum daily hours. Through Purple Time, employees can autonomously adjust their working hours each month within the total required hours. Any day set to zero working hours is officially designated as an "off day," allowing for formal rest. In addition, employees can voluntarily register break times for personal evening activities, such as dinner or fitness center use, promoting a self-directed balance between work and rest.



#### Inclusive Organizational Culture

##### WE! FAMILY

Each May, in celebration of Family Month, NHN holds the "WE! FAMILY" event to help employees create lasting memories with their families, friends, and colleagues. In 2024, for the first time in five years since the pandemic, employees' families were invited to the Play Museum for "WE! FAMILY: RUN-LEARN-RUN." The Play Museum was transformed into a "Play Stadium," offering interactive experiences such as game, refill stations, DIY soap-making, photo booths, and food zones for visiting families.

##### Games Week

NHN hosts Games Week to strengthen employees' game-oriented mindset and promote an engaging internal gaming culture. Held over five days in December 2024 at the Play Museum, the event featured a variety of programs, including a Game Jam (developing new game within a limited time), talent-sharing lectures, and a game tournament to crown the ultimate game master. In 2024, NHN PlayArt in Japan also hosted its first Games Week, making the event a cross-national celebration of gaming culture for both Korean and Japanese employees.

##### Employee Town Hall Meetings

NHN organizes regular town hall meetings attended by the CEO and senior executives to openly share the company's vision and management performance.

All employees, regardless of position, are encouraged to freely express their opinions, ask questions, and engage in open dialogue. These meetings serve as a valuable platform to build trust between leadership and employees. NHN will continue holding them regularly to foster alignment and mutual understanding throughout the organization.





## Topic 2. Human Capital Management

### Strategy

#### Welfare Program

NHN supports employees in improving their quality of life and fully engaging in their work through a variety of welfare programs. By analyzing the work and life cycle of its members, NHN offers tailored services to help employees lead healthier and more stable lives as part of the NHN community. With the exception of loan interest support, all welfare benefits are provided equally to all employees, including both regular and non-regular employees.

#### Meal Support

##### Breakfast

- A simple breakfast is provided to ensure employees don't skip meals during their busy daily routines

##### Lunch/Dinner

- Nutritious and well-balanced meals, including daily lunch boxes and healthy options, are prepared with care by professional nutritionists and chefs

##### Cafe

- Delicious coffee and beverages are served with care by professional baristas

##### Convenience Store

- A 24-hour unmanned on-site convenience store offers employee discounts

#### General Support

##### Loan Interest Support

- When employees need a large sum of money for reasons such as home purchase, lease, or rent, a certain amount of loan interest is subsidized to reduce their financial burden

##### Holiday Gifts

- A set amount of financial support is provided to help employees enjoy warm and meaningful holidays with their families

#### Work Support

##### Work Support Center

- A dedicated center provides convenient access to various office essentials—ranging from office automation (OA) support, parcel delivery and receipt, to internal company channels—so that employees can fully focus on their work

#### Rest

##### Veteran

- In recognition of long-term service, employees who have been with the company for 5 to 30 years are rewarded every 5 years with PAYCO points and a minimum of 5 days of special leave
- A commemorative plaque is also presented to recipients. In celebration of the company's 10th anniversary, the plaque was renewed using environmentally sustainable materials and methods

##### Refresh Leave

- Up to 10 days of long-term vacation support is provided to employees who have been promoted, allowing for adequate rest and recharging

##### Special Leave for Promotion to Full-Time Position

- Employees whose job titles have been changed to full-time positions are granted 3 days of special leave

##### Health Checkup Leave

- Paid leave is provided on the day of the health checkup to allow sufficient rest before and after the examination

##### Annual Leave

- An annual leave system is operated in 10-minute increments to allow for more efficient use of leave time

##### Other Leave

- A wide range of leave policies are in place, including family care leave, official leave, sick leave, maternity/paternity leave, miscarriage/stillbirth leave, family event leave, and special leave

##### Resort Facilities

- NHN provides access to exclusive resort facilities located throughout the country at affordable prices for employees

#### Commute Support

##### Transportation Expense Support

- Taxi fares are reimbursed for late-night commuting after 11 PM to ensure safety and comfort
- Taxi fares are also supported for early-morning commutes due to system maintenance or service disruptions
- Transportation costs are covered for system maintenance or service disruptions

##### Bicycle Parking

- A dedicated bicycle parking area is operated with professional maintenance services including inspection, repairs, and cleaning

#### Health Support

##### Infirmary

- An on-site infirmary is operated with a resident nurse to help employees maintain good physical condition at all times

##### Fitness Center

- A company gym with panoramic views is operated, featuring a track and resident professional trainers for employee workouts

##### Health Checkups

- Regular annual checkups are available, including basic and comprehensive exams. The comprehensive exams, provided every other year, are offered not only to employees but also to up to two family members
- For employees aged 40 and older and their parents, specialized diagnostic exams (advanced screenings) are provided

##### Accident Insurance

- Accident insurance covering diagnosis and actual medical expenses is provided, with benefits extended to employees' spouses and family members

##### Inmind Program (NHN's in-house mental wellness support initiative)

- To support mental health as well as physical health, anonymous professional counseling services are offered

### Risk Management

#### Human Resource Risk Management

##### Organizational Culture Review

NHN conducts an open review annually to gather feedback from employees on topics such as work direction and organizational culture. Based on the feedback collected, the company evaluates the working environment of each organization. This process not only helps identify and manage internal risks and opportunities, but also supports employees in finding meaning in their work and achieving personal growth. All responses are submitted anonymously, and the outcomes of discussions by responsible executives and departments are transparently shared with all employees. In the first half of 2024, the Organizational Culture Review revealed positive feedback including a fast and open feedback culture regardless of level, and satisfaction with career development supported by internal systems. It also surfaced areas for improvement such as the need to adjust roles and responsibilities (R&R) in some departments and interest in job rotation among team members.

##### Performance Evaluation and Feedback

NHN conducts annual individual performance reviews to evaluate employee achievements over the year. Feedback is collected from peers and both first- and second-line managers. The evaluation covers a wide range of criteria including performance, competencies, collaboration, and leadership. As all feedback is submitted anonymously, it allows for honest and constructive insights. Additionally, during "Feedback Week," employees and managers are encouraged to hold one-on-one in-person feedback sessions to enhance mutual understanding.

##### Compensation System

NHN strives to ensure employees are rewarded in a transparent and fair manner. The company adopts a non-fixed wage system (non-inclusive wage model), offering fair compensation based on individual performance. Tailored incentive schemes are also in place to reflect the nature of each business unit and service. All compensation decisions are made through a fair and reasonable process, subject to the resolutions and approvals of the Compensation Committee and the Global Human Resources Committee.





## Topic 2. Human Capital Management

### Metrics & Targets



#### Metrics

##### Recruitment & Turnover

Category			Unit	2022	2023	2024
Recruitment <sup>1)</sup>	Total New Hires		Persons	428	252	107
	Gender	Male	Persons	247	155	61
		Female	Persons	181	97	46
	Age Group	20s	Persons	174	105	57
		30s	Persons	195	119	44
		40s	Persons	54	22	6
		50 and above	Persons	5	6	0
	Total Resignees		Persons	194	180	177
Voluntary Turnover	Gender	Male	Persons	124	99	101
		Female	Persons	70	81	76
	Age Group	20s	Persons	37	36	38
		30s	Persons	112	104	94
		40s	Persons	43	37	40
		50 and above	Persons	2	3	5
Average Length of Service	All Employees		Years	3.9	4.8	5.6
	Gender	Male	Years	4.0	4.8	5.6
		Female	Years	3.9	4.7	5.6

1) Data for 2022–2023 has been revised due to error correction

##### Training Costs & Outcomes

Category			Unit	2022	2023	2024
Total Training Participants <sup>1)</sup>			Persons	1,711	1,742	1,587
Training Hours <sup>2)</sup>	Total Training Hours <sup>3)</sup>		Hours	27,214	32,762	22,158
	Training Hours per Person <sup>4)</sup>		Hours	16	19	14
Training Costs <sup>5)</sup>	Total Training Expenses <sup>6)</sup>		KRW million	406	482	403
	Training Investment per Person <sup>7)</sup>		KRW	237,248	276,678	253,918

1) Data for 2022–2023 has been recalculated due to revised calculation criteria (Applies to all employees, including full-time, contractors, and temporary workers)

2) Total includes internal onboarding, leadership, job training, seminars, and external training hours

3) 2023 data revised due to error correction

4) Recalculated based on revised criteria for total participants in 2022–2023

5) Includes internal training, support programs, LMS, and other training-related expenses

6) 2023 data revised due to error correction

7) Recalculated based on revised criteria for total participants in 2022–2023

##### Training Satisfaction Survey Results<sup>1)</sup>

Category	Unit	2022	2023	2024
Onboarding	Points	3.9	3.9	3.7
Leadership	Points	3.8	3.6	3.7
Job-Specific Training	Points	-	3.6	3.6
Team Building	Points	3.9	4.0	3.7

1) Based on a 4-point scale





## Topic 3. Human Rights Management

### Approach

Respect for human rights is a fundamental ethical principle in corporate management and a cornerstone of sustainable business. NHN upholds respect for human rights as a core value and is committed to safeguarding the rights of all stakeholders. To this end, NHN has established a comprehensive human rights management system grounded in international standards and principles, and is actively implementing company-wide initiatives including risk identification and prevention, education and awareness, and diversity enhancement. Moving forward, NHN will continue to promote a healthy corporate culture in which everyone is respected, and fulfill its responsibilities in building a sustainable society through steadfast human rights management.



### 2024 Highlights

- + **Conducted First Human Rights Impact Assessment**  
Completed the company's first human rights impact assessment and began implementing follow-up improvements
- + **Revised the NHN Human Rights Management Charter**  
Strengthened respect for human rights by revising the NHN Human Rights Management Charter
- + **Launched Human Rights Training**  
Delivered the first human rights training to employees in human rights-related departments
- + **Enhanced Accessibility to the Human Rights Grievance Handling Process**  
Renewed the With-U grievance and counseling channel and introduced one-on-one anonymous chat functionality







## Topic 3. Human Rights Management

### Governance

#### Human Rights Management System

NHN has established a systematic framework to foster a culture of respect for human rights and to prevent potential human rights risks across all areas of its business operations. The ESG Committee serves as the highest decision-making body for human rights matters, reviewing relevant risks and making key decisions. Major issues are reported to the Board of Directors. NHN also operates a company-wide governance system for human rights by collaborating with a dedicated ESG team and relevant departments to assess, respond to, and monitor human rights risks.

#### Human Rights Governance System



#### NHN Human Rights Management Charter

NHN complies with international human rights principles such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the Ten Principles of the UN Global Compact, and the OECD Guidelines for Multinational Enterprises, as well as applicable domestic laws and regulations. In accordance with these principles, NHN has revised and adheres to the NHN Human Rights Management Charter. The Charter publicly outlines its scope of application, guiding principles, human rights risk management framework, and grievance resolution procedures. NHN encourages all stakeholders—including employees, suppliers, and business partners—to uphold and implement the Charter in their business relationships.



### Strategy

#### Identification of Risks and Opportunities

To protect the human rights of all stakeholders, including employees, NHN identifies risks and opportunities related to human rights and establishes measures to respond effectively. Based on this approach, NHN aims to prevent human rights violations, promote a fair working environment, and fulfill its social responsibilities.

Category	Risk and Opportunity Factors	Period	Potential Impact	Response Strategy
Risk	Strengthened human rights-related laws and regulations	· Medium term · Long term	· Legal risks due to noncompliance with domestic and international human rights laws and global guidelines	· Ensure compliance with applicable human rights regulations and international guidelines · Provide human rights training for relevant departments
	Human rights violations involving internal and external stakeholders	· Short term · Medium term · Long term	· Undermining healthy organizational culture due to human rights issues · Operational disruption and increased management costs caused by supply chain violations · Indirect discrimination and customer dissatisfaction due to limited accessibility for digitally marginalized groups	· Conduct training on workplace harassment prevention and disability awareness · Operate grievance counseling channels · Conduct ESG evaluations of suppliers to identify and mitigate human rights risks
	Changes in labor environment and weakening labor-management relations	· Short term · Medium term · Long term	· Decreased efficiency and intensification of conflicts due to labor disputes	· Address labor grievances and issues through official channels and procedures
	Strengthening the human rights framework and enhancing policy effectiveness	· Short term · Medium term · Long term	· Strengthened human rights governance and increased stakeholder trust through internal and external disclosure	· Communicate our commitment by revising the NHN Human Rights Management Charter · Disclose human rights impact assessment results to employees and stakeholders
Opportunity	Reinforcing human rights due diligence	· Short term · Medium term · Long term	· Prevent potential risks and minimize legal liabilities	· Conduct regular human rights impact assessments to identify and address risks
	Enhancing workforce diversity	· Short term · Medium term · Long term	· Increased creativity and productivity through inclusive corporate culture · Enhanced innovation and value creation through diverse perspectives and backgrounds	· Operate family-friendly and maternity protection programs to support work-life balance · Operate NHN Good Friends, a standard workplace for persons with disabilities

\* Short term refers to 1–3 years, mid-term to 3–5 years, and long term to more than 5 years





## Topic 3. Human Rights Management

### Strategy



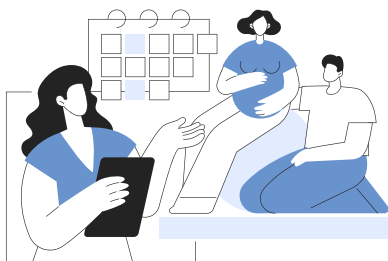
#### Response Activities

##### Diversity and Inclusion

NHN strictly prohibits discrimination in recruitment, promotion, and training based on factors unrelated to job capabilities, such as age, gender, background, or disability. Under the principle of respecting individuals' diverse backgrounds and values, we are committed to fostering diversity and inclusion across various areas, including work-life balance, women's job security, and employment of persons with disabilities. We implement various initiatives to ensure that all employees can work in a safe and respectful environment.

##### Maternity Protection Programs

NHN provides various maternity and family support systems aligned with employees' life stages—from pregnancy and childbirth to childcare. Pregnant employees are entitled to up to two hours of reduced working hours per day throughout their pregnancy. In 2023, we introduced "Paternity Leave for Prenatal Checkups," ensuring that both male and female employees can benefit from related leave policies. As a result of these efforts, NHN has continuously held its Family-Friendly Company certification by the Ministry of Gender Equality and Family since 2016.



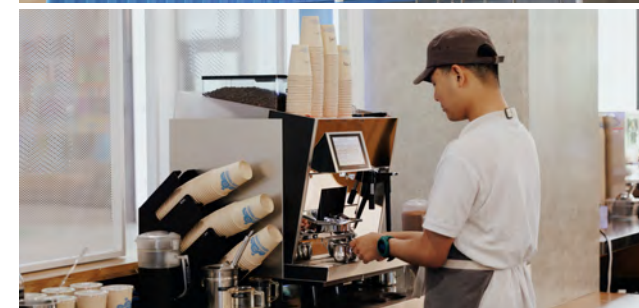
##### Maternity Protection Programs Across Life Stages

Pregnancy	Childbirth	Childcare
<ul style="list-style-type: none"><li>• Infertility leave</li><li>• Leave for prenatal checkups</li><li>• Reduced working hours during pregnancy</li><li>• Pregnancy care kit</li><li>• Paternity leave for prenatal checkups</li></ul>	<ul style="list-style-type: none"><li>• Maternity leave</li><li>• Gift for childbirth</li><li>• Miscarriage/stillbirth leave</li><li>• Paternity leave for childbirth</li><li>• Miscarriage/stillbirth leave for spouses</li></ul>	<ul style="list-style-type: none"><li>• Reduced working hours during childcare</li><li>• Breastfeeding room (Moja-Yuchinbang)</li><li>• Company daycare center</li><li>• Gift for child school entry</li></ul>
<ul style="list-style-type: none"><li>• <b>Leave for Prenatal Checkups:</b> 15 days of paid leave (8 hours per day) for pregnant employees</li><li>• <b>Paternity Leave for Prenatal Checkups:</b> Up to 7 days of paid leave for employees whose spouse is pregnant</li><li>• <b>Reduced Working Hours During Pregnancy:</b> Up to 2 hours per day of paid reduced hours during the full pregnancy (weeks 1–40)</li><li>• <b>Additional Miscarriage/Stillbirth Leave:</b> 5 extra days of paid health leave per year in addition to legal entitlements</li><li>• <b>Breastfeeding Room (Moja-Yuchinbang):</b> Space and supplies for nursing employees to pump breast milk comfortably</li><li>• <b>Company Daycare Center:</b> Joint workplace childcare facility operated in collaboration with a certified childcare provider</li><li>• <b>Gift for Child School Entry:</b> Gifts provided by the company for employees' children entering elementary, middle, high school, or university, in celebration of family milestones</li></ul>		

##### Standard Workplace for Persons with Disabilities:

##### NHN Good Friends

NHN was the first company in Pangyo Techno Valley to establish a subsidiary-type standard workplace for persons with disabilities. Through NHN Good Friends, launched in 2016, we support the economic independence and social participation of people with disabilities. The initiative began with Good Friends Cafe and expanded to include a grocery mart in 2020. We provide job training, onboarding support, and grievance counseling to help new employees adjust. As of the end of 2024, the number of employees grew from 10 at its inception to 18.







## Topic 3. Human Rights Management

### Strategy



#### Human Rights Promotion Programs

NHN is committed to protecting the fundamental rights and dignity of its employees and operating a range of programs to promote human rights across the organization. To ensure that all employees feel supported, the company has established multiple grievance channels where concerns can be raised safely and confidentially. These systems help employees navigate psychological challenges and foster a healthier, more respectful workplace culture.

#### Grievance Handling System

NHN runs a grievance handling system that enables all stakeholders to report and consult on human rights violations safely and promptly. The system consists of two channels: With-U, an internal counseling platform for

NHN employees, and Business Ethics Counseling Center, which is open to both internal and external stakeholders. Through these channels, anyone—including employees and business partners—can confidentially report or consult on human rights-related issues. NHN strictly protects whistleblower anonymity and safety during the reporting and handling process, and ensures that no disadvantage or discrimination occurs as a result of reporting. Follow-up monitoring is also conducted to prevent secondary harm, reinforcing a sustainable and effective protection system. In 2024, NHN further improved the accessibility and usability of its grievance system by introducing a one-on-one anonymous chat function.

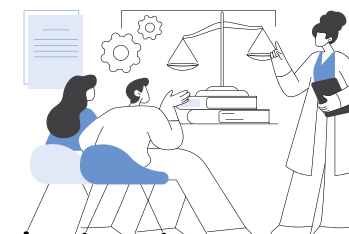
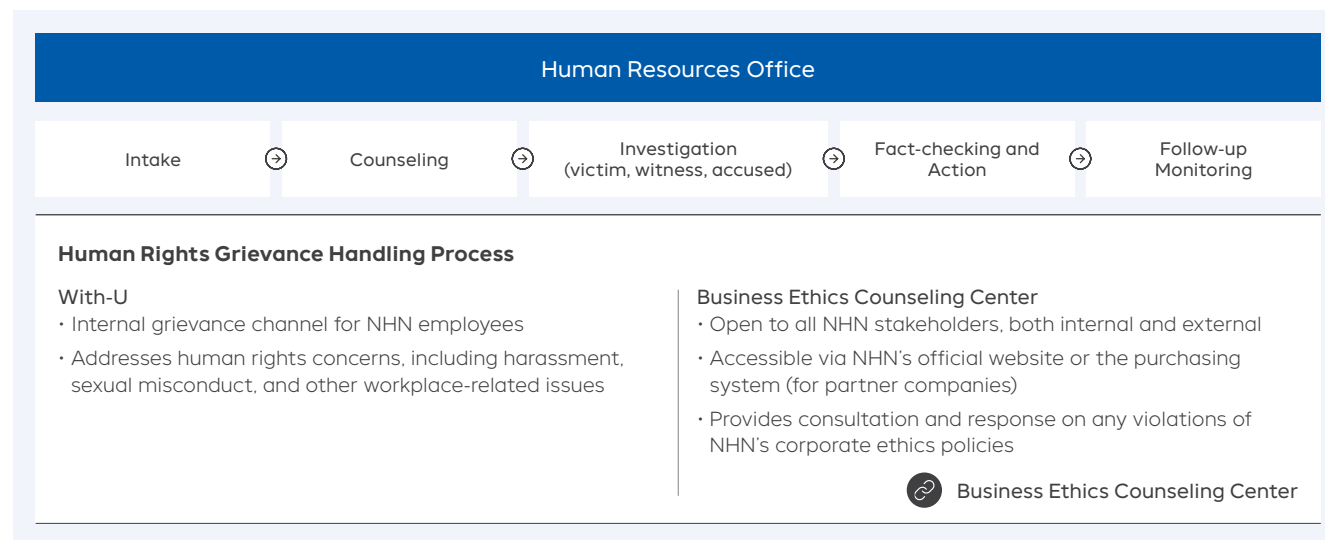
#### Prevention of Workplace Harassment and Sexual Harassment

NHN conducts annual surveys to prevent workplace harassment and sexual harassment, and to build a healthy organizational culture. Survey results are used to assess awareness and identify effective preventive actions. Employee feedback is actively incorporated to improve policies. Based on employee requests, NHN regularly offers training on: workplace harassment prevention, sexual harassment prevention, and disability awareness. These efforts support the broader goal of building a culture of respect for human rights.

#### Human Rights Training for Employees

In 2024, NHN launched its first targeted human rights training for employees in high-impact departments. The sessions, led by external human rights experts, covered essential topics such as the significance of human rights in business, NHN's overarching human rights policy, and practical implementation strategies. The training deepened participants' understanding and improved their capabilities in applying human rights principles in their day-to-day work. NHN plans to expand these sessions to a broader employee base to reinforce a culture of awareness and accountability.

#### Human Rights Grievance Handling Process







## Topic 3. Human Rights Management

### Risk Management



#### Human Rights Risk Management

NHN has established and operates a structured human rights risk management framework to identify human rights issues across its business activities and minimize potential risks. This framework encompasses the identification of both internal and external risks, the implementation of human rights impact assessments, the development of mitigation plans, and the reporting of outcomes to the Board of Directors. The human rights impact assessment process consists of two key components: an internally developed checklist based on customized evaluation criteria and a stakeholder survey designed to assess the severity and likelihood of identified risks. By integrating these assessment tools, NHN is able to proactively manage human rights risks and continuously enhance its capacity to respect human rights throughout the organization.

#### Human Rights Risk Management Process

##### STEP 1.

##### Identification of Human Rights Risks



- Identify human rights issues and risks that may affect stakeholders by analyzing international standards, NHN's business operations and value chain, and industry peers
- Develop internal evaluation criteria based on the identified issues and risks
- Identify vulnerable stakeholder groups for each issue (e.g., employees, business partners, users, local communities, investors)

##### STEP 2.

##### Human Rights Impact Assessment



- Conduct internal assessments using checklists and interviews with relevant departments
- Evaluate the severity and likelihood of risks through stakeholder surveys
- Prioritize risks based on assessment results

##### STEP 3.

##### Action Plan and Board Reporting

- Develop action and mitigation plans for high-priority risks and vulnerable areas
- Report assessment results and management plans to the ESG Committee under the Board of Directors
- Monitor implementation and outcomes of mitigation measures

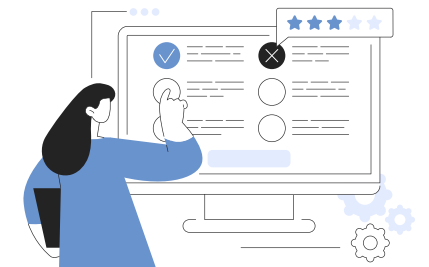
#### Human Rights Impact Assessment

##### Human Rights Impact Assessment Checklist

NHN developed a human rights impact assessment checklist to review its policies, systems, and practices. The checklist includes 148 evaluation items across 13 areas, reflecting international standards such as those from the OECD, UNGP, UNGC, and ILO, as well as NHN's business-specific characteristics. In 2024, NHN collaborated with external experts to conduct document-based evaluations and interviews with relevant departments to identify human rights risks.

##### Stakeholder Survey

In addition to the checklist, NHN conducts stakeholder surveys to identify potential human rights risks and determine priority issues. The survey targets key stakeholder groups defined by NHN—employees, users, investors, business partners, local communities, and ESG professionals—and evaluates the severity and likelihood of each issue. This integrated approach allows NHN to effectively identify and address human rights risks that require improvement.







## Topic 3. Human Rights Management

### Risk Management

#### Human Rights Impact Assessment Results

In the 2024 human rights impact assessment, NHN recorded an overall compliance rate of 93.2%, confirming that the company's Human Rights Management System and activities are generally well established. However, areas for improvement were identified in Establishing a Human Rights Management, Consumer Human Rights Protection, and Responsible Supply Chain Management. These findings highlighted the need to enhance not only internal systems but also external stakeholder protection efforts. NHN is working with relevant departments to develop detailed action plans and is implementing improvements in stages.

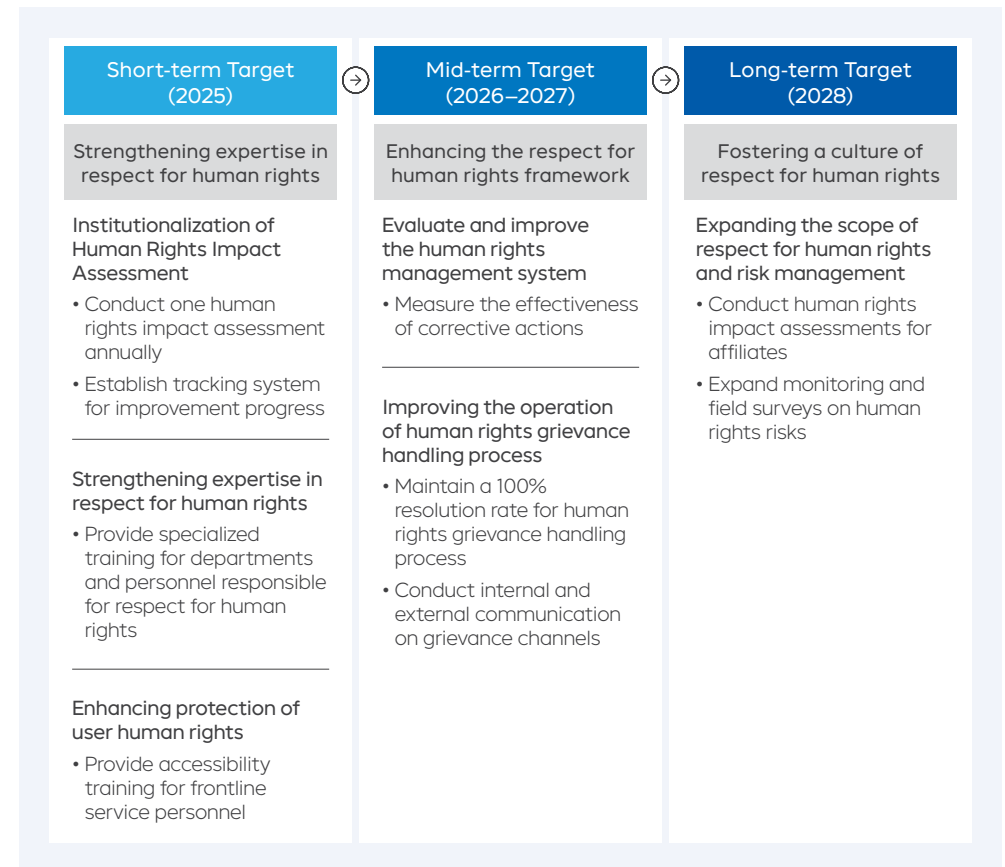
#### Improvement Tasks And Actions From The Human Rights Impact Assessment

Category	Improvement Task	Action Taken	Vulnerable Stakeholders
Establishing a Human Rights Management	Advancing the respect for human rights framework	Revised the respect for human rights policy	Employees, users, investors, business partners, local communities
		• Developed a comprehensive policy document including the human rights impact assessment process, grievance reporting channels, and procedures	
		• Established management principles for major risk factors (e.g., prohibition of forced labor, discrimination, and workplace harassment)	
		Provided training on respect for human rights for relevant departments	Employees
	Establishing a regular human rights assessment process	Defined assessment cycles and procedures within the respect for human rights policy	Employees, users, investors, business partners, local communities
Consumer Human Rights Protection	Enhancing consumer accessibility	Planned accessibility training for design and development roles to ensure accessibility considerations in web and service development	Users
Responsible Supply Chain Management	Preventing human rights violations in the supply chain	Identified and addressed human rights risks through ESG evaluation of suppliers	Business partners

### Metrics & Targets

#### Targets

#### Human Rights Roadmap







## Topic 3. Human Rights Management

### Metrics & Targets



#### Metrics

##### Parental Leave

Category		Unit	2022	2023	2024
Number of parental leave takers <sup>1)</sup>	Male	Persons	7	8	11
	Female	Persons	27	28	22
Number of returnees from parental leave <sup>2)</sup>	Male	Persons	4	7	9
	Female	Persons	27	17	25
Parental leave return rate <sup>3)</sup>	Male	%	100	100	100
	Female	%	100	85	100
Number of employees retained after return from parental leave <sup>4)</sup>	Male	Persons	1	2	5
	Female	Persons	11	17	13

1) Number of employees who took parental leave during the reporting period

2) Number of employees who returned from parental leave during the reporting period

3)  $(\text{Number of employees who returned from parental leave during the reporting period} \div \text{Number of employees whose leave ended during the same period}) \times 100$

4) Number of employees who returned from parental leave in the previous reporting period and remained employed for at least one year

##### Human Rights Grievance Handling Process

Category	Unit	2022	2023	2024
Number of human rights-related reports <sup>1)</sup>	Cases	2	6	4
Resolution rate of human rights-related reports	%	100	100	100

1) Number of reports received through With-U and the Business Ethics Counseling Center

##### Female employees<sup>1)</sup>

Category	Unit	2022	2023	2024
Percentage of female employees <sup>2)</sup>	%	37.5	36.7	36.9
Percentage of female new hires <sup>3)</sup>	%	42.3	38.5	43.0
Percentage of female managers <sup>4)</sup>	%	31.0	30.7	30.6

1) Based on domestic workforce only

2) Data for 2022–2023 recalculated due to change in calculation method

3) Data for 2022–2023 corrected due to error adjustment

4) Data for 2022–2023 recalculated based on revised criteria (team leaders and above; executives excluded)

##### Workplace Harassment Prevention Education

Category	Unit	2022	2023	2024
Number of participants assigned to education <sup>1)</sup>	Persons	299	380	308
Number of participants who completed education	Persons	271	364	280
Education completion rate	%	91	96	91

1) Targeted at team leaders, including part leads

##### Sexual Harassment Prevention And Disability Awareness Education

Category	Unit	2022	2023	2024
Number of participants assigned to education <sup>1)</sup>	Persons	1,706	1,928	1,536
Number of participants who completed education	Persons	1,706	1,928	1,536
Education completion rate	%	100	100	100

1) Based on the number of employees employed at the time of education



## Topic 4. Climate Action

### Approach

Climate change and other environmental challenges have become core elements of corporate strategy, transcending traditional notions of social responsibility. NHN is proactively responding by building a robust environmental management system and enterprise-wide governance framework to systematically address climate-related risks. Pursuing environmentally sustainable business models is a key factor in gaining the trust of stakeholders—including users, investors, and employees. Accordingly, NHN is committed to continuously and transparently disclosing major initiatives related to environmental management.

### 2024 Highlights

- + Awarded the Minister of Environment's Green Management Excellence Prize**  
 Recognized as an exemplary company for transparency in environmental disclosure under green management criteria
- + Average data center PUE: 1.3**  
 Achieved efficient energy management at NCC and the National AI Data Center (as of 2024)
- + GHG emissions reduced by 14,777 tons**  
 Reduced greenhouse gas emissions through environmentally sustainable paperless services (as of 2024)
- + Expanded Scope 3 emissions accounting**  
 Enhanced GHG emissions management by expanding Scope 3 categories from 9 to 10







## Topic 4. Climate Action

### Governance

#### Climate Action Management System

NHN has established a governance framework centered on its highest decision-making body—the ESG Committee—to effectively address climate-related risks and opportunities. The ESG Committee, which oversees all aspects of environmental management, convenes quarterly to review and approve major environmental policies, including climate action strategies, and to determine the overall direction of related initiatives. The CEO, as the highest authority on environmental management, is responsible for setting business strategies in response to key issues and making final decisions on material matters.

The ESG Management Promotion Office establishes short- and mid-to-long-term climate action plans based on NHN's environmental roadmap and manages performance outcomes. Additionally, the company regularly identifies climate-related risks and opportunities and conducts materiality assessments, the results of which are reported to both the CEO and the ESG Committee to support effective decision-making.

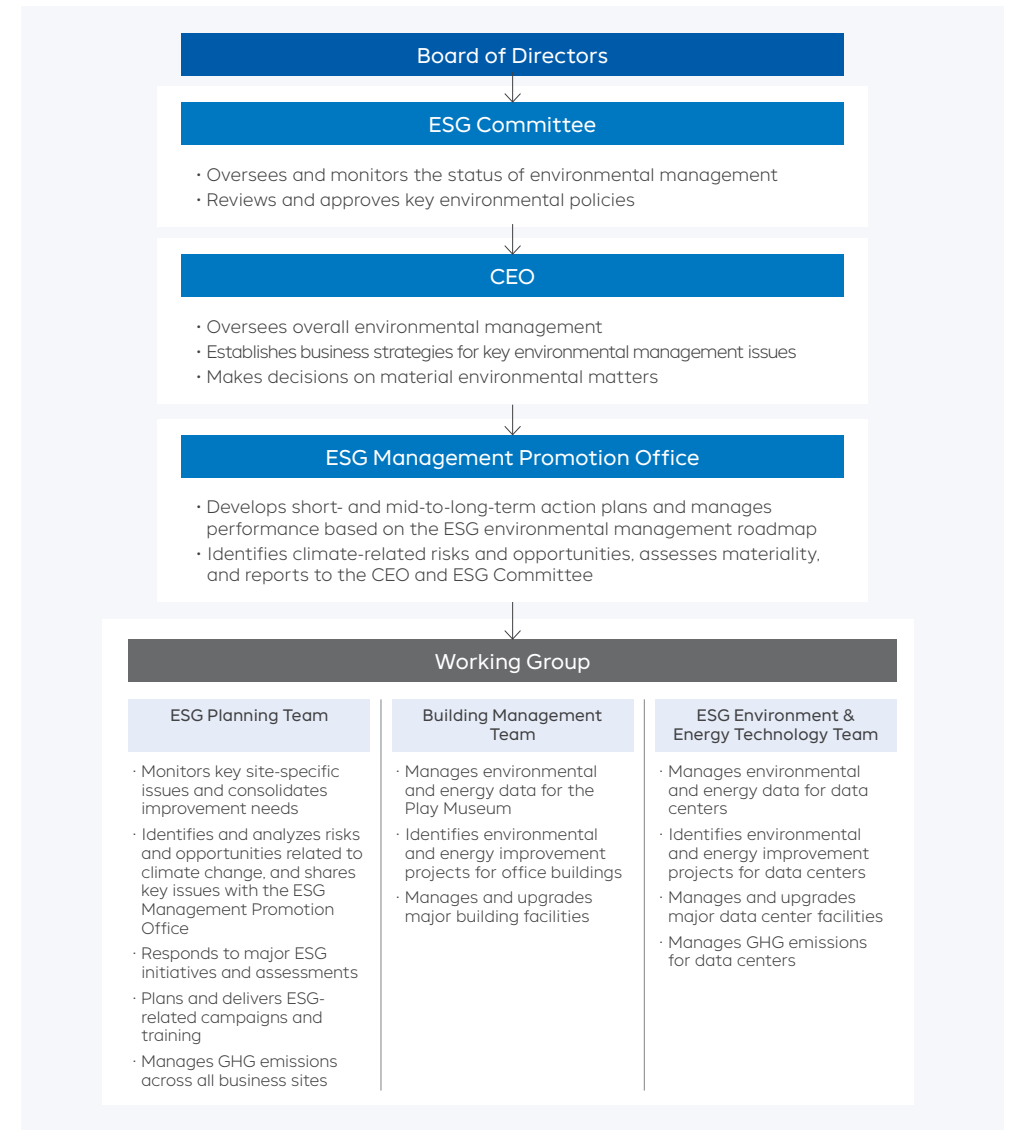
#### Key Climate-related Agenda Items Discussed by the ESG Committee

Date	Key Agenda Items
April 3, 2024	Report on Carbon Disclosure Project (CDP) participation results
	Report on environmental KPI operation plan
June 21, 2024	Establishment of 2024 environmental and energy targets
September 30, 2024	Proposal for internal carbon pricing system
	Report on declaration of support for TCFD and publication of report
December 27, 2024	Report on 2024 ESG management performance and evaluation results

#### Climate-related KPI for Environmental Executive in Charge

Category	Priorities
Quantitative target (50%)	• Low-carbon and environmentally sustainable operation of Play Museum
Qualitative target (50%)	• Implementation of equipment efficiency improvement initiatives • Compliance with environmental laws and regulations

#### Climate Action Governance







## Topic 4. Climate Action

### Strategy



#### Identification of Risks and Opportunities

NHN identified climate-related risks and opportunities that could affect its operations, based on the IFRS S2 requirements aligned with the TCFD recommendations and by reviewing peer industry responses. For each identified factor, scenario analysis incorporating both physical and transition risks was conducted to assess the likelihood and impact. Through this process, NHN has evaluated the potential financial impact of climate change on its business and value chain and derived priorities based on a materiality assessment. The results have been reflected in NHN's climate response strategies, which will be implemented systematically to proactively address climate change.

#### Scenario Analysis Scope

Given NHN's core focus on digital businesses such as cloud, game, and payment, the company is particularly sensitive to electricity supply and data infrastructure stability. Reflecting this business nature, NHN selected its headquarters building "Play Museum" in Sampyeong-dong, Bundang-gu, Seongnam-si, and its data center "NCC" as the primary sites for climate scenario analysis.

### Applied Scenarios

#### Transition Scenarios

##### IEA Scenarios

To analyze transition risks, NHN applied GHG reduction scenarios provided by the International Energy Agency (IEA) and the Science Based Targets initiative (SBTi). The analysis focused primarily on IEA 1.5DS (1.5°C scenario) and IEA 2DS (2°C scenario), incorporating Korea's Nationally Determined Contributions (NDC) and decarbonization pathways set by peer companies to conduct both quantitative and qualitative assessments for NHN.

#### Physical Scenarios

##### IPCC SSP Scenarios

To assess physical risks, NHN leveraged IPCC's Shared Socioeconomic Pathways (SSP), a globally recognized climate scenario framework. These scenarios (SSP1 through SSP5) model future climate outcomes based on varying degrees of socioeconomic development and emissions trajectories. Each scenario projects varying levels of temperature rise, precipitation, heatwave frequency, and sea level rise. Considering that high-density server infrastructure such as data centers is structurally vulnerable to climate risks, NHN used four scenarios (SSP1-2.6 to SSP5-8.5) to assess the probability of physical risk occurrences and their potential impact on business operations.

Category	Description	Projected Temperature Rise (by 2100)
SSP 1-2.6	Low-carbon scenario with sustainable socioeconomic development	+ 1.9°C
SSP 2-4.5	Intermediate scenario with moderate climate mitigation and socioeconomic growth	+ 3°C
SSP 3-7.0	Scenario with high vulnerability due to uneven development and institutional barriers	+ 4.3°C
SSP 5-8.5	High-carbon scenario driven by fossil fuel-based economic growth with no climate policy	+ 5.2°C







## Topic 4. Climate Action

### Strategy

#### Materiality Assessment and Scenario Analysis

##### Transition Risks and Opportunities

In accordance with IFRS S2, based on the recommendations of the TCFD, NHN identifies climate-related transition risks and opportunities. Transition risks are classified into four categories: policy, technology, market, and reputation. Opportunities are evaluated across five areas: energy sources, products and services, market, resource efficiency, and resilience. A materiality assessment is then conducted for each identified factor, and specific response measures are established for those with higher priority.

##### Physical Risks

NHN identifies physical climate risks based on the geographic characteristics and business relevance of its key sites. These risks are categorized into acute and chronic factors. The materiality assessment evaluates both the likelihood and potential impact of each factor using IPCC's SSP scenarios and peer industry benchmarks to determine priority.

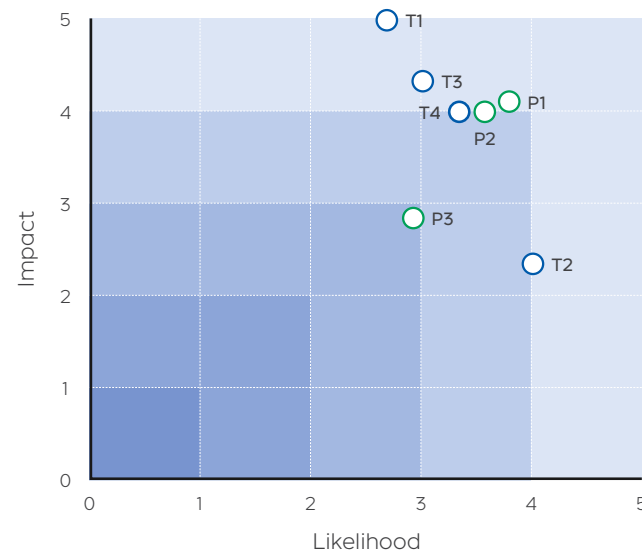
##### Physical Climate Risk Factors

- ☑ **Acute:** Humidity, typhoons, heavy snow, torrential rain, heatwaves, cold waves
- ☑ **Chronic:** Rising average temperatures, sea level rise

NHN assesses the materiality of physical and transition risks and opportunities by distinguishing between short-term and long-term impacts. Likelihood refers to the probability of occurrence across NHN's business operations, while impact represents the extent and severity of influence on the business.

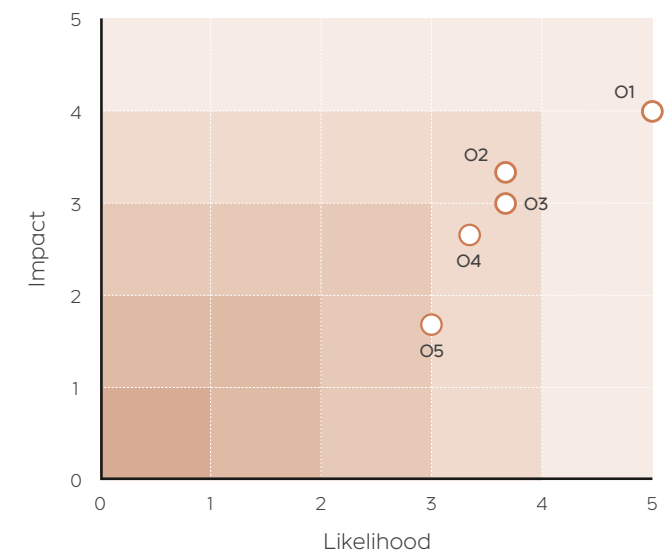
#### Analysis of Key Risks and Opportunities

##### Risk Analysis



No	Category	Risk Factor
T1	Policy	Strengthening of carbon regulations and climate disclosure standards
T2	Technology	Increased R&D costs for implementing high-efficiency, low-carbon data center technology
T3	Market	Changes in user preferences
T4	Reputation	Increased reputational risk due to insufficient climate disclosure
P1	Acute	Heatwaves
P2	Acute	Typhoons and torrential rain
P3	Chronic	Rising average temperatures

##### Opportunity Analysis



No	Category	Opportunity Factor
O1	Energy Source	Expansion of on-site renewable energy
O2	Products & Services	Expansion of low-carbon services
O3	Market	Entry into new markets through environmentally sustainable portfolios
O4	Resource Efficiency	Expansion of renewable energy use and operation of environmentally sustainable data centers
O5	Resilience	Response to climate risks through diversification of technology and infrastructure





## Topic 4. Climate Action

### Strategy



#### Key Risk Factors

Category	No	Type	Opportunity Factor	Time Frame			Potential Financial Impact	Response Strategy & Plan
				Short term	Mid term	Long term		
Transition Risks	T1	Policy	Strengthening of carbon regulations and climate disclosure standards	●	●	●	<ul style="list-style-type: none"><li>Increased costs for renewable energy purchases</li><li>Potential fines for non-compliance with regulations and disclosure standards</li><li>Rising compliance and disclosure costs</li></ul>	<ul style="list-style-type: none"><li>Consider establishing a GHG reduction roadmap in anticipation of long-term emissions growth</li><li>Run GHG emission simulations based on carbon regulation scenarios</li><li>Monitor domestic and international disclosure requirements and respond accordingly</li></ul>
	T2	Technology	Increased R&D costs for implementing high-efficiency, low-carbon data center technology	○	●	●	<ul style="list-style-type: none"><li>Increased capital investment and innovation costs</li></ul>	<ul style="list-style-type: none"><li>Operate energy-efficient data centers with a PUE target of 1.2–1.3</li></ul>
	T3	Market	Changes in user preferences	●	●	●	<ul style="list-style-type: none"><li>Potential loss of users and sales decline if demand for low-carbon products/services is unmet</li><li>New investment required for sustainable service development</li></ul>	<ul style="list-style-type: none"><li>Provide paperless services (e.g., Payco e-meal tickets, e-document inbox, NHN EDU mobile parent notice service)</li><li>Launch user-driven environmental campaigns</li></ul>
	T4	Reputation	Increased reputational risk due to insufficient climate disclosure	●	●	●	<ul style="list-style-type: none"><li>Lower ESG ratings and reduced investor trust</li><li>Decreased brand preference and sales</li></ul>	<ul style="list-style-type: none"><li>Disclose climate-related actions aligned with TCFD and IFRS S2</li><li>Operate ESG Committee-led climate risk response framework</li><li>Participated in 2024 CDP and earned a 'B' rating</li></ul>
Physical Risks	P1	Acute	Heatwaves	●	●	●	<ul style="list-style-type: none"><li>Increased cooling and electricity costs for data centers and buildings</li><li>Reduced employee efficiency and productivity, leading to potential revenue loss</li></ul>	<ul style="list-style-type: none"><li>Improve cooling efficiency and advance energy-saving technologies for data centers</li><li>Conduct pre-checks and build contingency manuals for extreme heat</li><li>Implement BEMS (Building Energy Management System)</li></ul>
	P2	Acute	Typhoons and torrential rain	●	●	●	<ul style="list-style-type: none"><li>Recovery costs due to infrastructure damage</li><li>Sales loss from service disruptions</li></ul>	<ul style="list-style-type: none"><li>Review site selection and improve equipment design</li><li>Establish pre-inspection and emergency response procedures</li></ul>
	P3	Chronic	Rising average temperatures	●	●	●	<ul style="list-style-type: none"><li>Higher cooling and electricity costs for data centers and buildings</li><li>Increased operational and technology investment for long-term climate adaptation</li></ul>	<ul style="list-style-type: none"><li>Build high-efficiency, environmentally sustainable data centers</li><li>Consider establishing mid- to long-term energy strategies and target management process</li><li>Conduct scenario analysis and monitor long-term risks</li></ul>

#### Key Opportunity Factors

Category	No	Type	Opportunity Factor	Time Frame			Potential Financial Impact	Response Strategy & Plan
				Short term	Mid term	Long term		
Opportunities	O1	Energy Source	Expansion of on-site renewable energy	●	●	●	<ul style="list-style-type: none"><li>Reduced energy price volatility improves cost predictability</li><li>Lower procurement costs for renewable energy</li></ul>	<ul style="list-style-type: none"><li>Install solar power facilities at NCC (data center)</li><li>Considering additional on-site renewable energy generation facilities</li></ul>
	O2	Products & Services	Expansion of low-carbon services	●	●	●	<ul style="list-style-type: none"><li>Increased sales due to growing demand for environmentally sustainable products and services</li></ul>	<ul style="list-style-type: none"><li>Review expansion of paperless services</li><li>Plan user-driven environmental campaigns linked to affiliate services</li></ul>
	O3	Market	Entry into new markets through environmentally sustainable portfolios	●	●	●	<ul style="list-style-type: none"><li>New revenue from emerging markets driven by sustainable service offerings</li><li>Enhanced market value through green branding</li></ul>	<ul style="list-style-type: none"><li>Explore development of AI/ICT-based environmentally sustainable services</li></ul>
	O4	Resource Efficiency	Expansion of renewable energy use and operation of environmentally sustainable data centers	●	●	●	<ul style="list-style-type: none"><li>Improved operational efficiency and profitability</li><li>Reduced electricity and operating costs</li></ul>	<ul style="list-style-type: none"><li>Review improvements in PUE and expansion of renewable energy usage</li></ul>
	O5	Resilience	Response to climate risks through diversification of technology and infrastructure	●	●	●	<ul style="list-style-type: none"><li>Minimized revenue loss through faster incident recovery during climate-related disruptions</li><li>Increased trust and revenue from stable operations</li></ul>	<ul style="list-style-type: none"><li>Consider Disaster Recovery (DR) systems to ensure business continuity</li><li>Obtain ISO 22301 Business Continuity Management System certification</li></ul>

\* Short term = by 2026, Mid-term = 2027–2030, Long term = 2031–2050





## Topic 4. Climate Action

### Strategy



#### Response Activities

##### Energy Efficiency Management

###### NHN Cloud Center (NCC)

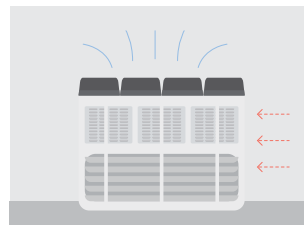
NHN operates NCC, an eco-friendly urban data center developed using its proprietary technology. NCC employs an indirect adiabatic cooling system and a Building Energy Management System (BEMS) to optimize energy use. To maximize cooling efficiency, it uses a containment system that separates cold and hot aisles, creating a sealed environment, and has implemented modular server rooms designed to align with IT equipment life cycles. Custom-developed racks with adjustable width have also been applied, enabling both high energy efficiency and high-density operations. In addition, NHN has installed mist spray units to lower incoming air temperatures and replaced fluorescent lighting in the generator room with LEDs to further reduce power consumption. These efforts resulted in a carbon emissions reduction of approximately 2,067 tCO<sub>2</sub>eq in 2024. NCC also maintained an impressive Power Usage Effectiveness (PUE) of 1.32 that year.



###### National AI Data Center

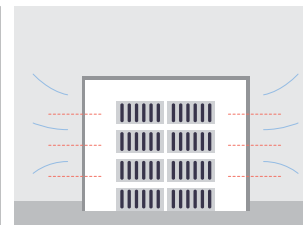
NHN's National AI Data Center was built with a design focused on improving energy efficiency. To cool the server rooms, wall-mounted air conditioning systems were installed on both sides of the data halls, providing airflow equivalent to 292 household fans per cubic meter, creating a high-performance cooling environment. Like NCC, the center also adopted containment systems that separate cold and hot aisles to maximize cooling efficiency. Additionally, a unit-level monitoring system was implemented through integrated SI (System Integration) to manage all facilities and energy usage within the center. An Energy Storage System (ESS) has been installed to suppress peak power usage and utilize off-peak electricity. These optimization efforts enabled the National AI Data Center to achieve a PUE of 1.294 in 2024.

##### Energy-Efficient Design in Data Centers



###### Adiabatic Cooling

- Technology that lowers air temperature supplied to condensers by using the latent heat of water evaporation
- Maximizes pre-cooling effects
- Saves both water and energy



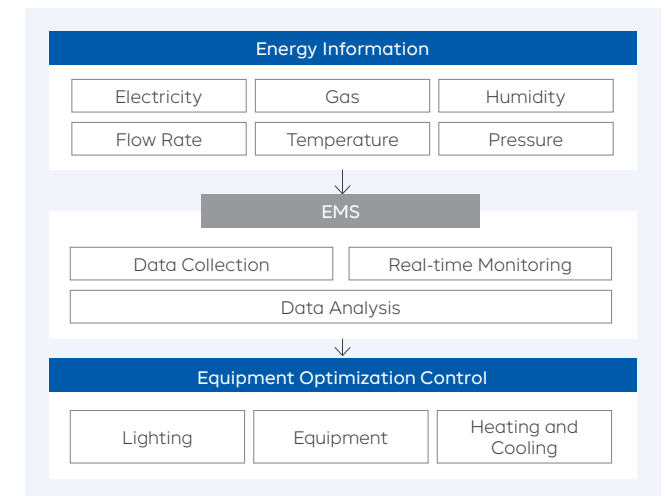
###### Containment

- Reduces energy used for cooling
- Prevents mixing of hot and cold air to enable highly efficient cooling

###### Play Museum

NHN has implemented a Building Energy Management System (BEMS) at its headquarters, the Play Museum, to monitor real-time energy usage and apply optimized energy control based on the data. The building is equipped with LED lighting, which consumes less electricity than standard fluorescent lights. Standby power cutoff systems and automatic lighting controls are also in place to enhance efficiency. To reduce unnecessary energy consumption, vertical louvers have been installed to allow natural daylighting, and roof vents and skylights have been added to promote natural ventilation. Additionally, central staircases have been introduced to encourage stair use over elevators for short-distance travel between floors, thereby supporting energy conservation efforts.

##### BEMS Structure







## Topic 4. Climate Action

### Strategy

#### Transparent Environmental Disclosure

In 2024, NHN received the Minister of Environment Award for Excellence in Green Management in the Environmental Disclosure category at the "2024 Green Management and Green Finance Awards."

This award recognizes companies that transparently disclose their environmental management activities and clearly demonstrates sustainability performance, including climate action. NHN was recognized for its achievements in multiple areas, including greenhouse gas (GHG) reduction, improved energy efficiency in buildings and data centers, and the implementation of various environmental campaigns.



#### Expansion of Renewable Energy Use

NHN has installed solar power generation facilities on the rooftop of its NCC data center, to help offset part of its electricity consumption with renewable energy. The rooftop solar array, with a capacity of 36 kW, generated 33,602 MWh of electricity between April and December 2024. The energy was used to power cooling systems at the data center. To further expand renewable energy use and reduce GHG emissions, NHN also voluntarily purchases Renewable Energy Certificates (RECs). Since 2023, the company has procured approximately 140 MWh in RECs.

#### Environmentally Sustainable Services

NHN minimizes the environmental impact of its services by promoting digital alternatives. NHN PAYCO provides a digital document service that allows users to receive bills, local taxes, and other documents on mobile devices instead of paper. Paper-based vouchers such as meal tickets and transit passes have also been converted to mobile format. From 2019 to 2024, the PAYCO digital document service replaced approximately 2.53 million paper documents, reducing GHG emissions by 14,141 kgCO<sub>2</sub>eq. Between 2017 and 2024, about 67.6 million paper meal tickets were replaced with mobile versions, cutting 37,855 kgCO<sub>2</sub>eq of GHG emissions. In addition, NHN EDU's "I'm School" service digitizes school notices, meal menus, and announcements, reaching over 6.5 million parents at 12,400 schools nationwide. These efforts have helped reduce the use of 42,527 tons of A4 paper and cut approximately 47,630 tCO<sub>2</sub>eq in emissions between 2016 and 2024.

#### Introduction of Internal Carbon Pricing System

To assess the financial impact of climate-related risks and opportunities, NHN has introduced an internal carbon pricing mechanism. The price is based on market values for RECs and Korea Allowance Units (KAU), and it is now incorporated into decision-making for new projects and investments. This aims to encourage the adoption of low-carbon technologies by reflecting the cost of carbon emissions.







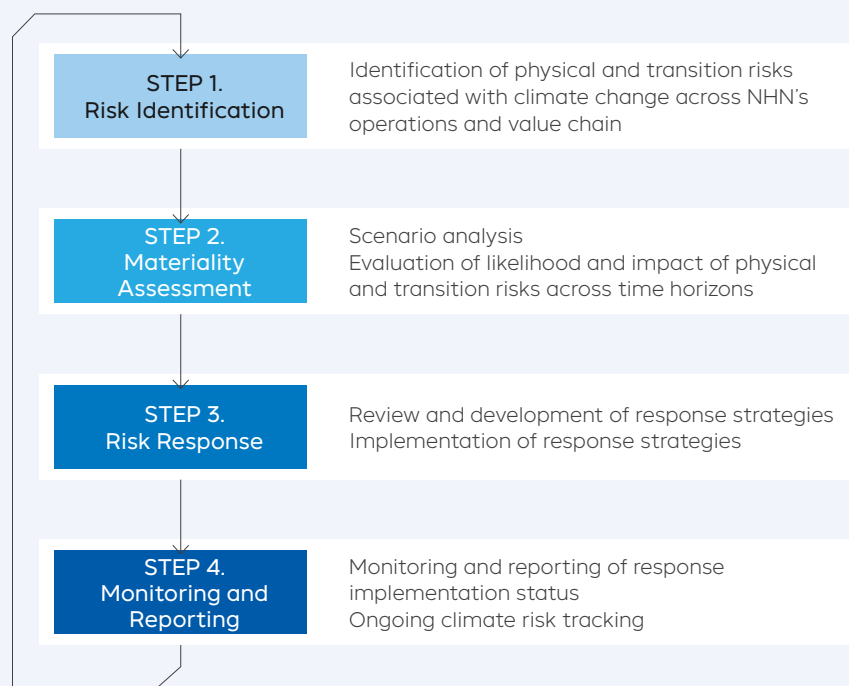
## Topic 4. Climate Action

### Risk Management



#### Climate Risk Management Framework

NHN has established and operates a systematic climate risk management framework to respond proactively to climate change. Anchored by the ESG Committee under the Board of Directors, this framework identifies and assesses climate-related risks and opportunities that could impact NHN's overall business operations. For issues deemed material, the company formulates and implements tailored response strategies, continuously monitors progress, and regularly reports to the ESG Committee to enhance the effectiveness of risk management practices.



#### Identification

Based on the IFRS S2 framework, aligned with the TCFD recommendations, NHN defines climate-related risks and opportunities and identifies those most relevant to its business operations.

#### Assessment

NHN conducts materiality assessments of identified climate-related risks and opportunities through scenario analysis, considering both business and financial perspectives. The assessments are categorized into short- and medium-to-long-term time horizons and are based on the likelihood of occurrence and potential impact. Based on the results, NHN prioritizes risk factors, and the final material topics are reported to the CEO and the ESG Committee to support strategic decision-making.

#### Response

NHN formulates and implements response strategies to address prioritized climate-related risks. These risks are integrated into the company-wide risk governance structure to ensure systematic management across the organization.

#### Monitoring and Reporting

NHN regularly tracks the progress of climate-related initiatives and reports the outcomes to senior management and the ESG Committee. Newly identified risks are incorporated into the framework and managed through continuous updates to the risk registry.





## Topic 4. Climate Action

### Metrics & Targets



#### Targets

##### Environmental & Energy Management Targets<sup>1)</sup>

Site	Category	Unit	2024 Target	2024 Performance	2025 Target
Play Museum	GHG emissions intensity (Scope 1, 2)	tCO <sub>2</sub> eq / KRW 100 million	≤ 0.1902	0.1786	≤ 0.1831
	Energy consumption intensity	GJ / KRW 100 million	≤ 4.2045	4.0048	≤ 4.0623
	Waste generation	ton	≤ 60.974	100.240	≤ 80.180
	Water withdrawal (Municipal water) <sup>2)</sup>	ton	≤ 31,532	48,345	≤ 39,976
NCC	GHG emissions intensity (Scope 1, 2)	tCO <sub>2</sub> eq / KRW 100 million	≤ 0.5034	0.4636	≤ 0.4902
	Energy consumption intensity	GJ / KRW 100 million	≤ 10.5433	9.7310	≤ 10.2843
	Waste generation	ton	≤ 6.881	7.920	≤ 7.273
	Water withdrawal (Tap water) <sup>2)</sup>	ton	≤ 17,099 <sup>3)</sup>	22,363	≤ 19,260
NHN	Environmentally sustainable product purchase ratio (Cleaning supplies)	%	≥ 10	62	≥ 10
	Compliance ratio with environmental and energy-related regulations	%	100	100	100

1) Environmental and energy management targets are based on the average performance of the past three years:  
- Reduce GHG emissions (Scope 1 & 2) and energy consumption intensity by 0.5%  
- Reduce waste generation and water consumption by 1%

2) As of 2024, only raw water from municipal water sources is extracted among tap water, industrial water, groundwater, surface water, and recycled water

3) 2024 target data revised due to correction of errors

#### Metrics

##### NCC Energy Efficiency Projects and Achievements in 2024

No	Project name	Energy source	Annual energy savings			Remarks
			MWh	Gcal	GJ	
1	Installation of indirect evaporative cooling units	Electricity	3,958		38,000	Established in 2017
2	Implementation of containment systems	Electricity	415		3,982	Established in 2017
3	Cooling fog system in generator room	Electricity	8		76	Installed in 2020
4	Insulation reinforcement for HVAC units	Electricity	6		58	Installed in 2020
5	Optimization of server room operations	Electricity	36		346	Improved in 2020
6	Upgrade of pre-filters in HVAC systems	Electricity	25		243	Upgraded in 2020
7	Replacement of generator room lighting with LED	Electricity	11		110	Installed in 2023
8	Installation of solar power equipment	Electricity	34		323	Installed in 2024
9	Descaling of heat exchangers	Steam		7.04	29	Completed in November 2024
10	Descaling of absorption chillers	Steam		11.91	50	Completed in April 2024
Total annual energy savings in 2024			4,493	19	43,217	-



# ESG Factbook

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# Environmental

## Social

## Governance



# Environmental Management

NHN has established a company-wide environmental management policy and operates a structured implementation system. To raise employees' environmental awareness, we conduct internal training and campaigns, and engage external stakeholders through carbon offset campaigns. In addition, NHN takes the lead in biodiversity conservation and ecosystem protection. We are also committed to practicing environmental sustainability by incorporating environmentally sustainable elements from the design phase and operating our office buildings accordingly.



## Environmental Management Governance Structure

### Environmental and Energy Management Policy

In June 2022, NHN established a group-wide Environmental and Energy Management Policy to address business risks posed by climate change. This policy guides the company's efforts to improve energy efficiency and reduce greenhouse gas emissions. Implementation progress and performance outcomes are continuously monitored to minimize environmental impact across operations.

#### NHN Environmental and Energy Management Policy

- 1
- All NHN executives and employees must participate and practice energy and environmental management activities to implement the policy in an active manner.
- 2
- NHN follows relevant laws and guidelines regarding energy and environmental regulations.
- 3
- Reduce GHG emissions by applying energy-efficient technology and increasing the use of renewable energy.
- 4
- Reduce waste, conserve resources and consistently strive to solve the environmental problems.
- 5
- Purchase eco-friendly and highly energy-efficient product by priority.
- 6
- Inspect energy and environmental impact regularly and disclose the results to the stakeholders.
- 7
- Encourage activities for preserving biodiversity and protecting of ecosystems.

### Environmental Management Governance Structure

NHN has implemented a company-wide environmental management governance structure involving the Board of Directors, ESG Committee, executive leadership, and operational teams to ensure effective oversight and

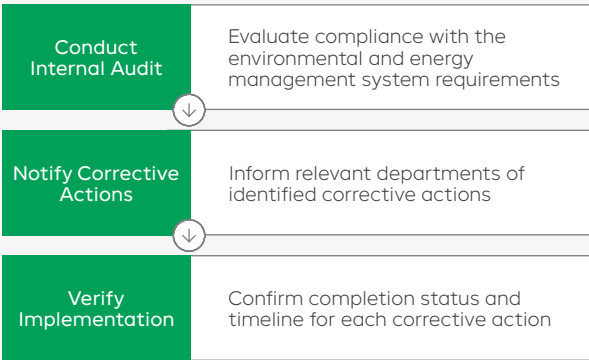
implementation. Operational teams are responsible for identifying, addressing, and managing environmental issues across NHN's office buildings and data centers. Relevant updates and issues are regularly reported to the CEO and ESG Committee for a necessary measure to be taken.

### Environmental and Energy Management Systems

In 2022, NHN obtained certifications for its Environmental Management System (ISO 14001) and Energy Management System (ISO 50001) for its headquarters building, the Play Museum, and its data center, NCC. These certifications have been maintained to date.

ISO 14001 and ISO 50001 are international standards for environmental and energy management systems, respectively. Through these certifications, NHN has demonstrated its ability to manage sustainability in a systematic and globally recognized manner. NHN also conducts regular internal audits in line with the requirements of the ISO systems. Improvements identified through these audits are addressed with appropriate corrective actions, allowing for the continuous enhancement of the management systems.

#### Internal Audit Process





## Environmental Awareness

### Environmental Education

NHN conducts annual environmental education programs for all employees, including specialized programs for departments responsible for environmental management. The dedicated teams receive in-depth training on ISO 14001 and ISO 50001 to enhance their capabilities in managing and operating environmental and energy systems. For the broader organization, company-wide sessions are held to raise awareness of climate change and foster proactive employee engagement in environmental initiatives.

#### Major Environmental Education Program in 2024

Program Title	Date	Content
Make It Green – "Hear and Feel Biodiversity"	Jul. 2024	Improve understanding of biodiversity conservation and build a personal terrarium ecosystem through a hands-on experience



### Carbon Offset Campaigns

As a data center operator, NHN recognizes its responsibility for carbon emissions resulting from electricity consumption. To offset these emissions and mitigate potential climate-related risks, NHN runs carbon offset campaigns. In 2023, NHN signed an MOU with the Korea Green Foundation and WinCL to support and scale climate action initiatives. Since then, the company has actively engaged employees, users, and other stakeholders in carbon credit purchases and awareness campaigns on climate change.

#### WE! FAMILY Refill Station

In 2022 and again in 2024, NHN implemented the "Refill Station" program to encourage environmentally sustainable behavior among employees. The Refill Station, NHN's flagship ESG program, offers an interactive space where employees can refill shampoo and body wash using empty plastic containers they bring from home. In 2024, the program was expanded through the "WE! FAMILY" event, where employees' families were also invited to participate—adding deeper meaning to the initiative. Participants took part in plastic recycling and voted on carbon offset projects of their choice. Through this experience, they engaged directly in environmental protection and resource conservation. Through the 2024 campaign, NHN reduced plastic waste equivalent to 9,000 half-liter water bottles and purchased 600 tons of carbon offsets through projects selected by participants, including forest conservation, wind power, and hydropower.

#### NHN Carbon Offset Campaign Performance

Date	Campaign Name	Offset Volume (Carbon Credits Purchased)
Mar. 2023	Carbon Bucket Challenge	200 t
Oct. 2023	Limited Edition ESG Avatars – Hangame Poker	1,500 t
May 2024	NHN Group Refill Station	600 t
Total Carbon Offsets		2,300 t





## Environmental Awareness

### Environmental Campaigns

Acknowledging the urgency of the climate crisis, NHN has initiated everyday environmental campaigns as the first step toward achieving carbon neutrality. Guided by the belief that small actions drive significant change, NHN encourages daily environmental practices that raise awareness and instill a collective sense of responsibility.

#### Lights-Out Events

NHN participates in lights-out events each year to raise awareness of climate change and the importance of environmental protection. NHN participates annually in lights-off events to highlight the urgency of climate action. During Earth Hour on the last Saturday of March, all lights at the Play Museum are turned off from 8:30 PM for one hour. On Earth Day (April 22), lights are turned off for approximately 10 minutes starting at 8 PM.

#### Good Friends Cafe Sustainability Program

Since January 2022, NHN's in-house cafe, Good Friends, has taken steps to minimize environmental impact by using paper cups made of bamboo pulp and biodegradable PLA<sup>1)</sup> plastic straws. To reduce single-use cup consumption, the cafe offers a 500 KRW discount for customers who bring a tumbler.

Of the 177,458 beverages sold in 2024, 51,200 were served in reusable tumblers. This effort led to a reduction of approximately 2.31 tons of GHG emissions in 2024—the equivalent of the amount of CO<sub>2</sub> absorbed in one year by 254 30-year-old pine trees in central Korea.

1) Polylactic Acid: A biodegradable plastic made from fermented plant starch

### Employee Participation in Climate Action

NHN promotes everyday climate action by sharing the outcomes of various campaigns in which employees have participated. One key initiative includes displaying monthly energy usage statistics for the Play Museum building on digital screens inside the office. These displays show the current month's energy usage and its comparison to the three-year average, as well as food waste data for the month compared to the five-month average. This transparent data visualization helps employees clearly understand the environmental impact of their daily habits, naturally encouraging behavior changes such as energy conservation and food waste reduction.



### Biodiversity and Ecosystem Protection Activities

#### NHN PLAY Forest

NHN is committed to supporting biodiversity and ecosystem conservation, including protecting the habitats of honeybees, which play a vital role in maintaining ecosystems. Since 2023, the company has participated in the Bee Forest campaign led by the Korea Green Foundation, creating the NHN PLAY Forest in Noeul Park, Mapo-gu, Seoul. Through various employee-driven environmental initiatives, NHN planted 100 nectar-producing trees in 2023 and an additional 64 in 2024. In 2024, NHN also launched the Begin Vegan campaign in its employee cafeteria, offering plant-based meals and promoting the message that "choosing plant-based foods is the fastest way to protect the planet in everyday life." The campaign attracted 582 participants, exceeding the target of 500. This allowed NHN to continue planting nectar-producing trees in support of biodiversity.





## Sustainable Building Operations

### Use of Sustainable Building Materials

From the design stage of the Play Museum headquarters, NHN has pursued the construction of an environmentally sustainable building by prioritizing materials that align with the pace of natural regeneration and can be used without secondary processing. For example, NHN used sustainable materials free from formaldehyde and resins, installed floorboards made from recycled paper and bamboo, and reused packaging boxes as interior finishing materials, thereby promoting resource circulation. NHN continues to implement eco-conscious practices during the operational phase of the building. A sustainable procurement policy has been adopted, under which eco-friendly products are prioritized starting at the RFP (Request for Proposal) stage, with preferred vendors awarded additional points during evaluation. As a result, by 2024, approximately 60% of janitorial and maintenance supplies used in the building had been replaced with environmentally certified alternatives.



### Reduction of Environmental Impact

NHN makes ongoing efforts to minimize potential environmental impacts associated with its building operations. During construction, the company pre-identified potential pollution risks and implemented management plans to mitigate them thoroughly. To minimize indoor air pollutants, NHN utilized construction techniques that require no adhesives and, when unavoidable, opted for environmentally friendly adhesive products. The company also encourages employees to adopt low-carbon commuting methods. Central staircases were installed in the building to promote stair use between adjacent floors, and a bicycle parking facility accommodating approximately 130 bikes was installed on the first floor to support cycling commutes. In response to the growing use of electric vehicles, NHN has also installed EV charging stations in the building's parking areas to actively promote green mobility.



### Water and Waste Management

Recognizing the importance of water resource management, NHN has implemented various water-saving measures. In 2023, to mark World Water Day, water-saving nozzles were installed in all restrooms at the Play Museum and NCC facilities, reducing water usage at sinks by over 50%. NHN operates a greywater treatment and reuse system and is committed to expanding the volume of recycled water annually. For cooling systems in its data centers, NHN uses indirect evaporative cooling to minimize water consumption and continues to set yearly reduction targets to drive continuous improvement. NHN systematically manages on-site waste, recycling the majority into non-molded Solid Refuse Fuel (SRF) to actively contribute to a circular resource economy.



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## Fostering Local IT Ecosystems

NHN is committed to addressing the concentration of ICT capabilities in the capital region and narrowing the digital divide across regions. By establishing core cloud infrastructure—including regional data centers, R&D centers, and a regional security control center—in non-metropolitan areas, NHN is taking the lead in developing local IT ecosystems. Furthermore, through NHN ACADEMY, a specialized software training institute located in key regional hubs, the company is fostering future IT talent who will lead the next generation of the industry.



## Infrastructure Expansion to Strengthen Regional IT Capacity

### National AI Data Center

Since October 2023, NHN Cloud has been operating the National AI Data Center in Gwangju, a hub dedicated to AI services. This center plays a pivotal role in NHN Cloud's 2.0 strategy and contributes to both strengthening national AI competitiveness and advancing Gwangju's IT industry. To promote local economic growth and nurture regional talent, NHN has proactively hired local professionals—with 16 individuals working at the center and related departments as of 2024. Through ongoing collaboration with local businesses, NHN Cloud continues to contribute to job creation and economic revitalization, while committing to long-term, sustainable growth in partnership with the local community.



### National Information Resources Service (NIRS) – Daegu Center

As part of a public-private partnership led by the National Information Resources Service (NIRS), NHN Cloud has established and is operating the NHN Cloud Daegu Region within the NIRS Daegu Center. Built on the same cloud-native architecture as NHN's flagship data center in Pangyo (NCC), the Daegu region offers a high level of service quality and reliability. Based on this infrastructure, NHN Cloud is actively hiring local talent in Daegu and contributing to a sustainable regional IT ecosystem built on mutual growth.

### Regional R&D Centers

NHN Cloud has located its core research and development centers in key regional cities outside the capital area to enhance technological competitiveness and promote shared growth with local communities. In April 2023, an R&D center was opened in Gimhae, South Gyeongsang Province, followed by another in Gwangju in May. The Gwangju R&D Center, in particular, works in tandem with the National AI Data Center to accelerate AI-focused research and development, as well as to foster the next generation of AI professionals and build a robust regional AI ecosystem.

### Regional Security Control Center

As part of its strategy to foster regional cloud ecosystems, NHN Cloud launched the Regional Security Control Center in Gimhae in August 2023. The center prioritizes hiring local professionals, including residents of Gimhae and graduates from universities in the South Gyeongsang Province. These employees are responsible for real-time detection and response to security threats, playing a critical role in maintaining secure and resilient cloud operations.



## Future Talent Development

### NHN ACADEMY

NHN ACADEMY is a specialized software training institute established to nurture well-rounded tech talents equipped with both theoretical knowledge and practical skills. Since opening its first campus in Gimhae, South Gyeongsang Province in March 2022, NHN ACADEMY has expanded to Gwangju and Daejeon, offering high-quality development training to young professionals in regional areas. Outstanding graduates are offered employment opportunities at NHN Cloud subsidiaries, NHN DOORAY, and other NHN affiliates. The curriculum—jointly developed by NHN’s technical professionals and education experts—is designed to help trainees acquire both theoretical foundations and hands-on experience. Project-based courses directly linked to real business challenges further enhance the effectiveness of training by focusing on producing job-ready developers. In 2024, NHN signed an MOU with Saramin, a leading job portal, to enable HR professionals to prioritize NHN ACADEMY graduates in their candidate searches. This effort reflects NHN’s commitment to supporting post-training employment and delivering true value in talent development beyond the classroom.

#### Mid-to-Long-Term Goals for Regional IT Talent Development

Category	Short-Term Goal (2025)	Mid-Term Goal (2026)	Long-Term Goal (2027)
Annual Goal	300 academy trainees	300 academy trainees	300 academy trainees
Cumulative Goal	850 graduates	1,150 graduates	1,450 graduates

#### NHN ACADEMY Welcoming Day

To boost trainees’ motivation and strengthen their sense of belonging, NHN ACADEMY invited over 100 students from the Gwangju and Daejeon campuses to its headquarters, Play Museum, to participate in NHN ACADEMY Welcoming Day. Participants engaged in team-building activities, campus tours, and mentoring sessions with current NHN employees, allowing them to build networks and gain valuable insights into job preparation and career strategies.



#### NHN ACADEMY 2024 Highlights

Campus	Graduates (Person)	Program Overview & Key Courses
Gyeongnam	131	<ul style="list-style-type: none"> <li>Conducted regional software talent development programs in collaboration with the Ulsan–Gyeongnam innovation platform, the smart manufacturing ICT project group, and the Gyeongnam USG shared university.</li> <li>Selected as a final institution in the Ministry of Employment and Labor’s 2023 K-Digital Training Leading Company Academy program</li> </ul> <p>Key Courses</p> <ul style="list-style-type: none"> <li>Java Backend Basics (Java Classic) / Java Web Programming Project Course</li> <li>IoT/AI-Based Java Backend Development Program (MOEL Certified)</li> </ul>
Gwangju	100	<ul style="list-style-type: none"> <li>Selected for the Ministry of Science and ICT’s 2022 SW Talent Development Program in partnership with Chosun University</li> <li>Operated at the IT Convergence College of Chosun University</li> </ul> <p>Key Courses</p> <ul style="list-style-type: none"> <li>Java Backend Development</li> </ul>
Daejeon	73	<ul style="list-style-type: none"> <li>Signed 2024 industry-academia collaboration agreement under the Ministry of Science and ICT’s SW Academy initiative</li> <li>Operated at Chungnam National University’s Office of Information System and Service</li> </ul> <p>Key Courses</p> <ul style="list-style-type: none"> <li>Java Backend Development</li> </ul>



# Supply Chain Management and Mutual Growth

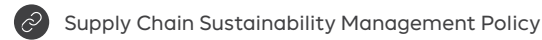
NHN considers its business partners—including suppliers, clients, content creators, and small businesses—as key stakeholders essential to sustainable growth. To foster mutual growth and minimize ESG risks across the supply chain, NHN is making continuous efforts to build a responsible supply chain governance structure. The company provides support based on its technology and experience to help SMEs, startups, and small business owners improve their competitiveness. In addition, NHN works to prevent and mitigate supply chain risks through ESG evaluations and dedicated partner communication channels.



## Supply Chain Management

### Supply Chain Sustainability Management Policy

NHN has established a Supply Chain Sustainability Management Policy to build a sustainable business ecosystem through mutual growth with its supplying partners. This policy applies to all suppliers that engage in direct or indirect transactions with NHN and is based on five core areas outlined in NHN's Guide for Suppliers' ESG Practice. In accordance with the policy, NHN conducts regular ESG assessments of key suppliers to identify risks and monitor improvement efforts.



### Guide for Suppliers' ESG Practice

To expand its ESG principles throughout the supply chain, NHN has developed a Guide for Suppliers' ESG Practice that defines five key principles for shared responsibility: human rights & labor, health & safety, environment, data privacy, and ethics. This code is designed to help suppliers proactively manage potential ESG risks and embed sustainable management into their operations. NHN supports suppliers in understanding and implementing these principles.



#### Overview of Guide for Suppliers' ESG Practice

Category	Key Requirements
Human Rights & Labor	Prohibit discrimination and child labor; ensure freedom and safety of workers; ban inhumane treatment
Health & Safety	Create a safe and healthy work environment; eliminate hazards; conduct emergency response training
Environment	Promote environmental protection, climate action, resource conservation, waste minimization, energy efficiency, GHG reduction, and biodiversity conservation
Data Privacy	Minimize personal information processing; comply with data protection laws and implement proper safeguards
Ethics	Comply with fair trade and anti-corruption laws; prohibit corrupt practices; maintain accurate financial records

### Supplier ESG Risk Management

NHN conducts annual ESG assessments to systematically manage and improve ESG risks across its supply chain. Key suppliers<sup>1)</sup> are selected based on industry characteristics and transaction volume, and are required to complete self-assessments covering environmental, social, and governance (ESG) topics. If significant risks or potential issues are identified through the evaluation, NHN engages with the supplier<sup>1)</sup> through written inquiries, on-site visits, or audits to jointly discuss improvement measures. Implementation status is then closely monitored and managed. Identified risks are reported annually to the Board of Directors to ensure structured oversight and accountability.

1) Suppliers subject to evaluation include those with substantial transaction volume or long-term, continuous contractual relationships.



## Supply Chain Management

### Partner Companies Ethics Agreement

To establish fair and ethical business practices, NHN requires all suppliers to sign a Business Ethics Agreement as a standard condition of contracting. This agreement signifies a mutual commitment to long-term sustainable collaboration based on trust. Through this effort, NHN aims to foster a healthy and transparent business culture.

#### Business Conduct That NHN and Its Partners Must Observe

- We faithfully comply with the Fair Transactions In Subcontracting Act to promote orderly subcontracting and win-win cooperation.
- Under no circumstances do we solicit or accept anything of value, gifts, regalement, convenience or excessive entertainment.
- We must be honest in dealing with money and goods, and we always adhere to business ethics with an integrity, upright attitude and respectful courtesy in relation to corporate regulations, discipline, and business attitude.
- If NHN's employees engage in immoral behavior, its suppliers shall report it to NHN's Business Ethics Counseling Center.

### NHN Partner System

NHN operates the NHN Partner System to manage supplier transactions systematically and ensure transparency throughout the procurement process. The system oversees the entire process—from supplier evaluation and selection to payment execution—helping NHN mitigate corruption risks and ensure greater efficiency and accountability in procurement.



NHN Partner System

### Communication Channels for Partner Companies

NHN actively identifies and addresses potential violations, grievances, and requests that may arise during contract execution and fulfillment processes with its partner companies through various communication channels. The company provides guidance on how to use the Business Ethics Counseling Center via the NHN Partner System and its official website, enabling partner companies to report any concerns or inconveniences. In addition, NHN conducts annual surveys to gather feedback from partner companies, assess its level of business ethics, and improve its responsiveness to partner companies' needs. In 2024, one grievance was reported through the Business Ethics Counseling Center and the annual survey, and appropriate corrective measures were taken to resolve the issue.

## SME Support

### Support for Small and Startup Game Studios

Since 2020, NHN has partnered with the Gyeonggi Content Agency to support startups and small and medium-sized enterprises (SMEs) through technical assistance and educational programs. Each year, NHN provides the top 10 winners of the "New Gyeonggi Game Audition" with Gamebase credits worth KRW 300 million and platform education. For resident companies in the content hub, one project per company receives one year of free Gamebase access and training during the incubation period. To ease the launch burden on smaller studios, NHN offers up to six months of free Gamebase service for projects with a monthly cumulative DAU (daily active users) of 30,000 or fewer. Free game consulting is also available to support SME developers.

### Artist Support Program

#### CONNECT

Through the CONNECT program, NHN Bugs supports artists by protecting their rights and facilitating creative activities. CONNECT allows artists or their agencies to upload songs or videos and engage directly with fans. Once their revenue exceeds a certain threshold, creators receive up to KRW 10 million in accumulated earnings, excluding platform fees. NHN also provides artists with statistical data analyzing audience engagement and assists in promoting music releases and performances. As of 2024, 2,367 artists had joined CONNECT, with a total of 13,440 tracks uploaded to the platform.



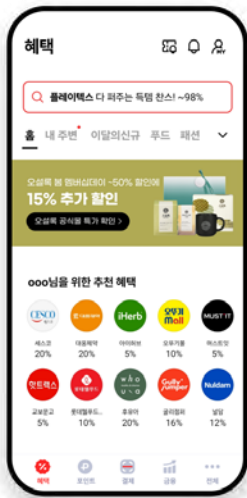
## SME Support

### Growth Support for Small Businesses

#### Performance-Based Advertising – PAYCO Customized Coupon

NHN PAYCO supports revenue growth for SMEs and small businesses through its PAYCO Customized Coupon service. This performance-based advertising product utilizes advanced targeting based on user gender, age, location, and purchase behavior to offer customized incentives that drive traffic directly to business websites, increasing sales and brand awareness. Since advertising fees are incurred only after orders are placed, the model guarantees a target ROAS<sup>1)</sup>, allowing small businesses to advertise more efficiently. PAYCO also fully covers the cost of discounts and point rewards to further encourage purchases, reducing the financial marketing burden on small merchants. In addition, themed promotions such as Discount Boosts, Brand Days, and Last-Minute Events offer users limited-time deals, maximizing consumer benefits and helping merchants boost sales during campaign periods.

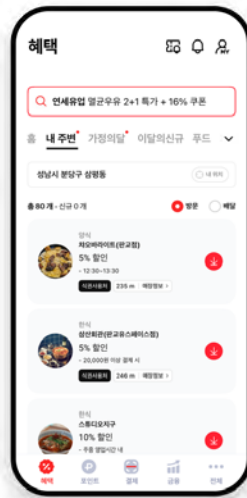
1) Return On Advertisement Spend



Performance-Based  
Advertising  
PAYCO Customized  
Coupon



Coupon with Friends  
(Invite friends and earn  
extra points when coupons  
are used.)



PAYCO Nearby Eats  
(Use discount coupons for  
restaurants in Pangyo and Guro  
— enjoy extra savings when you  
pay with PAYCO)

#### Coupon with Friends

The Coupon with Friends service by PAYCO provides additional rewards when multiple users use coupons together, encouraging customers to share promotions voluntarily and amplify viral effects. Unlike traditional affiliate programs, Coupon with Friends offers incentives to both the referring and referred users, driving higher engagement and brand visibility.

#### PAYCO Nearby Eats

Launched in January 2025, PAYCO Nearby Eats is designed to promote small restaurants in areas like Pangyo and Guro, where businesses are heavily concentrated. The service allows users to combine PAYCO coupons with meal subsidies, boosting foot traffic to nearby eateries and increasing small business revenue. In addition, PAYCO charges lower fees than typical dining or delivery platforms, helping small merchants reduce their advertising costs.

#### Market Access Support

To help SMEs and small businesses expand their online presence and boost product sales, NHN provides a variety of e-commerce enablement programs. In 2024, NHN WETOO collaborated with Goesan County, Chungcheongbuk-do, as part of the Goesan Vitality Plus Program, to provide online sales training and consulting to 55 SMEs based in the region. Support included customized e-commerce channel setup, detailed product page creation, and professional product photography—offering a full-package online sales solution tailored to each business's needs.



## SME Support

### Online and Offline Business Operation Support for Small Businesses

NHN KCP supports small business owners launching e-commerce shops by waiving PG (payment gateway) onboarding fees and offering promotional support through partnerships with marketing, design, and service providers for SMEs. In 2025, NHN KCP launched a free startup consulting app called B-BUD, which offers practical business know-how and information on government support policies — from pre-launch preparation to daily operations. Going forward, B-BUD aims to provide personalized startup support across both online and offline sectors, including business registration, account setup, interior design, insurance, and sanitation. It also seeks to grow into a co-prosperity platform by partnering with local governments to help small businesses expand their sales channels and revitalize local economies.



### Capacity-Building Programs for Small Businesses

NHN DATA provides capacity-building programs to help small businesses grow their operations effectively through data-driven strategies. Leveraging its expertise in AI and data analytics, the company offers marketing education tailored to small e-commerce enterprises, especially those unfamiliar with advanced data technologies, empowering them to build competitiveness in the digital marketplace.

Meanwhile, NHN COMMERCE operates the Godomall Growth Support Program to boost the sales of stores using the Godomall platform. Under this program, merchants receive rewards based on transaction milestones, and top-performing sellers are selected each quarter to receive support in event promotion design and setup, tailored marketing consulting, and short-form video production. In addition, NHN COMMERCE offers online classes and 1:1 "One-Day" workshops to help small businesses manage their e-commerce operations with ease and achieve sustainable growth.

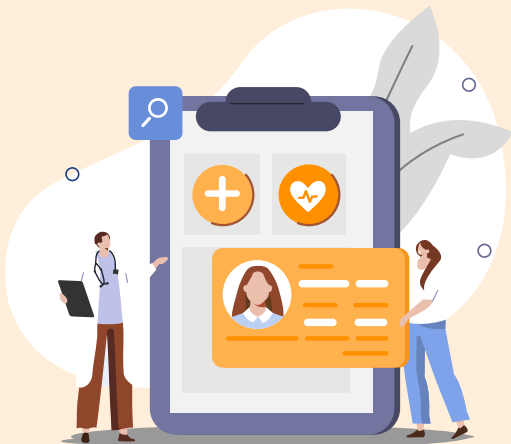
### 2024 Training Programs for Data Capacity Building

Program Title	Date	Details
Intro to Log Analysis	March 2024	<ul style="list-style-type: none"> <li>• Provided training on basic analysis terminology for beginners</li> <li>• Offered free introductory education on practical log analysis techniques</li> </ul>
Ad Analysis Webinar for Online Store Operators	June 2024	<ul style="list-style-type: none"> <li>• Provided beginner-friendly guidance for new online store operators, covering everything from detecting fraudulent clicks—an essential aspect to monitor when running ads—to conducting A/B tests aimed at improving performance</li> </ul>
SocialBiz Media Study	October 2024	<ul style="list-style-type: none"> <li>• Provided insights on evolving marketing paradigms and Instagram growth strategies</li> <li>• Shared categorized success cases from SocialBiz clients</li> </ul>
Korea E-Commerce Fair x SocialBiz Seminar	November 2024	<ul style="list-style-type: none"> <li>• Brand case studies were shared under the theme "How to Run Effective Instagram Automation Marketing on a Small Budget and with Limited Resources" at the Korea E-Commerce Fair, organized by the Seoul Online Business Association</li> </ul>
Customer Journey Analysis & Strategy Webinar	December 2024	<ul style="list-style-type: none"> <li>• Provided training on analyzing customer needs through behavioral data</li> <li>• Shared techniques for measuring banner/promotion effectiveness and reducing drop-offs</li> </ul>



# Safety and Health

NHN places the highest priority on the safety and health of all stakeholders, including its employees, and is committed to building a safe working environment. To that end, the company conducts regular inspections and preventive activities to minimize Safety and Health risks, while offering various training programs and campaigns to ensure a safe and secure workplace for everyone.



## Safety and Health Governance

### Safety and Health governance system

NHN has established a Safety and Health governance structure grounded in its management policy to enhance the protection of employee well-being. Under the CEO, the Safety and Health Manager oversees the governance system and supervises three designated Safety and Health Supervisors, who are responsible for ensuring compliance with applicable regulations and maintaining safe working conditions. Additionally, NHN operates an Occupational Safety and Health Committee, which includes both employer and employee representatives. The committee reviews and approves matters related to Safety and Health, and develops measures for accident prevention and recurrence mitigation.

Safety and Health Governance Chart



### Key Responsibilities by Role

Role	Key Responsibilities	Relevant Legislation
Safety and Health Manager	<ul style="list-style-type: none"> <li>Develops industrial accident prevention plans</li> <li>Investigates causes of workplace accidents and establishes recurrence prevention measures</li> </ul>	Article 15, Occupational Safety and Health Act
Safety and Health Director	<ul style="list-style-type: none"> <li>Implements accident prevention measures in subcontracted work</li> <li>Coordinates and supervises the use of safety and health management budgets among subcontractors</li> </ul>	Article 62, Occupational Safety and Health Act
Safety and Health Supervisor	<ul style="list-style-type: none"> <li>Inspects machinery, equipment, and facilities for safety compliance</li> <li>Reports workplace accidents and conducts emergency response</li> </ul>	Article 16, Occupational Safety and Health Act



## Safety and Health Governance

### Safety and Health Management Policy

NHN is committed to achieving zero industrial accidents by cultivating a safe, healthy, and pleasant workplace for all employees and partner companies staff. To realize this goal, the company has established a set of seven Safety and Health management principles and five strategic action areas that are applied uniformly across NHN and its partner network.

#### Safety and Health Management Policy and Implementation Strategies

- ① NHN puts safety first in management and business.
- ② NHN strives to achieve the highest level of safety and health-oriented management will and performance.
- ③ In order to implement this policy, all NHN executives and employees will actively participate in safety and health-oriented management activities faithfully.
- ④ NHN will identify and evaluate risks including unsafe activity and environment in advance, and continuously implement preventive measures and improvement activities.
- ⑤ NHN will put safety as the top priority for all business activities such as business planning, design, supply, operation and service provision.
- ⑥ NHN will conduct regular safety and health inspections and disclose the results transparently.
- ⑦ NHN will strictly comply with the relevant laws and guidelines in order to abide by the above policy and establish higher standards if needed.

Implementation and operation of the Safety and Health management system

Facility safety management

Regular safety inspections and risk mitigation

Creating a safe work environment through employee communication

Operation of infectious disease response processes

Achieving zero industrial accidents through a safe and pleasant workplace

### Establishment of a Safety and Health Management System

In November 2024, NHN achieved ISO 45001 certification, the international standard for occupational Safety and Health management systems. Established by the International Organization for Standardization (ISO), ISO 45001 validates NHN's ability to systematically identify, evaluate, and manage risks that may impact worker safety and health.

NHN views this certification as a key milestone to enhance its Safety and Health management system and will continue to pursue proactive safety practices through regular risk assessments, employee training, and periodic reviews of its emergency response procedures.



ISO 45001 certification

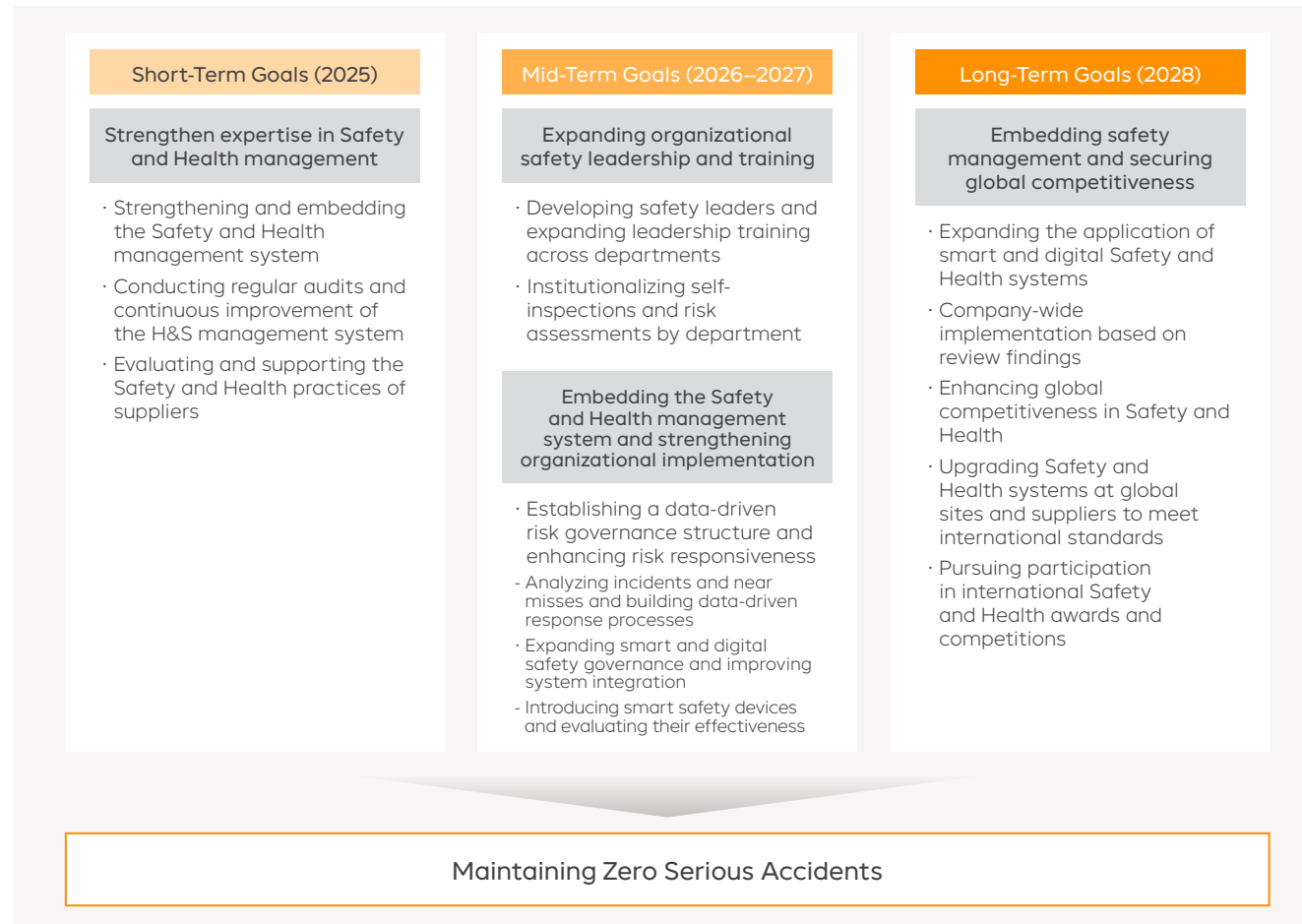


## Safety and Health Governance

### Safety and Health Targets

NHN has developed a comprehensive Safety and Health roadmap, outlining phased goals and action plans to drive ongoing improvement in the workplace environment. As part of this ongoing commitment, the company is intensifying efforts to raise safety awareness through regular training and to embed a safety-first culture throughout the organization.

#### Safety and Health Roadmap



## Creating a Safe Working Environment

### Employee Feedback on Safety and Health

NHN shares Safety and Health-related information with employees through an internal online bulletin board and encourages them to report potential hazards or submit feedback. Reports regarding facility damage or other risks are promptly addressed by the relevant departments to prevent accidents. In addition, physical feedback boxes have been installed on-site to ensure diverse employee voices are heard and reflected.

### Practical Safety and Health Training

To ensure employees are equipped to respond to workplace emergencies, NHN provides annual training on cardiopulmonary resuscitation (CPR) and the use of automated external defibrillators (AEDs). For employees with young children, the company also offers first aid training applicable to daily life, as well as specialized sessions on rescue procedures and fire extinguisher use in the event of an electric vehicle fire. In response to the increasing occurrence of data center fires, NHN conducted fire safety drills in collaboration with the local fire department. These exercises followed realistic disaster scenarios and included full-cycle simulations—from emergency alerts to evacuation—allowing participants to build practical readiness. Currently, these training programs are rolled out to selected employees on a biannual basis. Moving forward, NHN plans to expand the program to ensure that all employees gain essential emergency response skills.





## Creating a Safe Working Environment

### Strengthening the Risk Management System for Suppliers

To prevent workplace accidents involving supplier personnel, NHN operates a monthly Safety & Health Council and conducts regular joint inspections. In addition, NHN provides all on-site suppliers with the same level of Safety and Health training as its own employees. These training programs aim to deepen understanding of the work environment within NHN buildings and to explain safety procedures and emergency response measures. Through these efforts, NHN actively supports suppliers in complying with safety regulations and building internal Safety and Health management capacity.

#### Contractor Accident Prevention Activities

Category	Details	Responsible Party	Frequency
On-site inspections	Routine inspection of subcontractor work sites	Contractor	At least once a week
Council meetings	Discussion of Safety and Health-related matters	Contractor and all subcontractors	At least once a month
Joint safety inspections	Joint inspection of subcontractor worksites	Contractor, subcontractor, and one on-site worker	Quarterly

### Safety and Health Risk Assessment

NHN conducts Safety & Health Risk Assessments twice a year at major business sites to proactively identify harmful or hazardous factors. Risks are evaluated based on a comprehensive assessment of frequency (likelihood), severity (impact), and significance, and are categorized as high, medium, or low. Improvement actions are prioritized according to risk level and progress is reviewed every six months. The Board of Directors oversees risk assessment results and related budget execution annually and works to continuously strengthen safety standards based on periodic evaluations. Suppliers operating on NHN premises are also required to conduct their own risk assessments and report improvement outcomes through the Safety & Health Council. These improvements are shared internally to raise awareness and prevent recurrence across the company.

#### 2024 Risk Assessment Results (Unit: cases)

Site	Risk Level		
	High	Medium	Low
Play Museum	0	9	2
Play Hub (NCC)	0	3	0

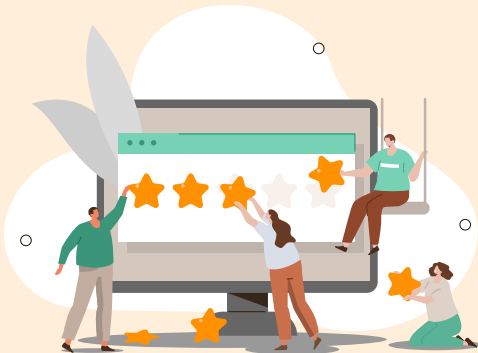
#### Key Improvements Based on Risk Assessment

Identified Risk	Improvement Action	Likelihood	Severity
Overflow from water tank leading to damage	Installed barrier to prevent leakage	●●○ → ●○○	■■■■■ → ■■■■
Exposed outlet left unattended	Moved to a visible location for easier inspection	●●○ → ●○○	■■■■■ → ■■■■
Risk of collision with protruding stair part	Installed protective covers on protruding support	●●○ → ●○○	■■■■■ → ■■■■
Tripping hazard due to lifted decking	Re-secured panels to eliminate obstructions	●●○ → ●○○	■■■■■ → ■■■■
Risk of falling objects from high shelf	Moved items to lower shelves and provided ladder	●●○ → ●○○	■■■■■ → ■■■■
Inadequate safety precautions when using cutter knives	Provided cutting mats and other safety tools	●●○ → ●○○	■■■■■ → ■■■■



# User Protection and Satisfaction Enhancement

In today's increasingly digital society, IT companies are expected to take greater responsibility in protecting their users. NHN is committed to safeguarding users across all service environments and enhancing convenience and enjoyment in user experiences. User protection and satisfaction begin with listening to and empathizing with users, not merely providing services. NHN actively operates various communication channels to listen to user feedback and reflect it in its services. To this end, NHN actively operates multiple Voice of the Customer (VOC) channels and maintains a fast, responsive system to ensure user feedback is addressed with care and urgency.



## User Protection

### Fair and Safe Gaming Environment

NHN is working to build trust in the gaming industry by promoting a healthy and fair gaming environment. To guarantee fairness, NHN has adopted the RNG (Random Number Generator) certification system provided by GLI, a global game probability certification agency. This ensures that no artificial manipulation occurs in probabilistic elements within games. Even before March 2024—when disclosure of probability-based items became mandatory in Korea—NHN voluntarily disclosed this information and applied probability labels to all games transparently. As of now, 26 of NHN's board games have received certification from the Game User Care Center (GUCC), helping to minimize the potential negative effects encountered during gameplay.

NHN has also implemented various technical measures to provide a safe and enjoyable gaming environment. Its proprietary security solution, AppGuard, detects and blocks modified apps and emulators.

Other security measures include blocking access from foreign IPs, monitoring for abusive packet activity, and strengthening in-game security logic. To prevent the use of offensive language—including profanity, slurs, and sexually explicit or inappropriate expressions—NHN applies masking to chat messages and takes immediate action against abusive users.

### User Protect Program

To strengthen protection for Hangame users, NHN operates the User Protect Program (UPP). This program allows users to enjoy a safe gaming environment, and full details are available on the Hangame website.

#### Key Components of the User Protect Program

##### Game immersion warnings

- Alerts displayed via pop-ups when a user logs in or out, warning against excessive gameplay

##### Monthly usage notifications

- Summaries of prior month's game usage provided to raise awareness and prevent overuse

##### Game adaptation testing

- Continuous monitoring of behavioral patterns and habits formed during gameplay

##### Restriction on game access

- If a user applies for self-restriction, access to all web-board game tied to the same ID is blocked for 30 days to 1 year
- Applications may also be submitted by the user's spouse, direct family member, or legal guardian



## User Protection

### Youth Protection Policy

NHN enforces a robust Youth Protection Policy in accordance with applicable laws and regulations to create a safe and responsible gaming environment for minors. The company adheres to content screening standards and actively prevents youth access to harmful content as defined by the Youth Protection Act.

#### Key Components of the Youth Protection Policy

##### ❶ Restriction and management of youth access to harmful information

NHN takes measures to prevent youth from being exposed to harmful information by implementing separate authentication mechanisms for harmful media materials while seeking preventive measures to ensure that harmful content is not exposed to youth without any restrictions.

##### ❷ Implementation of job manager training for youth protection from harmful information

NHN trains workers in the information and communication business on youth protection-related laws and sanctions standards, countermeasures when harmful information is discovered, and reporting procedures for handling violations.

##### ❸ Counseling and handling of complaints related to harm caused by harmful information

The company has professional personnel that provide counseling and handling grievances on damage caused by harmful information to youth with the aim of preventing such damage from spreading.

## Enhancing User Satisfaction

### User Communication Channels

NHN operates diverse communication channels to process user feedback promptly and foster transparent interaction. In Hangame, user-reported bugs and suggestions are collected via the in-game customer support center, allowing urgent issues to be addressed immediately. Users may also report abusive behavior by other players, helping to maintain a healthy gaming environment. To better serve global users, NHN maintains real-time communication via Discord and social media platforms such as Facebook, Instagram, and X (formerly Twitter).

In particular, for Wooparoo Odyssey, launched in Korea in October 2023 and globally in August 2024, NHN has enhanced user communication through in-game channels, official communities, and global platforms such as Facebook, Instagram, and X.

In April 2025, NHN added a community feature to its proprietary game platform, Gamebase, further strengthening in-game user interaction. Through this feature, players can check real-time updates, events, and patch notes directly within the game, and communicate via posts and comments for a more seamless in-game community experience.

#### Operation of User Communication Channels

Channel	Description
Suggestion board	• Operates pages within Hangame for suggestions, feedback, and bug reports (e.g., Poker, Go-Stop, Janggi, Yut Nori, Sichuan)
In-game reporting	• Accepts user reports of inappropriate behavior, such as offensive chat messages
FAX	• Used for document submission when proof materials are required
Real-time chat	• Maintains regular communication with global users via Discord
Official community	• Operates official online communities for each mobile game
Social media (SNS)	• Engages users via Facebook, Instagram, and X to support global service outreach

#### Reflecting User Suggestions via the Hangame Suggestion Board

Since 2014, Hangame has operated a Suggestion Board to collect and implement player input. In 2024 alone, 411 suggestions related to Poker were submitted, many of which were incorporated into service improvements. A new money transfer function was introduced, allowing users to move virtual funds between accounts registered under the same resident ID. In response to user demand, the Hangame Poker Championship (HPC) is now held regularly. The daily guild invitation limit was increased from 20 to 50, and features such as a notification to avoid matches between members of the same guild and an option to block guild invitations were added. Furthermore, the number of rewarded guilds per city in Guild Wars was expanded from 5 to 10, increasing the total from 35 to 70. These enhancements underscore NHN's active integration of user feedback into service development, demonstrating its commitment to a user-centric gaming experience.





## Enhancing User Satisfaction

### Expanding User Communication and Touchpoints

#### Collecting VOC through PC Cafe Visits

To capture real-time user feedback, NHN visited a total of 453 PC cafes across Korea 759 times between 2022 and June 2024. These in-person visits included real-time Q&A sessions to identify user inconveniences and service improvement suggestions. Based on input from both users and partnered PC cafe owners, NHN introduced a series of initiatives to enhance satisfaction, including special in-store events for point draws, improvements to capsule draw content for PC cafes, and an enhanced coupon registration feature within Hangame's PC cafe service.

#### Hangame Sudda & Matgo Shorts Video Contest

To better engage with users in their 20s and 30s, NHN hosted the Hangame Sudda & Matgo University Shorts Video Contest, strengthening communication with the MZ generation. A total of 50 creative videos were submitted, and the top 3 were selected based on views and votes. The winning team from Hanshin University, which impressed viewers with AI-generated music and comic acting,

commented, "Fun, relatable content like this will help make Hangame more accessible and appealing to the MZ generation."

#### Hosting Hangame Poker Tournaments

In celebration of the 25th anniversary of Hangame Poker, NHN held a variety of tournaments to provide fans with fresh and exciting experiences. The Hangame Poker Championship (HPC) has become a flagship seasonal tournament. In December 2024, NHN and Bithumb co-hosted the Bithumb x Double A Poker Championship, an innovative virtual asset-based poker event that drew significant attention.

#### Improving Accessibility for Users

NHN revamped the user interface (UI) and user experience (UX) of its official newsroom, INSIDE NHN, to improve accessibility and convenience. High-interest content was reorganized by category with clear labeling to make browsing easier, and the search functionality was strengthened to help users find information more efficiently. The responsive web design also ensures optimal viewing on mobile devices, tablets, and PCs.

In June 2024, NHN expanded its user base by introducing macOS support and launching a Naver Game channeling service for Hangame. With this update, Hangame Poker became the first major web-based board game in Korea to support macOS, broadening accessibility for new users.

#### Collecting and Responding to User Feedback

NHN engages users through multiple feedback channels such as INSIDE NHN, YouTube, Instagram, and other social media platforms. INSIDE NHN serves as the company's official communication hub, delivering stories about its people, culture, technologies, services, and corporate updates, and expanding user engagement through in-depth content. In 2024, NHN also announced a closed beta test (CBT) for its open-world shooting RPG, Darkest Days, using both INSIDE NHN and its SNS channels to recruit participants and collect feedback. The CBT received favorable responses for its storytelling, combat dynamics, and audio quality. The second round of testing introduced multiplayer modes and core content, demonstrating significant improvements in gameplay. In particular, the co-op raid mode was praised for its immersive experience, and users requested a PC version—which officially launched in April 2025.





## Enhancing User Satisfaction

### Strengthening VOC Response

NHN is committed to ensuring that all users—including those in information-vulnerable groups—can access support services easily and equitably. Through multiple VOC channels such as phone, website bulletin boards, and mobile apps, NHN provides 24/7 one-on-one consultation and FAQ services, listening attentively to even the smallest feedback.

#### Contiple: Integrated Contact Center Platform

To streamline and strengthen its VOC response, NHN has developed an integrated contact center solution. In 2024, the existing system, Online Contact, was rebranded as Contiple, further enhancing the efficiency of support operations. Inquiries, suggestions, and complaints submitted through Contiple are analyzed through NHN's AI-powered VOC platform. The platform identifies service-related issues and improvement opportunities and routes them to the appropriate departments.

Currently deployed across key services—including Hangame, PAYCO, ticketlink and Bugs—Contiple continues to evolve with industry-specific functions, ensuring a responsive and scalable customer support ecosystem.

#### Conducting Customer Satisfaction Surveys

To enhance service quality, NHN regularly conducts satisfaction surveys via email and FAQ channels targeting customer service users. Insights from these surveys are used to review FAQ content and refine support processes, driving continuous improvement in customer convenience and response quality.

#### Competency-based Training for Support Agents

##### **Operating a structured training curriculum**

NHN provides a systematic education program to strengthen the competencies of its support agents. Only those who complete the required training are assigned to customer-facing roles. To help agents understand user perspectives and service systems, NHN also runs a hands-on "Play Mission" training program.

##### **Creating a knowledge management system**

NHN updates customer support agents with newly released or modified service information on a regular basis. This ensures that agents can deliver more professional and standardized support based on continuous learning.

##### **Improving problem-solving and situational response skills**

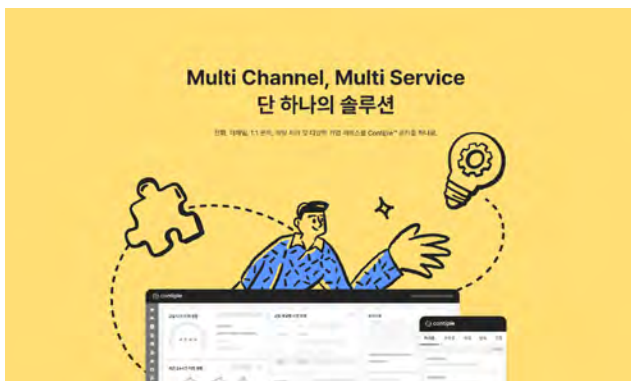
Customer support agents are trained on how to respond to a wide range of user scenarios using real-world examples and case-based education. In the event of unusual inquiries, NHN shares those cases among agents to strengthen their practical response capabilities.

##### **Evaluating performance**

NHN conducts regular QA (Quality Assurance) evaluations to monitor the performance of its agents. Based on the evaluation results, it implements customized improvement plans tailored to different CS proficiency levels.

##### **Supporting self-care and stress management**

Recognizing the emotional demands of customer-facing roles, NHN provides designated rest breaks for agents handling complaint calls. Additionally, a relaxation room and in-house library are operated to help staff manage stress and maintain balance.





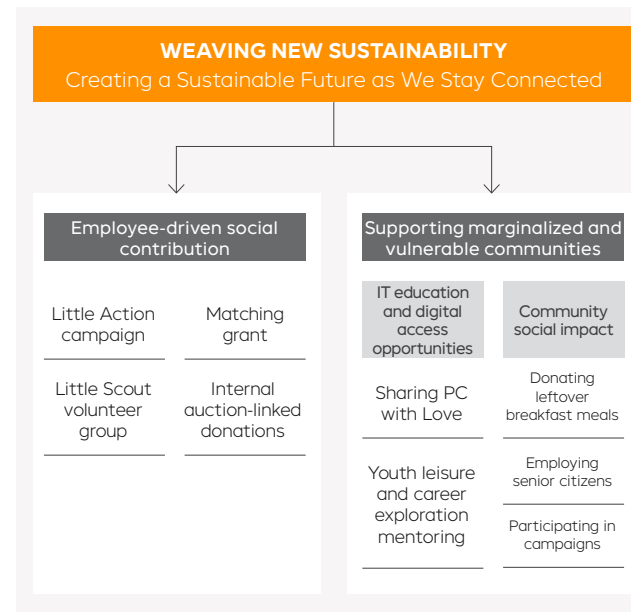
## Social Contribution

NHN seeks to create lasting social value by harnessing its technological capabilities, organizational culture, and core competencies as an IT company. Centered around two key pillars—supporting marginalized and vulnerable communities, and employee-driven social contribution programs—NHN strives to promote inclusive growth and embed a culture of sustainable giving in the communities it serves. Centered around two key pillars—supporting marginalized and vulnerable communities and promoting employee-driven programs—NHN is committed to creating a culture of sustainable giving and shared growth with local communities. NHN's unique approach to social contribution integrates voluntary employee participation and circular resource use to foster mutual prosperity and sharing across various regions.



## Social Contribution Vision Framework

### Social Contribution Vision Framework



### Social Contribution Mid- to Long-Term Goals

Activity	Mid- to Long-Term Goals
Sharing PC with Love	Short-term (2025): 140 cumulative PCs donated Mid-term (2026): 190 cumulative Long-term (2027): 240 cumulative * Counted from 2023
My Auction	Conduct internal auction fundraising at least once per year
Breakfast Donation	Donate leftover breakfast to Seongnam Food Bank at least once per month

## Employee-Driven Social Contribution

### Little Action

Launched in 2019 under the slogan "Little actions make a big difference," Little Action is NHN's flagship workplace-based social contribution campaign focusing on the environment, local communities, and social responsibility. The program supports a range of initiatives including assistance for marginalized groups, blood donation drives, upcycling efforts, and value-driven consumption—creating a sustained culture of giving. Since 2022, NHN has operated a point-based system to incentivize participation in Little Action. Employees can redeem earned points at NHN's internal flea market, the Good-Buy Market, thereby reinforcing a culture of value-based consumption. In 2024, a total of 2,415 employees participated in various Little Action campaigns, including blood donations, vegetarian campaigns, recycling name cards, and the Good-Buy Market.

### Good-Buy Market

NHN's Good-Buy Market is an internal flea market built around the concept of parting with unused items (Good-Bye) and practicing ethical consumption (Good-Buy). It allows employees to purchase donated and recycled items at affordable prices. All proceeds are donated. In 2024, 1,311 employees participated, raising a total of KRW 13.8 million. All proceeds were donated to local children's centers and orphanages through the Korea Disaster Relief Association, Hope Bridge. Remaining goods were donated to the Beautiful Store.



## Employee-Driven Social Contribution

### Little Scout

In 2023, NHN established its in-house volunteer group, Little Scout, and in 2024, 31 volunteers participated in activities including assisting at farms, stray dog shelters and free meal centers. At the end of the year, members formed a Santa delivery team to personally prepare and deliver winter clothing, school supplies, toys, and handwritten cards to children at local community centers and orphanages. Moving forward, NHN will continue to encourage voluntary employee participation through Little Scout, amplifying its social impact and advancing sustainable social value throughout the community.

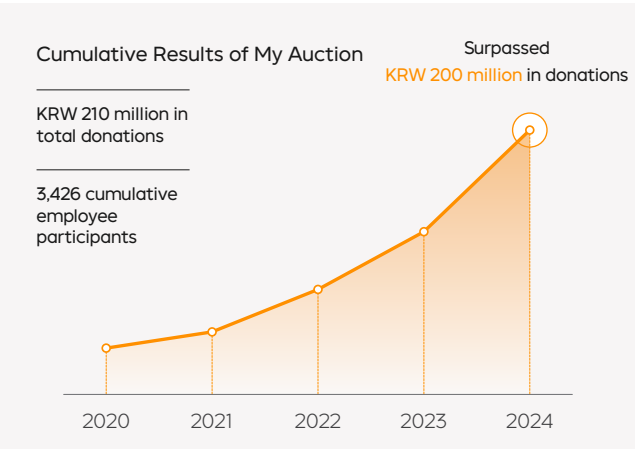
#### Key Activities of Little Scout

Date	Category	Activity Details
March 2024	Recruitment	<ul style="list-style-type: none"> <li>Launched the 2nd cohort of the Little Scout volunteer group</li> </ul>
April 2024	Farming volunteer	<ul style="list-style-type: none"> <li>Participated in mushroom farming at Saedona Farm in Seongnam</li> </ul>
June 2024	Meal service volunteer	<ul style="list-style-type: none"> <li>Served meals to the homeless and elderly at Anna's House in Seongnam</li> </ul>
	Stray animal shelter volunteer	<ul style="list-style-type: none"> <li>Cared for over 600 abandoned dogs at Rainbow Shelter in Yongin</li> </ul>
December 2024	Santa gift delivery	<ul style="list-style-type: none"> <li>Delivered gifts for children at a local community center and a single-parent family welfare facility in Gampo-eup, Gyeongju, using proceeds from the Good-Buy Market</li> </ul>



### My Auction

Since 2020, NHN has run the My Auction campaign, allowing employees to bid on retired office equipment such as PCs, monitors, and stands. All proceeds are donated to local communities. In 2024, approximately 1,200 employees participated, raising KRW 64 million. The proceeds were used to support underprivileged residents in Seongnam, along with donations of rice and Chuseok holiday gift sets.



## Supporting marginalized and vulnerable communities

### Sharing PC with Love

Since 2022, NHN has been running the “Sharing PC with Love” campaign to nurture young IT talent and support underserved groups—including the elderly—by providing access to digital resources. Donated PCs are high-performance devices formerly used by NHN employees, refurbished and distributed to youth centers and welfare facilities. In 2024, NHN provided 40 PC sets to senior job centers and childcare facilities in Seongnam. The company will continue to donate PCs to help bridge the digital divide and expand access to information.

### Donating Leftover Breakfast Meals

NHN carries out a monthly Surplus Breakfast Donation program, delivering leftover meals originally prepared for employees to the local community. In 2024, a total of 1,215 meals were donated to the Seongnam Food Market, contributing to both community welfare and responsible food resource circulation.

### Employing Senior Workers

Since 2022, NHN has partnered with the Seongnam Silver Human Resources Bank (Open Welfare Association) to hire senior workers aged 60 and above. This initiative fosters job creation and social participation among elderly residents. In 2024, one senior worker was employed to assist with breakfast service operations.



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# Corporate Governance

NHN has established a board-centered governance structure to promote transparent and accountable management and publicly discloses the activities and responsibilities of its Board of Directors and executive management. The Board operates based on fairness, independence, and expertise, and conducts regular evaluations to ensure operational efficiency and appropriateness. NHN also strives to foster a virtuous cycle of growth by engaging in active communication with shareholders and investors, promoting mutual growth with all stakeholders.



## Board of Directors

### Board Diversity

NHN ensures board diversity by appointing directors with varied backgrounds in gender, experience, and areas of expertise. Board members have been selected for their professional capabilities in IT, business strategy, law, finance, and accounting. In 2023, NHN expanded gender diversity by appointing one female outside director. NHN will continue to enhance board diversity to ensure that a broad range of stakeholder perspectives is reflected in business decisions.

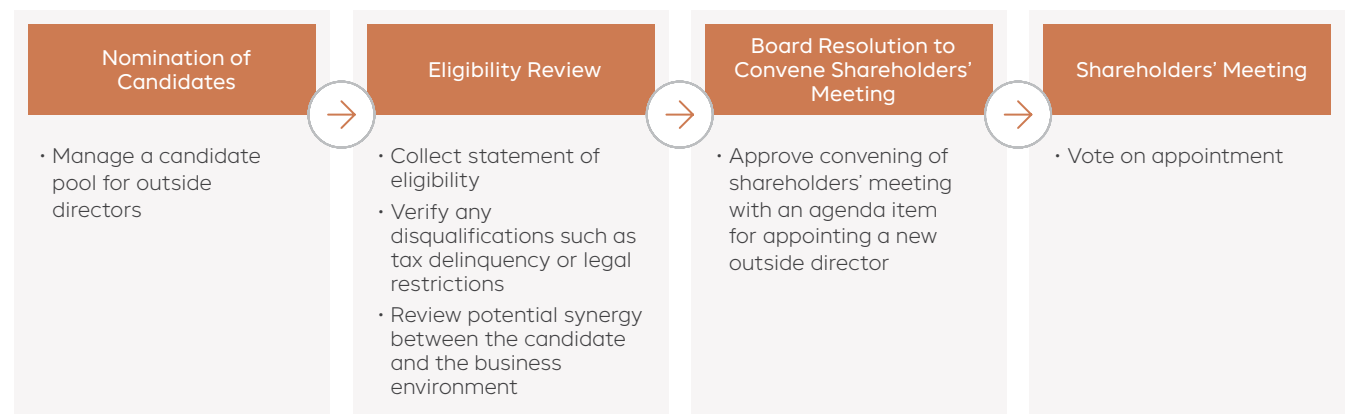
### Board Efficiency

To support agile and effective decision-making, NHN convenes ad hoc board meetings when necessary. It also operates a formal evaluation system to continuously assess and improve the board's effectiveness and efficiency. To reinforce professionalism and objectivity, NHN has established clear provisions that allow the Board and its committees to seek advice from external advisory institutions in accordance with the Board Charter.

### Board Independence

NHN applies various principles to strengthen the independence and oversight functions of the Board in pursuit of transparent and responsible management. The roles of the Board Chair and the CEO are separated to maintain internal checks and balances. When appointing outside directors, NHN strictly reviews any potential conflicts of interest with management, ensuring candidates meet both legal requirements and NHN's own internal independence criteria. In addition, more than 50% of board members are outside directors, ensuring objective and impartial decision-making. All directors are appointed individually through resolutions at the General Meeting of Shareholders, allowing for full shareholder participation. To prevent the appointment of unqualified candidates, the authority to screen candidates in advance has been delegated to the Global Human Resources Committee. This committee conducts a thorough review of each candidate's expertise, leadership, and experience, assessing their ability to contribute to corporate development and the protection of shareholder rights.

### Outside Director Appointment Process





## Board of Directors

### Grounds For Disqualification of Outside Directors

- ❶

A director, executive officer, and employee of NHN, or has served as a director, auditor, executive officer, and employee within the past two years
- ❷

The largest shareholder, his/her spouse, and direct relatives
- ❸

In case the major shareholder is a company, a person who is a director, an auditor, an executive officer, or an employee of the company
- ❹

A person who is the spouse, and direct relatives of a director, auditor or executive officer
- ❺

A person who is a director, an auditor, an executive officer, or an employee of NHN's parent company or subsidiary company
- ❻

A person who is a director, an auditor, an executive officer, or an employee of a company with considerable interests in NHN
- ❼

A person who is a director, an auditor, an executive officer, or an employee of a company where NHN's directors, executive officers, and employees serve as directors or executive officers

### Board Expertise

NHN is committed to strengthening the expertise of its Board of Directors to improve the quality of strategic decision-making and reinforce the company's overall competitiveness. To this end, NHN's board members are composed of professionals with extensive knowledge and practical experience in various fields that reflect the nature of the industry—such as IT technology, business strategy and investment, law and public policy, risk management, economics and financial accounting, communication, and stakeholder engagement.

To ensure transparency and demonstrate the Board's

diverse competencies, NHN regularly publishes a Board Skills Matrix, detailing each director's area of specialization and professional background. This matrix allows stakeholders to clearly understand the collective capabilities of the outside Board and how each member contributes to its governance function.

### Support for Outside Directors

NHN has established a multifaceted support system to ensure that outside directors can carry out their duties independently and professionally. A dedicated team supports outside directors by sharing meeting agendas and key internal matters before and after board and committee meetings, equipping them with sufficient context and insights to make informed decisions. To strengthen their expertise, NHN also provides systematic training programs

across a wide range of areas including environmental issues, ethics, and internal accounting control systems. These programs enhance outside directors' understanding of the rapidly evolving business environment, thereby reinforcing their professionalism. This support enables outside directors to oversee corporate management effectively and plays a key role in promoting objective and rational decision-making. In line with these efforts, NHN revised its Board Charter in 2024 to further promote independence. On November 11, 2024, the Board passed a resolution to delete Article 15-7, which previously required Board approval to obtain expert assistance. As a result, outside directors can now access external professional counsel without requiring additional resolutions. To ensure accountability and prevent misuse, the revised policy mandates that such consultations be reported to the full Board.

### Outside Director Support Organization

(As of May 31, 2025)

Team Name	Number of Staff	Position (Average Tenure)	Main Responsibilities
Business Management Team	2	Director (1), Manager (1) (Average: 7 years) <sup>1)</sup>	Support for Board of Directors and committee operations
Audit Team	2	Team Leader (1), Senior Manager (1) (Average: 9 years 4 months)	Support for audit activities related to company operations

1) Data has been revised due to error correction

### Training Status for Outside Directors

Date	Core Training Topics
June 7, 2024	Review of practical matters such as the key roles and legal responsibilities of (newly appointed) outside directors of listed companies: 1. Roles and responsibilities of outside directors in listed companies 2. ESG disclosure based on KSSB draft standards 3. Best practices and case studies on outside directors (focused on Corporate Governance Reports) 4. Understanding of value enhancement plan guidelines



## Board of Directors

### Board Composition Status

#### Board Member Profile

(As of May 31, 2025)

Name	Ujin Chung	Joon Ho Lee	Hyun Shik Ahn	Ji Weon Jung	Yongdai Kim	Chang-ki Choe
Position	Inside Director	Inside Director	Inside Director	Outside Director	Outside Director	Outside Director
Term	2023.03-2026.03	2025.03-2028.03	2025.03-2028.03	2023.03-2026.03	2024.03-2027.03	2025.03-2028.03
Career Summary	<div>· CEO, NHN Corporation</div> <div>· Former: NAVER Corporation</div> <div>· Former: Search Solution Co., Ltd.</div>	<div>· Chairman of the Board / Chairman, NHN Corporation</div> <div>· Former: COO, NAVER Corporation</div> <div>· Former: Visiting Professor, University of Massachusetts</div>	<div>· CFO, NHN Corporation</div> <div>· Former: Shinjeong Accounting Corporation</div> <div>· Former: Kyowon Co., Ltd.</div> <div>· Former: CFO, NHN JAPAN</div> <div>· Former: Samil PwC</div>	<div>· Director, Investment Division, Sierra Investment</div> <div>· Former: CRO, MC Partners</div> <div>· Former: PwC Samil Accounting Corporation</div>	<div>· Outside Director, NEWEN AI</div> <div>· Professor, Department of Statistics, College of Natural Sciences, Seoul National University</div> <div>· President, Korean Artificial Intelligence Association</div> <div>· Former: Researcher, National Institutes of Health (U.S.)</div>	<div>· Accountant, Lee Jung Accounting Firm</div> <div>· Adjunct Professor, School of Business, Hongik University</div> <div>· Adjunct Professor, Ewha Womans University Graduate School of Business</div> <div>· Former: CEO, Lee Jung Accounting Firm</div> <div>· Former: Accountant, Daejoo Accounting Corporation</div> <div>· Former: Accountant, Deloitte Anjin</div>
Gender	Male	Male	Male	Female	Male	Male

#### Board Skills and Expertise Matrix

(As of May 31, 2025)

Category	Ujin Chung (Inside Director)	Joon Ho Lee (Inside Director)	Hyun Shik Ahn (Inside Director)	Ji Weon Jung (Outside Director)	Yongdai Kim (Outside Director)	Chang-ki Choe (Outside Director)	Notes
IT Technology & Growth Business	O	O			O		50%
Business Strategy & Investment	O	O	O	O			67%
Law, Policy & Risk Management			O	O		O	50%
Economics, Finance & Accounting			O	O		O	50%
Communication & Stakeholder Engagement	O		O				33%
Year of Appointment	2014	2013	2013	2023	2024	2025	Average Tenure: 5.8 years
Independence				O	O	O	-
Gender	Male	Male	Male	Female	Male	Male	Female: 17%
Year of Birth (Age)	1975 (Age 50)	1964 (Age 60)	1971 (Age 54)	1982 (Age 43)	1968 (Age 56)	1970 (Age 55)	Average Age: 53



Board of Directors

Board Operations

In 2024, NHN's Board of Directors held a total of 10 meetings, consisting of 4 regular and 6 ad-hoc meetings. A total of 23 resolutions (including one amended resolution) and 8 agendas were reviewed. Key sustainability-related matters addressed by the Board in 2024 are as follows:

Board Meetings Status

Meeting No.	Date	Agenda Type	Key Agenda Items
2nd	February 13, 2024	Report No. 1	Report on the effectiveness of the compliance management system and compliance inspection results
		Report No. 2	Report on NHN's enterprise-wide risk management in 2023
		Resolution No. 3	Approval of the 2024 Occupational Safety and Health Plan
		Resolution No. 4	Partial amendment of the Articles of Incorporation <sup>1)</sup>
		Resolution No. 5	Decision on cash dividend for the 11th fiscal year (FY2023)
		Resolution No. 6	Acquisition of treasury shares - Type and quantity: 787,500 common shares - Acquisition amount: KRW 20,002,500,000 - Based on previous day's closing price (KRW 25,400)
		Resolution No. 7	Cancellation of treasury shares - Type and quantity: 1,170,559 common shares - Planned cancellation amount: KRW 26,300,119,612 - Based on the book value of treasury shares as of the board resolution date
3rd	March 7, 2024	Report No. 1	Report on internal accounting management system operations and evaluation results
6th	August 5, 2024	Report No. 2	Report on 2023 board performance evaluation
		Resolution No. 3	Acquisition of treasury shares - Type and quantity: 524,000 common shares - Planned acquisition amount: KRW 10,008,400,000 - Based on the closing price (KRW 19,100) on the day prior to the board resolution date
7th	September 27, 2024	Resolution No. 1	Establishment of 2025 Shareholder Return Policy - Purpose: Enhance shareholder value - Method: Cash dividends, treasury share acquisition and cancellation
9th	November 11, 2024	Resolution No. 1	Partial amendment of Board Charter <sup>2)</sup>
		Resolution No. 4	Acquisition of treasury shares - Type and quantity: 615,400 common shares - Planned cancellation amount: KRW 10,000,250,000 - Based on the closing price (KRW 16,250) on the day prior to the board resolution date

1) To provide dividend predictability, Article 56 (Dividends) of the Articles of Incorporation was amended to revise the "record date for dividends"  
2) To ensure more active expert support for outside directors, Article 5 was newly established and Article 16 was revised in the Board Charter.

Board Evaluation

NHN conducts regular evaluations of its Board of Directors to ensure continuous improvement in governance practices and to assess whether the Board is effectively fulfilling its roles and responsibilities in accordance with applicable laws and internal policies. All board members participate in the evaluation, which is conducted using a five-point scale across 22 criteria, grouped into three core areas: roles and responsibilities, board structure, and operational effectiveness. In the 2025 evaluation of activities carried out in 2024, all categories received an average score of 4 or higher. Notably, the Board achieved high marks in the areas of strategic oversight and decision-making, as well as operational effectiveness—such as compliance with the Board Charter and active participation in deliberations. To further enhance board effectiveness, NHN also conducts regular individual assessments of directors based on internal criteria, including meeting attendance, contributions, and independence. A separate evaluation is conducted specifically for outside directors, focusing on the adequacy of support for their activities and the effectiveness of board and committee composition. This evaluation covers five dimensions—expertise, impartiality, ethical accountability, diligence, and contribution—measured across ten items using a self-assessment format. In 2025, the evaluation of outside directors confirmed scores of over 4 points in all categories, reaffirming their high levels of professionalism and accountability.



## Board of Directors

### Board Compensation Structure

NHN operates its Board compensation policy in a transparent and fair manner. Compensation for outside directors is determined by comprehensively considering the level of legal responsibility, the company’s scale, and industry benchmarks. It is provided as a fixed salary without any additional allowances or meeting fees. In line with its policy, NHN does not link outside directors’ compensation to performance evaluations. The company believes that doing so may undermine the objectivity and neutrality required of outside directors, and has therefore implemented a separate, fixed compensation framework. For inside directors, compensation is reviewed and approved annually by the Compensation Committee and determined within the compensation cap approved by the general shareholders’ meeting. The amount is evaluated comprehensively based on job responsibilities, position, leadership, expertise, contributions to the company, and business performance. All directors are compensated in accordance with NHN’s compensation regulations, which take into account the value of their roles, scope of responsibilities, and their ability to perform assigned duties.

**Board Compensation** (As of December 31, 2024; Unit: persons, KRW thousand)

Category	No. of Recipients	Total Annual Compensation	Average per Person
Inside director	3	1,135,588	378,529
Outside director	3	117,000	39,000
Employees	893	76,111,388	85,237

Category	No. of Stock Option Recipients	Total Fair Value of Stock Options
Inside director	2	615,329
Outside director	-	-
Others with execution authority	14	1,520,490
<b>Total</b>	<b>16</b>	<b>2,135,819</b>

### Board Committees

NHN operates three Board committees to enhance operational efficiency and professionalism. Each committee is composed entirely of outside directors to ensure independence, with a chairperson elected based on relevant expertise. NHN supports each committee’s independent and professional decision-making, thereby reinforcing accountability in the Board’s operations.

**Committee Structure and Key Responsibilities** (as of May 31, 2025)

Committee	Composition	Key Responsibilities
ESG Committee	Ji Weon Jung (Chair) Chang-ki Choe Yongdai Kim	<ul style="list-style-type: none"> <li>Deliberate and resolve key ESG matters to strengthen ESG performance and promote sustainable growth</li> <li>Matters stipulated by laws or the Articles of Incorporation and those delegated by the Board</li> </ul>
Compensation Committee	Ji Weon Jung (Chair) Chang-ki Choe Yongdai Kim	<ul style="list-style-type: none"> <li>Oversee the selection, evaluation, and compensation of executives to enhance shareholder value and management transparency</li> <li>Deliberate and resolve key matters related to the compensation of registered inside directors</li> <li>Matters stipulated by laws or the Articles of Incorporation and those delegated by the Board</li> </ul>
Audit Committee	Chang-ki Choe (Chair) Ji Weon Jung Yongdai Kim	<ul style="list-style-type: none"> <li>Conduct audits on accounting, financial management, internal controls, and legal compliance</li> <li>Establish internal audit plans, select audit targets, conduct audits, report results, and follow up</li> <li>Other audit-related matters as defined in the Articles of Incorporation or internal regulations</li> </ul>



# Board of Directors

## ESG Committee

NHN operates the ESG Committee to strengthen ESG initiatives and pursue sustainable growth. The ESG Committee plays a strategic role in identifying ESG-related risks and setting direction, based on a deep understanding of ESG vision and goals. It also oversees and supports the systematic management of ESG performance to ensure meaningful outcomes.

ESG Committee Activities

(as of December 31, 2024)

Meeting No.	Date	Agenda	Resolution Status	Outside Director		
				Yongdai Kim (Attendance: 100%)	Wanhee Yoo (Attendance: 100%)	Ji Weon Jung (Attendance: 100%)
				Yes/ No	Yes/ No	Yes/ No
1	April 3, 2024	Resolution No. 1: Appointment of ESG Committee Chair	Approved	Yes	Yes	Yes <sup>1)</sup>
		Report No. 1: 2023 sustainability report publication plan	-	Present	Present	Present
		Report No. 2: CDP participation results	-	Present	Present	Present
		Report No. 3: Environmental KPI operation plan	-	Present	Present	Present
2	June 21, 2024	Resolution No. 1: 2024 environmental & energy targets	Approved	Yes	Yes	Yes
		Report No. 1: Human rights impact assessment results and follow-up plan	-	Present	Present	Present
		Report No. 2: ESG risk management in the supply chain	-	Present	Present	Present
3	September 30, 2024	Resolution No. 1: Adoption of internal carbon pricing system	Approved	Yes	Yes	Yes
		Report No. 1: Publication of 2023 sustainability report	-	Present	Present	Present
		Report No. 2: Declaration of support for the TCFD and publication of the report	-	Present	Present	Present
		Report No. 3: Renewable energy usage status and plan	-	Present	Present	Present
4	December 27, 2024	Report No. 1: 2024 ESG management performance and evaluation	-	Present	Present	Present
		Report No. 2: MOU for bridging the global digital divide	-	Present	Present	Present

1) For Agenda No. 1, "Appointment of the ESG Committee Chair," at the meeting held on April 3, 2024, outside director Ji Weon Jung, as the nominee, was excluded from participation in the vote



# CEO and Executive Succession Procedures

## Executive Appointment

NHN selects its executive leadership through a structured and transparent appointment process designed to ensure long-term organizational growth. The company first defines the qualifications and responsibilities for executives, and then selects candidates who demonstrate the necessary competencies and attributes. The process consists of four steps: candidate pool review, qualification assessment, final candidate selection, and initiation of the succession procedure. Throughout this process, the Global Human Resources Committee, authorized by the Board of Directors, reviews appointments, reappointments, and recommendations through both regular and ad-hoc meetings. After a thorough review, the Board recommends the final candidate to the general shareholders' meeting for a final decision.

## Executive Development

NHN's Global Human Resources Committee operates customized training programs for CEO candidates. Based on a comprehensive assessment of their qualifications and competencies, the committee selects optimal training content and delivery methods. A variety of learning opportunities are offered, including internal and external training, workshops, coaching, and on-the-job learning. In particular, the company provides group training such as strengths assessments, leadership and labor relations education; individualized programs tailored to personal competencies and departmental roles; and continuous language training to build global business capabilities. These programs are designed to ensure that candidates are fully equipped with the skills necessary to become chief executives.

## Emergency Succession Procedure

In the event that an executive or CEO is unable to perform their duties due to unforeseen circumstances, NHN activates an immediate response protocol in accordance with Article 38 of the Articles of Incorporation on board member replacement. An acting CEO is promptly designated from the internal director candidate pool, and if needed, the same candidate may be officially appointed as CEO to minimize any management disruption.

### Executive Appointment Process





## Enhancing Shareholder Value

### Shareholder Communication

NHN actively engages with shareholders and investors across multiple channels, ensuring transparent disclosure of investment-related information. The company provides investor relations (IR) and corporate governance information on its website, including dividend data from the past five years, enabling stakeholders to easily access information necessary for investment decisions. The IR page is available in both Korean and English to improve accessibility for both domestic and international investors. NHN actively takes part in quarterly earnings conference calls, non-deal roadshows (NDRs), and investment conferences. In addition, the company gathers feedback from retail investors through retail investor briefings and direct communication with the IR team via phone and email.

[IR Website](#)

[Governance Information](#)

### Shareholder Return Policy

In 2022, NHN introduced a three-year shareholder return policy, under which at least 30% of the previous fiscal year's EBITDA based on separate financial statements is allocated to fund shareholder returns. As part of this policy, the company paid its first year-end cash dividend of KRW 500 per share for FY2024, amounting to approximately KRW 16.9 billion. NHN also strengthened shareholder returns by repurchasing additional treasury shares worth approximately KRW 42.1 billion in the same year. As part of this policy, NHN announced a special cancellation of treasury shares equivalent to 10% of its total issued shares. From 2022 to 2024, the company cancelled a total of 3,751,792 treasury shares. On September 27, 2024, NHN disclosed its 2025 shareholder return policy in accordance with ad hoc disclosure obligations.

Under this plan, the company intends to purchase and cancel treasury shares equivalent to 3% of total issued shares, and maintain dividend per share at the same level as the previous year. As part of this, a cash dividend of KRW 500 per common share was approved by the Board of Directors in February 2025 and by the 12th General Shareholders' Meeting on March 28, 2025, with payment completed in April 2025 following approval of the financial statements and appropriation of retained earnings.

NHN also amended its Articles of Incorporation at the 11th General Shareholders' Meeting to allow the Board to determine the record date for dividends. Based on the amended Articles, the company disclosed the dividend confirmation date ahead of the record date for FY2024 to improve dividend predictability for shareholders.

#### General Shareholders' Meeting Status

Category	10th General Shareholders' Meeting	11th General Shareholders' Meeting	12th General Shareholders' Meeting
Resolution Date	2023.02.10	2024.02.13	2025.02.13
Notice Date	2023.02.27	2024.02.26	2025.02.27
Meeting Date	2023.03.28	2024.03.27	2025.03.28
Venue	Gyeonggi Center for Creative Economy & Innovation, Seongnam-si, Gyeonggi-do	Gyeonggi Center for Creative Economy & Innovation, Seongnam-si, Gyeonggi-do	Gyeonggi Center for Creative Economy & Innovation, Seongnam-si, Gyeonggi-do
Notification Method	Notice to shareholders holding over 1%, shareholder letter, electronic disclosure system, company website	Notice to shareholders holding over 1%, shareholder letter and proxy form, electronic disclosure system, company website	Notice to shareholders holding over 1%, shareholder letter, electronic disclosure system, company website
Key Discussion Points	Shareholder value enhancement, agenda item explanations, business updates — 9 participants spoke	Shareholder value enhancement, agenda item explanations, business updates — 9 participants spoke	Shareholder value enhancement, agenda item explanations, business updates — 4 participants spoke

### General Shareholders' Meeting

NHN is committed to enabling shareholders to actively participate in corporate decision-making and exercise their rights. The company sends out notices four weeks prior to the General Shareholders' Meeting to encourage participation, and also provides guidance on electronic voting and proxy voting for shareholders unable to attend in person. In line with the revised Enforcement Decree of the Korean Commercial Act, the company makes its business report and audit report available via electronic disclosure and its website one week before the meeting, enabling shareholders to make informed decisions.

The CEO, CFO, and key executives attend the General Shareholders' Meeting in person to respond to shareholder questions and provide detailed explanations on management performance and business activities. Through this dialogue, NHN works to strengthen shareholder trust and enhance understanding of the company's operations.



# Ethics and Compliance

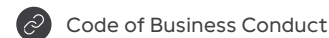
NHN regards ethical responsibility and regulatory compliance as core principles of management, striving to foster a transparent and fair corporate culture. The company places the highest priority on ethical management and transparency in all business activities, and provides clear behavioral standards to its members through the Code of Business Conduct and Anti-Corruption Policy, accompanied by regular ethics training. NHN also builds trust with stakeholders by ensuring fair trade and transparent information disclosure, fulfilling its role as an honest and accountable corporate citizen.



## Business Ethics and Anti-Corruption Compliance

### Code of Business Conduct

NHN has established its Code of Business Conduct as part of building an ethical management system grounded in corporate ethics. Based on this framework, all NHN members are encouraged to internalize ethical values and actively work to ensure that the company’s principles make a positive contribution to society at large.

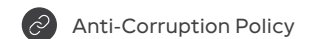


#### Fundamental Ethics for NHN Employees

Employees	The main agent who creates the best service 1. Respect for employees 2. Reasonable and fair treatment
Customers	The ultimate criteria in business activities 1. Value for Customers 2. Respect for Customers 3. Customer Protection
Society	Corporate citizenship of a society where we live together 1. Compliance with laws and social norms 2. Contribution to social development and sound culture 3. Maintaining political objectivity
Shareholders	Investors for corporate activities 1. Protection for shareholder interests 2. Disclosure of management information
Business Partners	Partners contributing to enhance the value of one another 1. Coexistence Ecosystem 2. Supplier Information Protection

### Anti-Corruption Policy

NHN is committed to fostering a corporate culture in which both the company and its members remain free from bribery, undue solicitations, and any form of corrupt behavior. This commitment is outlined in six core principles of NHN’s Anti-Corruption Policy.



#### Anti-Corruption Policy

- All executives and employees of NHN must comply with domestic and international laws and internal regulations related to anti-corruption.
- All executives and employees of NHN are strictly prohibited from accepting or demanding bribes including money, valuables, entertainment, convenience, etc. from stakeholders and engage in any corruption such as improper solicitation.
- NHN establishes and operates an effective management system to achieve anti-corruption and compliance management and we are committed to endeavor to continuously improve the system.
- All executives and employees of NHN must immediately report to the Company if any corruptive activities or violation of domestic and foreign laws and regulations related to anti-corruptions are witnessed. NHN does not disclose the informant's identity without consent and protects the informant from retaliation or other disadvantages.
- NHN ensures that the authority and independence regarding anti-corruption to the Chief Anti-corruption Officer in our fight against corruption.
- NHN may take disciplinary action following the Company's internal regulations if any executive or employee violates the relevant laws or internal regulations, including this Policy, or fails to take reasonable measures despite knowing the violation.



## Business Ethics and Anti-Corruption Compliance

### Business Ethics Pledge

Every year, all NHN employees sign a Business Ethics Pledge as a commitment to upholding the company's core ethical principles. The pledge outlines five key values: humility and sense of ownership, creativity and innovation, challenge and passion, avoidance of conflicts of interest, and fostering a healthy organizational culture. By centering on these values, NHN aims to strengthen team cohesion and build a sound and resilient organizational culture.

#### NHN Business Ethics Pledge

##### 1 Humility and ownership

Employees take responsibility for being the face of the company and always maintain a humble attitude, both publicly and privately.

##### 2 Creativity and innovation

In order to create the highest value and satisfaction for customers, employees will not stop with being satisfied with the present and always work with creative and innovative thinking.

##### 3 Challenge and passion

Under the corporate philosophy that "those who do not challenge themselves cannot achieve anything," employees continuously strive to challenge and achieve in their work with unwavering passion.

##### 4 Avoiding Conflicts of Interest with the Company

Employees carry out their duties with a clear distinction between public and private affairs, and do not engage in private activities or relationships that conflict with the interests of the company.

##### 5 Creating a Sound Organizational Culture

Employees strive to create a workplace where respect and autonomy are valued based on smooth communication and mutual trust. In addition, employees will not engage in any verbal, physical, or visual behavior that may offend others or contain social or cultural prejudice.

### Business Ethics Counseling and Reporting System

NHN operates a Business Ethics Counseling Center to allow all stakeholders—including employees, partners, and users—to report unethical behavior such as abuse of authority or improper requests. Once a report is received, an internal unit conducts an independent investigation, and if the incident is deemed a violation, appropriate disciplinary action is taken. Throughout the process, both the identity of the whistleblower and the contents of the report are strictly protected, and any form of retaliation or unfair treatment is



#### Business Ethics Counseling Center

#### Business Ethics Counseling Center – Whistleblower Protection Program

Category	Details
Protection of Whistleblower Identity and Confidentiality	<ul style="list-style-type: none"><li>Disclosure of the whistleblower's or collaborator's identity and report content is prohibited without the individual's consent.</li><li>Confidentiality must be maintained throughout the fact-checking and disciplinary process (records related to reward recipients are not retained).</li><li>NHN has disciplinary rules for employees who violate identity protection or confidentiality obligations.</li></ul>
Prohibition of Disadvantage or Discrimination	<ul style="list-style-type: none"><li>If a whistleblower experiences any disadvantage due to their report, NHN will take steps to restore the harm.</li><li>NHN will protect and compensate individuals who suffer disadvantage for refusing to comply with improper demands or unethical behavior.</li></ul>
Compensation and Exemption	<ul style="list-style-type: none"><li>If the whistleblower is involved in misconduct but reports it voluntarily, NHN may consider leniency in disciplinary actions.</li></ul>

strictly prohibited. In 2024, the center received five reports and inquiries, all of which were resolved in full.

### Business Ethics Survey

NHN conducts an annual Business Ethics Survey targeting both group company employees and business partners. Participants are invited to evaluate and provide feedback on various topics, including anti-corruption practices and appropriateness in transactions. The survey results are disclosed transparently, and collected feedback is promptly addressed through appropriate actions. In 2024, approximately 1,700 NHN and group company employees and over 1,500 partners participated in the survey.

#### 2024 Business Ethics Survey Results

##### NHN Employee Results

**4.2/5**

▲Up 0.3 YoY

##### NHN Partner Results

**4.8/5**

-0.0 YoY

##### Overall NHN Score

**4.56/5**

▲Up 0.2 YoY



## Business Ethics and Anti-Corruption Compliance

### Business Ethics and Anti-Corruption Training

NHN provides annual ethics training to all employees, including full-time, contractors and temporary workers. The training covers not only the fundamental guidance on the company's ethics code but also includes case studies centered on potential violations that may arise in the course of business. These real-world scenarios encompass a wide range of topics including bribery, entertainment and improper conveniences and hospitality, conflicts of interest with the company, protection of company assets and information, fair trade, and the ethics counseling and reporting system, offering clear guidance on appropriate codes of conduct. In 2024, NHN distributed ethics training videos as part of its business ethics survey to improve employee accessibility to the ethics program.

### Ethics and Anti-Corruption Risk Management System

#### Anti-Corruption Risk Management

Each year, NHN identifies both financial and non-financial ethics and corruption risks occurring within group organizations and business sites based on its internal risk pool. These risks are categorized into three types: misappropriation of assets, corruption, and misstatement in financial reporting. Each risk is assessed according to three criteria—likelihood of occurrence, material impact on financial statements, and non-financial impact—and corresponding response measures are developed and implemented.

#### Anti-Corruption Audits

For areas identified as high risk for corruption, NHN establishes an annual audit plan and conducts internal audits at least once a year. These audits encompass entire scope of operations, including violations of ethical standards, appropriateness of procedures, legal non-compliance, and corruption-related risks. Audit plans and results are reported to the Audit Committee.

## Compliance

### Compliance Governance

To strengthen legal compliance and corporate oversight, NHN has adopted a Compliance Officer system, appointing an executive at a level equivalent to C-Level to lead the compliance function. The Compliance Officer oversees the company's compliance risks in accordance with internal compliance control standards, while the compliance support team is responsible for monitoring and controlling regulatory adherence and reporting major findings to the Board of Directors. In addition to this, the compliance support team manages a wide range of responsibilities across the compliance domain, including service risk reviews, data privacy protection, and employee compliance training.

### Compliance Control System

NHN operates a company-wide compliance control system to proactively prevent and systematically manage legal risks. The compliance support team handles routine legal compliance tasks such as legal consultation and contract review through a legal management system. At the end of each evaluation cycle, the team verifies whether key requirements have been fulfilled and reports the findings to the Compliance Officer. If any violations are identified during the review process, immediate corrective action

is requested, and the severity of the violation determines whether it is reported to the department head or the CEO. If compliance findings or corrective requests remain unaddressed, the Compliance Officer reports the matter to the Board of Directors. In 2024, there were no cases of non-implementation.

### Legal Risk Assessment

NHN continuously monitors legislative developments and proactively evaluates legal risks, notifying relevant departments accordingly. In 2024, the company conducted a review of specific contracts in response to the amended Subcontract Price Linkage Regulation. The compliance support team identified potential internal risks associated with violations of the Subcontract Act, particularly the misappropriation of technical data, and issued guidance to business units to ensure regulatory compliance and mitigate those risks. Through such detailed monitoring, NHN proactively responds to legal amendments and systematically promotes company-wide risk control and employee compliance awareness.

#### Compliance Management Process





## Compliance

### Unfair Trade Prevention Activities

NHN enforces a strict no-gift policy under its Code of Business Conduct and Anti-Corruption Policy, prohibiting employees from accepting gifts from stakeholders. If a gift is unavoidably received, the principle of returning it is applied. In cases where returning is not feasible, the recipient may file a Clean Report through the Business Ethics Counseling Center. During major holiday seasons such as Lunar New Year and Chuseok, when gift-giving is more common, NHN holds a "Lucky Auction," where received gifts are auctioned internally. The winning bidder donates the auction amount to a charitable organization of their choice, promoting a culture of everyday giving. In 2024, 114 employees participated in the Lucky Auction, and a total of KRW 5.28 million was donated to various organizations.

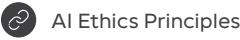
### Fair Trade Training

NHN implements structured fair trade training programs to raise awareness and promote compliance among employees. In 2024, NHN and its affiliates conducted sessions for personnel in charge of procurement and contracting, covering key topics such as the revised Subcontract Payment Linkage Regulation, practical application cases, and compliance measures tailored to each affiliate. Additional training on the revised E-Commerce Act and Subcontract Act was also provided to members of the Legal Team, enhancing their practical expertise and dispute prevention capabilities.

## Digital Ethics

### AI Ethics Principles

NHN takes deliberate measures to ensure that advances in digital technology do not infringe upon individual rights or social equity. In particular, to proactively address risks associated with the development of AI technologies, NHN has established and publicly disclosed its AI Ethics Principles. These principles include five core commitments—human-centricity, respect for diversity, fairness, reliability, and data privacy. NHN strives to uphold these values across all stages of its AI-related business activities, from technology development to service operation.



#### AI Ethics Principles

Human-centric	Serving as a tool to make people's lives convenient and happy, NHN's AI respects human dignity and universal values of humanity.
Respect for diversity	NHN's AI embraces people with diverse social and cultural backgrounds. We consider diversity when it comes to developing training data and algorithm for AI system and make utmost efforts to avoid bias.
Fairness	NHN's AI operates in a fair and non-discriminatory manner for all individuals, preventing discrimination based on race, gender, origin, economic background, and other factors.
Trustworthiness	NHN's AI strives to explain its operational methods and decision-making processes transparently, providing explanations allowing users to understand and trust the outcomes.
Privacy protection	NHN's AI handles user's personal information in a lawful and secure manner. It respects personal information protection and privacy, collecting and utilizing information only within the scope of user consent.

### Digital ESG Council

NHN is an active member of the Digital ESG Council, organized by the National Information Society Agency (NIA) of Korea. The Council was established to strengthen digital ESG initiatives and promote collaboration among telecommunications providers and global IT companies. Since launching in 2023, the Digital ESG Council expanded its scope in 2024 to focus on promoting digital inclusion across society, including supporting AI and digital capacity-building, ensuring accessibility, and preventing potential harms. In addition, in December 2024, NHN signed an ESG cooperation agreement with NIA to help bridge the global digital divide and is jointly participating in a public-private partnership to donate surplus IT equipment to developing countries.





## Risk Management

NHN has established an integrated risk management system and continues to strengthen its risk response capabilities to proactively address the wide range of risks that may arise during business operations. From an enterprise-wide perspective, NHN identifies and manages risks that may significantly impact the company's operations in advance, and clarifies roles and responsibilities through board-centered risk governance. NHN will continue to enhance its risk management framework to minimize diverse internal and external risks amid a rapidly changing business environment and to ensure corporate stability and long-term sustainability.



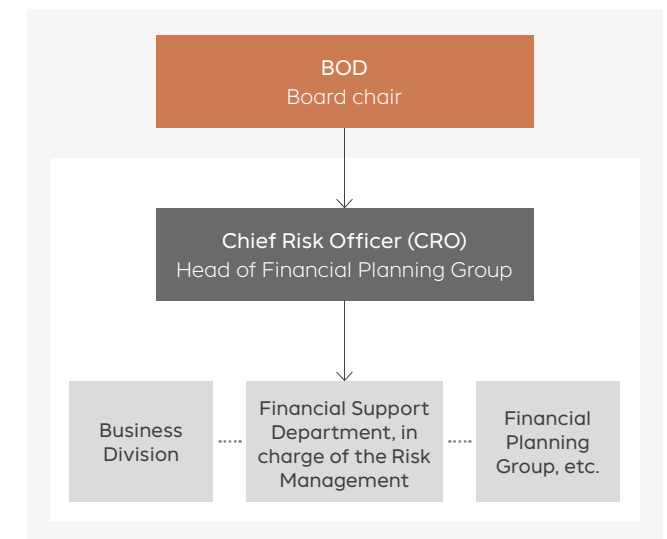
## Integrated Risk Management

### Risk Management Framework

In May 2023, NHN established an enterprise-wide risk management framework to proactively address internal and external environmental changes that could affect the company. The Board of Directors reviews all major risk-related matters both regularly and on an ad-hoc basis. To enhance decision-making on risk identification and response, the Board has appointed an outside director with expertise in policy and risk management. NHN has appointed the head of the Financial Planning Group as the Chief Risk Officer (CRO) to oversee the company's integrated risk management activities. The CRO conducts regular (at least annual) or ad-hoc inspections to verify compliance with the company's risk management policy and to assess the operational status of risk management. Based on these inspections, the CRO analyzes the potential impact of risks on the company and reports the findings to the Board of Directors. Serving as the lead department for company-wide risk management, the Financial Support Department collaborates with business divisions and the

Financial Planning Group to carry out risk management activities across the company and to support the CRO's decision-making.

### Risk Management Governance





# Integrated Risk Management

## Risk Identification

NHN classifies enterprise-wide risks into financial and non-financial categories and takes a structured approach to managing each risk, considering its specific characteristics. Going forward, NHN will continue its efforts to embed risk management capabilities throughout the organization and to establish a strong risk management culture at the enterprise level.

### Key Risks and Response Status

Category	Risk Type	Definition & Impact	Our Responses
Financial Risk	Financial	Potential decline in market competitiveness and business continuity risk due to financial instability in exchange rates, interest rates, capital risk, creditworthiness, and taxation	<ul style="list-style-type: none"> <li>• Ongoing and preventive management through internal accounting control system</li> <li>• Constant monitoring of exchange rates, interest rates, and operational assets</li> </ul>
	Climate Change & Carbon Neutrality	<p>With the adoption of the Paris Agreement, environmental regulations are tightening in major countries such as the European Union (EU) and the United States due to policies promoting environmental sustainability, and stakeholders are showing increased interest in climate-related disclosures as the importance of climate change response grows.</p> <p>Failure to take appropriate action may result in operational disruptions, regulatory violations, or potential sanctions</p>	<ul style="list-style-type: none"> <li>• Established GHG inventories across all sites and conducted voluntary third-party verification</li> <li>• Annual energy-saving projects at data centers and HQ</li> <li>• Maintained ISO 14001 &amp; 50001 certifications</li> <li>• Conducted employee campaigns on energy and environment, with voluntary carbon credit purchases based on participation</li> <li>• 2024 CDP participation; awarded a 'B' rating</li> </ul>
Non-Financial Risk	Human Rights	Issues such as workplace harassment or sexual misconduct could harm NHN's reputation and result in special labor inspections by authorities	<ul style="list-style-type: none"> <li>• Operated 'With-U,' human rights grievance handling process</li> <li>• Conducted anti-harassment campaigns and surveys</li> <li>• Performed human rights impact assessments</li> <li>• Provided training to relevant departments</li> </ul>
	Information Security	Leaks of sensitive company data or system breaches could result in IP violations, loss of competitiveness, financial damage, or service disruption	<ul style="list-style-type: none"> <li>• Conducted annual risk assessments and department-level improvements</li> <li>• Daily/weekly system monitoring to guard against information threats</li> <li>• Renewed ISO certifications annually</li> </ul>
	Policy & Business Regulation	Violations of game-related laws and policies could lead to fines, administrative actions, service disruptions, and business losses	<ul style="list-style-type: none"> <li>• Ongoing policy monitoring and internal policy guidance</li> <li>• Engaged with authorities on legal and policy improvements</li> <li>• Reviewed internally and addressed regulatory issues during game launches and updates</li> </ul>





## Integrated Risk Management

Category	Risk Type	Definition & Impact	Our Responses
Non-Financial Risk	Legal	Failure to conduct prior legal review of contracts and business operations may result in lawsuits, disputes, or violations of applicable laws, potentially leading to legal expenses or sanctions	<ul style="list-style-type: none"><li>• Pre-review of contracts signed in the company's name</li><li>• Legal review of new or ongoing business initiatives</li><li>• Distribution of internal compliance guidelines and training to prevent unfair trade risks</li></ul>
	Ethics	Unethical or corrupt behavior by employees or partner companies may damage corporate image and credibility, especially in an era emphasizing business ethics and organizational transparency	<ul style="list-style-type: none"><li>• Establishment and publication of Anti-Corruption Policy</li><li>• Ethics pledge and survey for employees and suppliers</li><li>• Annual renewal of external certifications including ISO certification</li><li>• Conduct ethics surveys and analyze results to enhance awareness</li></ul>
	Privacy	Violation of the Personal Information Protection Act or privacy breaches may lead to legal sanctions, compensation claims, and loss of user trust and corporate reputation	<ul style="list-style-type: none"><li>• Annual development of privacy protection strategies and plans</li><li>• Privacy impact assessment for new or revised services</li><li>• Monitored personal information misuse, abuse, and leakage attempts on a daily/weekly basis as part of audit activities</li></ul>
	CI/BI	Improper use of CI/BI or unclear brand naming can harm brand consistency and reduce brand value	<ul style="list-style-type: none"><li>• Distribution of updated CI/BI usage guidelines for NHN affiliates following CI renewal</li></ul>
	Recruitment	Violation of the Fair Hiring Procedure Act or failure to attract top talent may weaken the company's competitiveness	<ul style="list-style-type: none"><li>• Provided pre-interview kick-off meetings and guidelines to promote fair hiring awareness</li><li>• Enhancement of recruitment systems and external networks</li><li>• Strengthening of top talent linkage programs</li></ul>
	Disciplinary Action	Failure to initiate disciplinary procedures or disclose outcomes for employees who violate the company's code of conduct or internal regulations may result in the deterioration of organizational order and damage to the company's external reputation	<ul style="list-style-type: none"><li>• Disciplinary committee reviews reported misconduct</li><li>• Internal notification of disciplinary outcomes to all employees</li></ul>
	Reputation	Negative corporate image can harm trust in the brand and company, potentially affecting new business opportunities, investments, and shareholder value	<ul style="list-style-type: none"><li>• Real-time monitoring of media and social platforms</li><li>• Responded to issues by verifying facts, issuing press or notice materials, and promptly requesting corrections</li><li>• Ongoing networking with internal and external stakeholders to manage corporate reputation</li></ul>



## Tax Management

### Tax Policy

NHN operates businesses across various digital industries, including game, payment, cloud services, commerce, and content. As tax regulations for digital businesses are still evolving, and due to the inherently global nature of these industries, a clear understanding of country-specific tax laws and the ability to respond swiftly remain essential. In response, NHN fully cooperates with domestic and international tax authorities, complies with tax treaties and OECD guidelines, and applies the arm's length principle to transactions with overseas related parties, as established in its internal policies to avoid tax-related issues. Additionally, NHN regularly discloses corporate tax information through its business reports, ensuring transparency for shareholders and other internal and external stakeholders regarding its tax practices.

### Enhancing Tax Management Capabilities

To proactively respond to changes in the global tax environment and minimize tax-related risks, NHN maintains a dedicated in-house tax team. This team continuously monitors and reviews annual tax law amendments and authoritative interpretations, while systematically managing financial data to ensure that all tax filing requirements are properly documented and organized. Tax-related issues arising across business units are shared through the tax team and, when necessary, responses are supplemented by expert opinions from external advisors. For high-value or complex transactions, NHN proactively seeks advance rulings from tax authorities to prevent potential tax risks. In addition, the tax team completes annual training on tax policies and new legislation to further strengthen their expertise and ensure timely compliance.





# Appendix

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# Financial Data

## Financial Data

### Subsidiaries Overview

(as of December 31, 2024)

Category	Company Name	Date of Establishment	Main Business	Total Assets (KRW thousand)	Ownership
Key Subsidiaries	NHN JAPAN Corp.	2013.04.01	Internet services	407,040,662	100.00%
	NHN Investment Partners Corporation	2016.10.04	Investment fund management and consulting	166,573,796	100.00%
	NHN GLOBAL, INC.	2005.01.18	E-commerce services	175,684,804	100.00%
	NHN LINK Corporation	2014.04.15	Ticket sales agency services	184,198,075	100.00%
	NHN Bugs Corp.	2002.06.03	Music distribution and services	76,194,970	45.26%
	NHN PAYCO Corp.	2017.04.03	Simple payment services	244,951,058	68.42%
	NHN KCP Corp.	1994.12.28	Online payment gateway services	552,492,088	42.33% owned by NHN PAYCO Corp.
	NHN PlayArt Corp.	2015.10.01	Mobile game development and supply	93,223,674	100% owned by NHN JAPAN Corp.
	NHN Techorus Corp.	2007.04.02	IDC and network services	135,749,164	100% owned by NHN JAPAN Corp.
	NHN comico Corp.	2017.06.01	Animation creation and development	84,548,294	100% owned by NHN JAPAN Corp.
	NHN Cloud Corp.	2022.04.01	Software development and supply	281,436,585	85.00%
	NHN COMMERCE Corp.	2003.01.09	E-commerce software development and supply	105,504,457	73.90%
Other Subsidiaries	NHN FUKUOKA Corp., NHN SERVICE Technology Corp., NHN Investment Co., Ltd., NHN SERVICE Corporation, SLi Growth Accel II Investment Fund, NHN AD Co., Ltd., NHN Wetoo Co., Ltd., IBT Co., Limited (formerly NHN COMMERCE China Co., LTD.), IBT Shanghai Co., Ltd., IBT Hong Kong Co., Ltd. (formerly NHN COMMERCE Hong Kong Co., Ltd.), IBT Korea Co., Ltd. (formerly NHN COMMERCE International Co., Ltd.), IBT USA Company (formerly NHN COMMERCE USA Co., Ltd.), IBT Info Co., Ltd., IBT China Co., Limited (formerly NHN Greater China Ltd.), NHN Goodfriends Corporation, Recon Co., Ltd., Doppelsoft Co., Ltd., Korea Fintech Co., Ltd., Yap Telecom Co., Ltd., NHN Edu Corp., NHN Vietnam Co., Ltd., KCP Capital Financial Co., Ltd., Link Co., Ltd. (formerly Solbiforce Co., Ltd.), NHN KCP PTE. Ltd., Wisdomhouse Co., Ltd., NOUVOLUTION, 510 BROADWAY, LLC., NHN Doctortour Corp., RYOKOHAKASE NIHON, NHN Cloud Japan Corp., Edito Co., Ltd., NEW DEEP LIMITED, NHN Vietnam Holdings Ltd., NHN Enterprise Corporation, COMICOSVC VIETNAM COMPANY LIMITED, NHN ACE Co., Ltd., Wapplat Co., Ltd., NHN DOORAY Co., Ltd., NHN DATA Corporation, LOIT, NHN Academy Corporation, NHN Studio comico Corp. (formerly NHN Studio Diggin Corp.), NHN FashionGo Korea Corporation, JT Telecom Co., Ltd., Sound Alliance Co., Ltd., 2250 Maple LLC, NHN comico Korea Corp., NHN Talent Inc., Pebble Games PTE. Ltd., Pebble Stream PTE. Ltd., SA JAPAN Co., Ltd., IKONIC S.R.L, NHN Ventures LLC., NHN iCAME Corp., NHN TOASTCAM Corporation, Pebble Games Corporation, Korea Credit Card Payment Co., Ltd.				



# Financial Data

## Economic Performance Data

### Consolidated Statement of Financial Position (Summary) (Unit: KRW 100 million)

Category	2024 Year-end	2023 Year-end	2022 Year-end
Assets			
Current assets	14,188	15,374	13,486
Non-current assets	17,743	19,123	16,766
<b>Total assets</b>	<b>31,930</b>	<b>34,497</b>	<b>30,252</b>
Liabilities			
Current liabilities	8,784	8,884	7,470
Non-current liabilities	5,493	5,715	2,858
<b>Total liabilities</b>	<b>14,277</b>	<b>14,599</b>	<b>10,328</b>
Equity			
Equity attributable to owners of the parent	14,515	16,314	16,930
Issued capital	188	188	188
Capital surplus	12,287	12,287	12,287
Other components of equity	(1,329)	(1,412)	(1,349)
Accumulated other comprehensive income	122	14	8
Retained earnings	3,248	5,238	5,797
Non-controlling interests	3,139	3,584	2,994
<b>Total equity</b>	<b>17,654</b>	<b>19,898</b>	<b>19,924</b>
<b>Total liabilities and equity</b>	<b>31,930</b>	<b>34,497</b>	<b>30,252</b>

### Consolidated Statement of Comprehensive Income (Summary) (Unit: KRW 100 million)

Category	2024.01.01~2024.12.31	2023.01.01~2023.12.31	2022.01.01~2022.12.31
Revenue	24,561	22,696	21,149
Operating expenses	24,887	22,140	20,758
Operating profit (loss)	(326)	556	391
Net income (loss)	(1,926)	(231)	(318)
Attributable to:			
Owners of the parent (loss)	(1,325)	(85)	(321)
Non-controlling interests (loss)	(601)	(146)	4



# Financial Data

## Economic Performance Data

### Distribution of Economic Value

	Category	Unit	2022	2023	2024
Employees	Total	KRW million	414,114	450,806	436,312
	Salaries	KRW million	335,911	364,141	346,858
	Welfare benefits	KRW million	54,904	58,379	60,555
	Retirement benefits	KRW million	23,299	28,285	28,899
Partners	Total	KRW million	1,365,270	1,490,638	1,647,055
	Cost of sales	KRW million	220,718	251,304	172,245
	Commission expenses	KRW million	1,140,085	1,233,249	1,474,066
	Outsourcing expenses	KRW million	4,467	6,085	744
Investors	Total <sup>1)</sup>	KRW million	8,995	39,589	44,414
	Dividends	KRW million	0	16,853	15,889
	Interest expenses	KRW million	8,995	22,736	28,525
Local community	Donations	KRW million	879	843	1,124
Government	Corporate tax expenses	KRW million	33,273	36,058	63,036

1) Adjusted due to partial data miscalculation in 2023

### Effective Tax Rate

Category	Unit	2022	2023	2024 <sup>2)</sup>
Profit before tax	KRW million	1,522	12,963	(129,564)
Nominal tax amount	KRW million	368	2,995	0
Effective tax rate	%	2186.7	278.2	-
Tax paid <sup>1)</sup>	KRW million	100,771	61,102	70,382
Tax rate	%	6622.6	471.3	-

1) The tax paid is calculated based on the amount recorded in the cash flow statement for the corresponding fiscal year

2) Effective tax rate and tax rate are not calculated in the case of a pre-tax loss

### Taxes Paid by Country

	Category	Unit	2022	2023	2024
Korea	Revenue	KRW million	1,558,547	1,740,366	1,914,804
	Profit before tax	KRW million	(34,869)	7,566	(70,850)
	Corporate tax expenses	KRW million	26,095	26,163	50,727
	Net income	KRW million	(60,964)	(18,598)	(121,578)
	Tax paid	KRW million	86,915	50,652	60,401
Japan	Revenue	KRW million	301,833	315,852	346,242
	Profit before tax	KRW million	39,333	64,205	61,625
	Corporate tax expenses	KRW million	7,832	13,880	18,299
	Net income	KRW million	31,500	50,325	43,326
	Tax paid	KRW million	13,552	9,884	9,624
Other countries	Revenue	KRW million	254,490	213,397	195,062
	Profit before tax	KRW million	(2,942)	(58,808)	(120,338)
	Corporate tax expenses	KRW million	(655)	(3,986)	(5,991)
	Net income	KRW million	(2,287)	(54,822)	(114,347)
	Tax paid	KRW million	303	567	356



# ESG Data

## Environmental Data<sup>1)</sup>

### Greenhouse Gas(GHG) Emissions<sup>2)</sup>

	Category	Unit	2022	2023	2024
GHG (Scope 1) emissions	Total	tCO <sub>2</sub> eq	77	122	118
	Play Museum	tCO <sub>2</sub> eq	77	111	102
	NCC	tCO <sub>2</sub> eq	0	11	15
GHG (Scope 2) emissions	Total	tCO <sub>2</sub> eq	14,447	15,797	15,654
	Play Museum	tCO <sub>2</sub> eq	3,908	4,092	4,284
	NCC <sup>3)</sup>	tCO <sub>2</sub> eq	10,539	11,705	11,370
GHG emissions intensity	Total emissions (Scope 1 + 2)	tCO <sub>2</sub> eq	14,524	15,919	15,772
	Revenue	KRW 100 Million	21,149	22,696	24,561
	GHG emissions intensity	tCO <sub>2</sub> eq/KRW 100 million	0.6867	0.7014	0.6422

1) Reporting boundary for Scope 1, 2 GHG emissions, water use, energy use, and waste generation includes all domestic facilities under NHN's operational control (Play Museum and NCC)

2) Individual site emissions may differ by ±1 tCO<sub>2</sub>eq from the total due to truncation of decimal values

3) Scope 2 emissions for NCC reflect a reduction of 27,597 tCO<sub>2</sub>eq from REC purchases in 2024

	Category	Unit	2022	2023	2024
GHG emissions (Scope 3) <sup>4)5)</sup>	Total	tCO <sub>2</sub> eq	6,313	6,195	18,004
	(1) Purchased goods and services	tCO <sub>2</sub> eq	1,819	1,635	1,127
	(2) Capital goods	tCO <sub>2</sub> eq	139	150	224
	(3) Fuel and energy-related	tCO <sub>2</sub> eq	2,215	2,442	2,476
	(4) Upstream transportation and distribution	tCO <sub>2</sub> eq	561	125	119
	(5) Waste generated in operations	tCO <sub>2</sub> eq	4	2	2
	(6) Business travel	tCO <sub>2</sub> eq	81	133	139
	(7) Employee commuting	tCO <sub>2</sub> eq	485	509	453
	(11) Use of sold products	tCO <sub>2</sub> eq	1,010	1,198	432
	(12) End-of-life treatment of sold products <sup>6)</sup>	tCO <sub>2</sub> eq	0.122	0.256	0.045
	(15) Investments	tCO <sub>2</sub> eq	-	-	13,032

4) Scope 3 includes Categories 1, 2, 3, 4, 5, 6, 7, 11, 12, and 15. The increase in 2024 is due to the first-time inclusion of Category 15 (Investments)

5) Due to changes in the calculation methodology and reporting boundaries for Scope 3 emissions, the 2022–2023 data for the following categories have been restated: Category 1 (Purchased Goods and Services), Category 2 (Capital Goods), Category 3 (Fuel- and Energy-Related Activities), and Category 6 (Business Travel)

6) Data for 2022 has been revised due to error correction



# ESG Data

## Environmental Data

### Energy Consumption

Category	Scope	Energy Consumption	Unit	2022	2023	2024
Energy consumption <sup>1)</sup>	Total		GJ	87,919	92,739	98,362
	Play Museum	Diesel	GJ	34	4	5
		City Gas (LNG) <sup>2)</sup>	GJ	804	1,173	1,445
		Gasoline	GJ	504	503	249
		Automotive Diesel	GJ	-	258	175
	Indirect energy	Electricity	GJ	64,943	67,694	70,370
		Steam	GJ	21,635	23,108	26,118
	Total <sup>3)</sup>		GJ	220,709	246,046	239,002
	NCC	Direct energy Diesel	GJ	0	159	227
		Indirect energy Electricity <sup>4)</sup>	GJ	218,579	243,665	237,006
		Steam	GJ	2,131	2,222	1,770
Energy intensity	Total energy consumption		GJ	308,628	338,785	337,364
	Revenue		KRW 100 million	21,149	22,696	24,561
	Energy intensity <sup>5)</sup>		GJ / KRW 100 million	14.593030	14.927080	13.735760
Renewable energy usage	Total		GJ	-	288	336
	Renewable Energy Certificate (REC)		GJ	-	288	216
	On-site generation (Solar power)		GJ	-	-	120

1) Energy consumption data for 2024 is rounded down at the facility level, and therefore may differ in part from the 2023 report.

2) Data for 2022 has been revised due to error correction

3) Data for 2023 has been revised due to error correction

4) Includes electricity generated from on-site solar power systems.

5) Data for 2022~2023 has been revised due to error correction

### Water Consumption

Category		Scope	Unit	2022	2023	2024
Water <sup>1)</sup>	Total water consumption <sup>2)</sup>	Total	ton	54,739	63,317	76,335
		Play Museum	ton	36,730	45,324	53,972
		NCC	ton	18,009	17,993	22,363
	Water withdrawal (Municipal water) <sup>3)</sup>	Total	ton	50,480	58,334	70,708
		Play Museum <sup>4)</sup>	ton	32,672	40,123	48,345
		NCC	ton	18,009	17,993	22,363
	Water reuse (Greywater)	Total	ton	4,058	5,201	5,627
		Play Museum	ton	4,058	5,201	5,627
		NCC	ton	-	-	-

1) Water consumption data for NCC was recalculated for 2022~2023 due to changes in the calculation method

2) Total water consumption is calculated as the sum of water withdrawal and reused water.

3) As of 2022~2024, only raw water from municipal water sources is extracted among municipal water, industrial water, groundwater, surface water, and recycled water.

4) Data for 2022~2023 has been revised due to error correction

### Waste Generation

	Category	Scope	Unit	2022	2023	2024
Waste generation	Total waste generation		ton	66.640	90.210	108.160
		Total	ton	65.180	90.210	107.560
	General waste	Play Museum	ton	58.730	83.170	100.240
		NCC	ton	6.450	7.040	7.320
		Total	ton	1.460	0.000	0.600
	Designated waste	Play Museum	ton	0.830	0.000	0.000
		NCC	ton	0.630	0.000	0.600
	Recycled waste	Total recycled waste		ton	65.180	90.210



# ESG Data

## Environmental Data

### Environmental Violations

	Category	Unit	2022	2023	2024
Environmental violations	Number of regulatory violations	Cases	0	0	0
	Number of non-monetary sanctions	Cases	0	0	0
	Total fines imposed	KRW million	0	0	0

### Zero-emission vehicles

	Category	Unit	2022	2023	2024
Zero-emission vehicles	Total number of company vehicles	Vehicles	15	13	12
	Number of zero-emission vehicles	Vehicles	2	2	1
	Percentage of zero-emission vehicles	%	13.3	15.4	8.3

## Social Data

### Workforce Overview<sup>1)</sup>

	Category	Unit	2022	2023	2024
Total workforce	Total number of employees	Persons	1,720	1,748	1,592
By gender	- Male	Persons	1,077	1,108	1,004
	- Female	Persons	643	640	588
By age group	- 20s	Persons	360	304	232
	- 30s	Persons	842	893	824
	- 40s	Persons	479	486	465
	- 50 and above	Persons	39	65	71
	- Domestic	Persons	1,711	1,742	1,587
By region	- Overseas	Persons	9	6	5
	- Regular	Persons	1,621	1,647	1,513
By employment type <sup>2)</sup>	· Male	Persons	1,009	1,036	949
	· Female	Persons	612	611	564
	- Contract	Persons	26	25	21
	· Male	Persons	6	7	8
	· Female	Persons	20	18	13

1) Due to error correction, 2022 data was recalculated to exclude overseas workforce; 2023 permanent employee data was also revised

2) Based on domestic workforce, excluding executives



# ESG Data

## Social Data

### Diversity<sup>1)</sup>

	Category	Unit	2022	2023	2024
Diversity by job level	Executives <sup>2)</sup>	Persons	64	70	53
	Male	Persons	54	60	45
	Female	Persons	10	10	8
	Managers <sup>3)</sup>	Persons	229	231	216
	Male	Persons	158	160	150
	Female	Persons	71	71	66
	General staff <sup>4)</sup>	Persons	1,418	1,441	1,318
	Male	Persons	857	883	807
	Female	Persons	561	558	511
Patriots / veterans, employees with disabilities	Number of patriots / veterans	Persons	11	10	9
	Number of employees with disabilities	Persons	7	7	7

1) Based on domestic workforce only

2) Data for 2022 has been revised due to error correction

3) Data for 2022–2023 recalculated based on revised criteria (team leaders and above; executives excluded)

4) Data for 2022–2023 recalculated due to change in calculation method

### Safety and Health

	Category	Unit	2022	2023	2024
Work-related injuries	Number of applicable workers <sup>1)</sup>	Persons	963	1,025	1,032
	Number of occupational injuries	Persons	0	0	1
	Occupational injury rate	%	0.0	0.0	0.1

1) Applicable only to NHN; includes employees under NHN's operational control (e.g., executive officers, regular and contract employees, dispatched workers, interns, and on-site subcontractor employees)

### Supply Chain Management

	Category	Unit	2022	2023	2024
Supplier grievance handling	Number of grievances received	Cases	2	1	1
	Number of cases processed	Cases	2	1	1
	Resolution rate	%	100	100	100

## Governance Data

### Board Composition

	Category	Unit	2022	2023	2024
Board composition	Number of board members	Persons	6	6	6
	Female directors	Persons	0	1	1
	Outside directors	Persons	3	3	3
Board ethics	Percentage of outside directors with conflicts of interest	%	0	0	0
	Percentage of outside directors with a history of embezzlement or breach of trust	%	0	0	0

### Board Operations

	Category	Unit	2022	2023	2024
Number of board meetings held		Meetings	15	12	10
Board attendance rate <sup>1)</sup>		%	96.7	97.6	98.0
Inside directors	Joon Ho Lee	%	93.3	100.0	100.0
	Ujin Chung	%	100.0	100.0	100.0
	Hyun Shik Ahn	%	100.0	100.0	100.0
Outside directors	Wanhee Yoo	%	100.0	100.0	100.0
	Ji Weon Jung	%	-	100.0	100.0
	Yongdai Kim	%	-	-	86.0
	Sangwook Kim	%	93.3	83.3	100.0
	Namgyu Kang <sup>2)</sup>	%	93.3	100.0	-

1) Data for 2022–2023 has been revised due to error correction

2) Data for 2023 has been revised due to error correction



# ESG Data

## Governance Data

### Board Diversity

Category	Unit	2022	2023	2024
Percentage of female directors	%	0	17	17

### Board Independence

Category	Unit	2022	2023	2024
Percentage of outside directors	%	50	50	50

### Board Efficiency

Category	Unit	2022	2023	2024
Limit on the # of concurrent positions outside derectors can hold	Number	1	1	1
Number of agenda items opposed or amended by outside directors	Count	0	0	1

### Board Expertise

Category	Unit	2022	2023	2024
Average tenure of board members	Years	6	6	6
Percentage of directors with relevant industry experience	%	50	50	50

### Board Committees

	Category	Unit	2022	2023	2024
Compensation Committee	Attendance rate of outside directors	%	-	100.0	100.0
	Number of meetings held	Count	0	2	2
ESG Committee	Attendance rate of outside directors	%	89.0	100.0	100.0
	Number of meetings held	Count	3	4	4
Audit Committee	Percentage of members with financial expertise <sup>1)</sup>	%	33.3	33.3	33.3
	Attendance rate of outside directors <sup>2)</sup>	%	100.0	95.8	85.7
	Number of meetings held	Count	7	8	7

1) Data for 2022~2023 has been revised due to error correction

2) Data for 2023 has been revised due to error correction

### Voting Rights

Category	Unit	2022	2023	2024
Combined ownership ratio of registered executives	%	19.0	18.9	22.5

### Ethics and Anti-corruption

Category	Unit	2022	2023	2024
Number of corruption and bribery cases	Count	0	0	0
Number of internal ethics code violations	Count	2	1	2



# GRI Index

Statement of use	NHN has prepared this report in accordance with the GRI Standards 2021, covering the reporting period from January 1, 2024, to December 31, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	As of the publication date of this report, no GRI Sector Standards have been issued for NHN's industry sector. Accordingly, NHN has selected and applied relevant GRI Topic Standards that align with its material topics for disclosure and management.

## Universal Standards

### GRI 2 : General Disclosures

Topic	Disclosure	Location in Report	Remarks
GRI 2: General Disclosures	2-1 Organizational details	7	
	2-2 Entities included in the organization's sustainability reporting	2	
	2-3 Reporting period, frequency and contact point	2	
	2-4 Restatements of information	-	Footnotes provided for restated information
	2-5 External assurance	123-126	
	2-6 Activities, value chain and other business relationships	9-23, 79-82	Disclosed in business report
	2-7 Employees	53,116-117	
	2-8 Workers who are not employees	116	
	2-9 Governance structure and composition	28, 96-99	Disclosed in business report
	2-10 Nomination and selection of the highest governance body	94-95	
	2-11 Chair of the highest governance body	96	
	2-12 Role of the highest governance body in overseeing the management of impacts	28-35, 97-98	
	2-13 Delegation of responsibility for managing impacts	28-35, 97-98	
	2-14 Role of the highest governance body in sustainability reporting	28-35, 97-98	
	2-15 Conflicts of interest	102-105	
	2-16 Communication of critical concerns	31-32	
	2-17 Collective knowledge of the highest governance body	95-96	

Topic	Disclosure	Location in Report	Remarks
GRI 2: General Disclosures	2-18 Evaluation of the performance of the highest governance body	97-98	
	2-19 Remuneration policies	97-98	
	2-20 Process to determine remuneration	97-98	
	2-21 Annual total compensation ratio	97-98	
	2-22 Statement on sustainable development strategy	5-6	
	2-23 Policy commitments	38-39, 55, 72, 79, 84, 102, 105	Disclosed on company website
	2-24 Embedding policy commitments for responsible business conduct	37-44, 54-60, 61-69, 72-75, 79-82, 83-86, 102-105	
	2-25 Processes to remediate negative impacts	43-44, 52, 58-59, 68, 86, 106-109	
	2-26 Mechanisms for seeking advice and raising concerns	57, 88-89, 103	
	2-27 Compliance with laws and regulations	104-105, 106-109	
	2-28 Membership associations	127	
	2-29 Stakeholder engagement	30	
	2-30 Collective bargaining agreements	-	Operated through labor-management council

### GRI 3: Material Topics

Topic	Disclosure	Location in Report	Remarks
GRI 3: Material Topics	3-1 Processes to determine material topics	31	
	3-2 List of material topics	32	
	3-3 Management of material topics	33-35	



# GRI Index

## Topic Standards

Topic	Disclosure	Location in Report	Remarks
GRI 201: Economic Performance	201-2 Financial implications and other risks and opportunities due to climate change	63-67	
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	91-92	
	203-2 Significant indirect economic impacts	91-92	
	205-1 Operations assessed for risks related to corruption	102-104, 118	
GRI 205: Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	102-105	
	205-3 Confirmed incidents of corruption and actions taken	102-105	
	207-1 Approach to tax	109	
	207-2 Governance, control, and risk management	109	
GRI 207: Tax	207-3 Stakeholder engagement and management of concerns related to tax	109	
	207-4 Country-by-country reporting	113	
	302-1 Energy consumption within the organization	115	
	302-2 Energy consumption outside of the organization	115	
GRI 302: Energy	302-3 Energy intensity	115	
	302-4 Reduction of energy consumption	115	
	302-5 Reductions in energy requirements of products and services	66-67	
	303-1 Interactions with water as a shared resource	75	
GRI 303: Water and Effluents	303-3 Water withdrawal	115	
	303-5 Water consumption	115	
	305-1 Direct (Scope 1) GHG emissions	114	
	305-2 Energy indirect (Scope 2) GHG emissions	114	
GRI 305: Emissions	305-3 Other indirect (Scope 3) GHG emissions	114	
	305-4 GHG emissions intensity	114	
	305-5 Reduction of GHG emissions	114	
	306-3 Waste generated	115	
GRI 306: Waste	306-4 Waste diverted from disposal	115	
	306-5 Waste directed to disposal	115	

Topic	Disclosure	Location in Report	Remarks
	401-1 New employee hires and employee turnover	53, 116	
GRI 401: Employment	401-2 Benefits which are standard for full-time employees but not provided to temporary or part-time employees	52	
	401-3 Parental leave	60	
	403-1 Occupational Safety and Health management system	83-84	
	403-2 Hazard identification, risk assessment, and incident investigation	86	
	403-3 Occupational health services	85	
	403-4 Worker participation, consultation, and communication on occupational Safety and Health	85	
GRI 403: Occupational Safety and Health	403-5 Worker training on occupational Safety and Health	85	
	403-6 Promotion of worker health	51-52	
	403-7 Prevention and mitigation of occupational Safety and Health impacts directly linked by business relationships	84-85	
	403-8 Workers covered by an occupational Safety and Health management system	84	
	403-9 Work-related injuries	117	
GRI 404: Training and Education	404-1 Average hours of training per year per employee	53	
	404-2 Programs for upgrading employee skills and transition assistance programs	48-49	
	405-1 Diversity of governance bodies and employees	56, 116-117	
GRI 405: Diversity and Equal Opportunity	405-2 Ratio of basic salary and remuneration of women to men	-	Disclosed in business report
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	77-78	



# SASB Index

## Software & IT Services

Topic	SASB Code	Disclosure	Location in Report	Remarks
Environmental Impact of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	(1) 115 (2) (3) 115	
	TC-SI-130a.2	(1) Total water withdrawn, (2) Total water consumed, with breakdown for regions of high or extremely high water stress	(1) 115 (2)	
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	64-69	
Data Privacy & Security	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	37-44	
	TC-SI-220a.2	Number of users whose information is used for secondary purposes		NHN uses personal information only for purposes to which users have consented, per the Privacy Policy.
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy		KRW 0
	TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) Number of users whose information was requested, (3) Percentage that resulted in disclosure		(1) 0 cases (2) 0 users (3) 0%
	TC-SI-220a.5	List of countries where core products or services are subject to government surveillance, blocking, content filtering, or censorship		Not applicable
Data Security	TC-SI-230a.1	(1) Number of data breaches, (2) Percentage involving PII, (3) Number of users affected		(1) 0 cases (2) 0% (3) 0 users
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	37-44	
Recruitment & Management of a Diverse, Skilled Workforce	TC-SI-330a.1	Percentage of employees that are foreign nationals		-
	TC-SI-330a.2	Employee engagement percentage		Not measured
	TC-SI-330a.3	(a) Executives, (b) Non-executive management, (c) Technical staff, (d) All other: (1) Gender diversity, (2) Other diversity indicators	116-117	
Intellectual Property Protection & Competitive Behavior	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations		There were no monetary losses arising from legal proceedings related to anti-competitive behavior during the 2024 fiscal year. Relevant details can be found on page 681 of the 2024 NHN Business Report under "Matters Related to Sanctions."
Systemic Risk Management from Technology Disruptions	TC-SI-550a.1	(1) Number of performance issues, (2) Number of service disruptions, (3) Total customer downtime		(1) 0 cases (2) 0 cases (3) 0 hours
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	37-44, 61-69	



# UN SDGs

UN SDGs	Key Activities	Location in Report
1. No Poverty	<ul style="list-style-type: none"> <li>Sharing PC with Love campaign</li> <li>Donation of proceeds from Goodbye Market and MyAuction</li> </ul>	27, 91-92
2. Zero Hunger	<ul style="list-style-type: none"> <li>Meal service volunteering at Little Scout community kitchen</li> <li>Donation of leftover breakfast</li> </ul>	91-92
4. Quality Education	<ul style="list-style-type: none"> <li>Human rights education for relevant departments</li> <li>Workplace bullying, sexual harassment prevention, and disability awareness training</li> <li>Company systems and facilities orientation for 'Good Friends' employees</li> </ul>	56-57, 60
5. Gender Equality	<ul style="list-style-type: none"> <li>Operation of maternity protection systems based on life cycle</li> <li>Monitoring indicators to increase female representation</li> </ul>	56, 60
6. Clean Water and Sanitation	<ul style="list-style-type: none"> <li>Installation of water-saving nozzles in all restrooms at Play Museum and NCC</li> <li>Increase in water reuse through greywater system management</li> </ul>	75, 115
7. Affordable and Clean Energy	<ul style="list-style-type: none"> <li>Energy management and efficiency improvement at HQ and data centers</li> <li>Solar panel installation on NCC rooftop</li> <li>Voluntary purchase of Renewable Energy Certificates (RECs)</li> </ul>	66-67, 115
8. Decent Work and Economic Growth	<ul style="list-style-type: none"> <li>Job creation through fostering local IT ecosystems</li> <li>Recruitment program linked to NHN ACADEMY</li> <li>Operation of 'Good Friends,' a special subsidiary for persons with disabilities</li> <li>Support for SME growth</li> </ul>	47, 56, 74, 77, 80-82
9. Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> <li>Infrastructure expansion to strengthen regional IT capacity (National AI Data Center, National Computing Resources Daegu Center, Regional R&amp;D centers, Regional security control center)</li> </ul>	17, 77

UN SDGs	Key Activities	Location in Report
10. Reduced Inequality	<ul style="list-style-type: none"> <li>Diversity and equity-based recruitment</li> <li>Human rights impact assessment</li> <li>Promoting diversity in board composition</li> </ul>	47, 58-59, 94
11. Sustainable Cities and Communities	<ul style="list-style-type: none"> <li>Provision of SMARTER SUBWAY service</li> </ul>	23
12. Responsible Consumption and Production	<ul style="list-style-type: none"> <li>Recycling waste into non-molded SRF solid fuel</li> <li>Purchase of environmentally sustainable materials and products (e.g., biodegradable paper cups, straws)</li> <li>Operation of paperless services (e-docs, meal tickets, ride tickets, school notices)</li> </ul>	67, 74-75
13. Climate Action	<ul style="list-style-type: none"> <li>Climate scenario analysis and response management</li> <li>Environmental campaigns with employee participation and purchase of carbon credits</li> </ul>	63-65, 74
15. Life on Land	<ul style="list-style-type: none"> <li>Creation of 'NHN PLAY Forest' for biodiversity and bee habitat preservation</li> <li>Biodiversity education programs</li> </ul>	73-74
16. Peace, Justice and Strong Institutions	<ul style="list-style-type: none"> <li>Operation of Business Ethics Counseling Center</li> <li>Business ethics training and surveys</li> </ul>	103-104
17. Partnerships for the Goals	<ul style="list-style-type: none"> <li>Participation in the Digital ESG Council</li> </ul>	105



# Independent Assurance Statement

## To readers of NHN 2024 Sustainability Report

### Introduction

Korea Management Registrar (KMR) was commissioned by NHN to conduct an independent assurance of its Sustainability Report 2024 (the "Report"). The data and its presentation in the Report is the sole responsibility of the management of NHN. KMR's responsibility is to perform an assurance engagement as agreed upon in our agreement with NHN and issue an assurance statement.

### Scope and Standards

NHN described its sustainability performance and activities in the Report. Our Assurance Team carried out an assurance engagement in accordance with the AA1000AS v3 and KMR's assurance standard SRV1000. We are providing a Type 2, moderate level assurance. We evaluated the adherence to the AA1000AP (2018) principles of inclusivity, materiality, responsiveness and impact, and the reliability of the information and data provided using the Global Reporting Initiative (GRI) Index provided below. The opinion expressed in the Assurance Statement has been formed at the materiality of the professional judgment of our Assurance Team.

Confirmation that the Report was prepared in accordance with the GRI standards 2021 included in the scope of the assurance. We have reviewed the topic-specific disclosures of standards which were identified in the materiality assessment process.

- GRI Sustainability Reporting Standards
- Universal Standards
- Topic Specific Standards

- Anti-Corruption: GRI 205-1~205-3
- Energy: GRI 302-1~302-5
- Emissions: GRI 305-1~305-5
- Employment: GRI 401-1~401-3
- Training and Education: GRI 404-1~404-2
- Diversity and Equal Opportunity: GRI 405-1~405-2
- Local Communities: GRI 413-1

As for the reporting boundary, the engagement excludes the data and information of NHN's partners, suppliers and any third parties.

### KMR's Approach

To perform an assurance engagement within an agreed scope of assessment using the standards outlined above, our Assurance Team undertook the following activities as part of the engagement:

- reviewed the overall Report;
- reviewed materiality assessment methodology and the assessment report;
- evaluated sustainability strategies, performance data management system, and processes;
- interviewed people in charge of preparing the Report;
- reviewed the reliability of the Report's performance data and conducted data sampling;
- assessed the reliability of information using independent external sources such as Financial Supervisory Service's DART and public databases.

### Limitations and Recommendations

KMR's assurance engagement is based on the assumption that the data and information provided by NHN to us as part of our review are provided in good faith. Limited depth of evidence gathering including inquiry and analytical procedures and limited sampling at lower levels in the organization were applied. To address this, we referred to independent external sources such as DART and National Greenhouse Gas Management System (NGMS) and public databases to challenge the quality and reliability of the information provided.



# Independent Assurance Statement

## Conclusion and Opinion

Based on the document reviews and interviews, we had several discussions with NHN on the revision of the Report. We reviewed the Report's final version in order to make sure that our recommendations for improvement and revision have been reflected. Based on the work performed, it is our opinion that the Report applied the GRI Standards 2021. Nothing comes to our attention to suggest that the Report was not prepared in accordance with the AA1000AP (2018) principles.

### Inclusivity

NHN has developed and maintained different stakeholder communication channels at all levels to announce and fulfill its responsibilities to the stakeholders. Nothing comes to our attention to suggest that there is a key stakeholder group left out in the process. The organization makes efforts to properly reflect opinions and expectations into its strategies.

### Materiality

NHN has a unique materiality assessment process to decide the impact of issues identified on its sustainability performance. We have not found any material topics left out in the process.

### Responsiveness

NHN prioritized material issues to provide a comprehensive, balanced report of performance, responses, and future plans regarding them. We did not find anything to suggest that data and information disclosed in the Report do not give a fair representation of NHN's actions.

### Impact

NHN identifies and monitors the direct and indirect impacts of material topics found through the materiality assessment, and quantifies such impacts as much as possible.

## Reliability of Specific Sustainability Performance Information

In addition to the adherence to AA1000AP (2018) principles, we have assessed the reliability of economic, environmental, and social performance data related to sustainability performance. We interviewed the in-charge persons and reviewed information on a sampling basis and supporting documents as well as external sources and public databases to confirm that the disclosed data is reliable. Any intentional error or misstatement is not noted from the data and information disclosed in the Report.

## Competence and Independence

KMR maintains a comprehensive system of quality control including documented policies and procedures in accordance with ISO/IEC 17021:2015 - Requirements for bodies providing audit and certification of management systems. This engagement was carried out by an independent team of sustainability assurance professionals. KMR has no other contract with NHN and did not provide any services to NHN that could compromise the independence of our work.

June 2025 Seoul, Korea  
CEO





# GHG Emissions Verification

## NHN Co., Ltd.

### Verification Target

Korean Foundation for Quality (hereinafter 'KFQ') has conducted a verification of Scope 1, 2, 3 Greenhouse Gas Emissions (hereinafter 'GHG emissions') of NHN Co., Ltd. (hereinafter 'Company') for 2024. KFQ is responsible for providing an assurance statement on the GHG emissions based on the verification scope and criteria described below, while the responsibility for the claims made regarding the GHG emissions rests with the company.

1) Address (based on headquarters) : 16, Daewangpangyo-ro 645beon-gil, Bundang-gu, Seongnam-si, Gyeonggi-do, Republic of Korea

### Verification Purpose

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

### Verification Scope

- Scope 1, 2 : facilities and emission sources under the operational control and organizational boundary of the company during 2024.
- Scope 3 : ten emission categories<sup>2)</sup> selected by the company during 2024.

2) Category 1, 2, 3, 4, 5, 6, 7, 11, 12, 15

### Verification Criteria

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

#### • Criteria

- ISO 14064-1:2018, ISO14064-3:2019
- 2006 IPCC Guidelines for National Greenhouse Gas Inventories
- GHG Protocol Corporate Standard
- WBCSD/WRI, Corporate Value Chain (Scope 3) Accounting and Reporting Standard
- Rule for emission reporting and certification of greenhouse gas emission trading Scheme

#### • Coefficient

- UK Government GHG Conversion Factors for Company Reporting(2024)
- KEITI Environmental Product Declaration Evaluation Factor(2021)
- Ministry of Environment Guideline for Low-carbon Events(2008)

### Level of Assurance

The verification was conducted in accordance with the verification principles and criteria of ISO 14064-3:2019, at a reasonable level of assurance for Scope 1 and 2, and at a limited level of assurance for Scope 3.

### Verification Limitation

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

### Conclusion

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

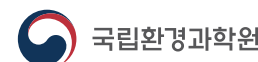
- 1) The data and information used in calculating the GHG emissions were appropriate, reasonable, and no significant errors or omissions could affect verification statement were not found.
- 2) For Scope 1, 2 emissions, GHG emissions Company were properly calculated according to the verification standards. The materiality assessment result of GHG emissions has met the agreed-upon criterion of less than 5%.
- 3) For Scope 3 emissions, The criteria and process established by the company for calculating GHG emissions were transparently documented in the internal calculation process to prevent potential misunderstandings.
- 4) Accordingly, KFQ provides a verification opinion that is "Unmodified".

Appendix A. Summary of GHG Emission Results

May16th, 2025

CEO Ji-Young Song

Korean Foundation for Quality





# GHG Emissions Verification

## Appendix A. Summary of Scope 3 GHG Emission Results

### Organization

NHN Co., Ltd.

### Emission calculation period

The emission calculation period is from January 1st to December 31st, 2024.

#### Company Scope 1, 2 Emissions verification Results

Site	GHG Emissions (tCO <sub>2</sub> eq)			REC purchase & Offset		Total emissions <sup>3)</sup> (tCO <sub>2</sub> eq)
	Scope 1	Scope 2	Total Emissions (Scope 1+2)	REC purchase (MWh)	Offset from REC purchase <sup>1)2)</sup> (tCO <sub>2</sub> eq)	
NCC	15,734	11,398.327	11,414	60.071	27,597	11,386
Play Museum	102,705	4,284.094	4,386		-	4,386
Total	118,439	15,682.421	15,800	60.071	27,597	15,772

#### Scope 1, 2 Energy consumption verification Results

Unit: TJ

Site	Scope 1	Scope 2	Total (Scope 1+2)
NCC	0.227	238.776	239
Play Museum	1.874	96.488	98
Total	2.101	335.264	337

1) REC purchase offset refers to the amount of reduction activities that electricity consumers directly purchase renewable energy supply certificates(RECs) and use as a means of implementing K-RE100.

2) When calculating the REC purchase offset (tCO<sub>2</sub>eq), the power emission coefficient of 0.45941tCO<sub>2</sub>eq/MWh is applied.

3) Total emissions represent GHG Emissions(Scope1+2) after deducting offset from Green Premium purchases.

#### Company Scope 3 Emissions verification Results

Unit: tCO<sub>2</sub>eq

	Category	Emissions
1	Purchased goods & services	1,127
2	Capital goods	224
3	Fuel and Energy-related activities not included in Scope 1+2	2,476
4	Upstream transportation and distribution	119
5	Waste generated in operations	2
6	Business travel	139
7	Employee commuting	453
11	Use of sold products	432
12	End of life treatment of sold products	0.045
15	Investments	13,032
	Total	18,004

\* Because total emissions from each site are truncated, the company's total emissions may differ from the actual values by ±1 tCO<sub>2</sub>eq.



# Memberships and Awards

## Memberships

Member Entity	Organization	Classification	Date of Membership
NHN	Korea Association of Game Industry	Domestic	2004.04
	Game Culture Foundation		2010.10
	Korea Listed Companies Association		2013.08
	Korea Exchange		2013.08
	Consortium of CERT (CONCERT)		2014.11
	K-Internet		2014.12
	Game User Care Center (GUCC)		2016.05
	Korea Fair Competition Federation		2017.11
	KOREA AI-SOFTWARE INDUSTRY ASSOCIATION (KOSA)		2020.01
	Korea Venture Business Association		2022.02
	National Information Society Agency (NIA)		2023.09
NHN Cloud	Korea Association of Cloud Industry	Domestic	2015.04
	Korea Data Exchange		2020.04
	Korea AI Manufacturing Platform (KAMP.AI)		2020.11
	Korea Data Center Efficiency Association (KDCEA)		2022.06
	Federation of Middle Market Enterprises of Korea (FOMEK)		2023.01
	Consortium of CERT (CONCERT)		2023.08
	Korea Intelligent IoT Association	International	2024.05
	The Forum of Incident Response and Security Teams (FIRST)		2020.11
	CNCF (Cloud Native Computing Foundation)		2021.12
	Linux Foundation		2021.12
	OpenInfra Foundation		2021.12
NHN PAYCO	Korea Fintech Industry Association	Domestic	2018.01

## Awards

Recipient	Award Title	Awarding Organization	Date
NHN	2023 CDP Korea Awards in New Participant category	CDP Korea	2024.03
	Certificate of Appreciation for Cybercrime Prevention Activities	Korean National Police Agency	2024.05
	Certified Excellent Workplace for Reading Culture	Ministry of Culture, Sports and Tourism	2024.11
	2024 Ministerial Commendation - Green Management Excellence (Environmental Information Disclosure)	Ministry of Environment	2024.12
	Selected as 2024 Excellent Disclosure Company for Corporate Governance Report	Korea Exchange	2024.12
	2024 Brand of the Year Award	Korea Consumer Brand Committee	2024.07
NHN PAYCO			
NHN ACADEMY	Merit Award for Nurturing Local Software Talent	Ulsan/Gyeongnam Regional Innovation Platform, Smart Manufacturing ICT Project Group	2024.02
NHN AD	Meta Agency First Awards 2024 - Dual Winner	Meta	2024.12



**N H N**