

2024 KEPCO E&C ESG Report

Technology for Earth, Energy for Human



About this report

Report Overview

KEPCO Engineering & Construction Company, Inc. (hereinafter KEPCO E&C) publishes an annual ESG Management Report to inform internal and external stakeholders of the company's sustainability in environmental, social, and governance (ESG) aspects and to better respond to broader stakeholder expectations and demands. This report transparently discloses our management performance and sustainability initiatives by integrating both financial results and non-financial ESG outcomes. By clearly communicating our management status and values as an organization that leads the future energy industry based on eco-friendly energy technologies, we build trust with our stakeholders.

Interactive User Guide

This report was published as an interactive PDF, including features such as jumping to related pages within the report and direct links to associated web pages.

Navigation Guide

 Search within the Report

 Go to the Contents Page

 Go to the Last Viewed Page

 Go to the Previous Page

 Go to the Next Page

Reporting Period and Scope

This report covers qualitative and quantitative activities and outcomes from January 1 to December 31, 2024. For enhanced stakeholder understanding, certain major initiatives from the first half of 2025 are also included. Quantitative results reflect three years of performance across environmental, social, and governance areas. The report focuses on ESG achievements at our headquarters and field sites, while also including partial outcomes from our supply chain.

Reporting Principles

KEPCO E&C prepared this report by reflecting the common agenda of ISO 26000, the Ten Principles of the United Nations Global Compact, and the United Nations Sustainable Development Goals (SDGs). To ensure the reliability of the report, we applied the Global Reporting Initiative (GRI) Standards, the Task Force on Climate-related Financial Disclosures (TCFD), and the K-ESG Guidelines as major international sustainability reporting frameworks. Financial performance was compiled based on consolidated financial statements in accordance with the Korean International Financial Reporting Standards (K-IFRS). In addition, we included the framework of the International Sustainability Standards Board (ISSB) to expand ESG disclosure compared to the previous year.

Third-Party Assurance

To enhance the reliability and quality of the report preparation process and its content, KEPCO E&C received third-party assurance from an external verification agency, the Institute for Public K-ESG. The assurance was conducted in accordance with the AccountAbility Assurance Standard (AA1000 AS), and the corresponding assurance statement is included in the appendix of this report.

Additional Information

The ESG Management Report of KEPCO E&C is available for viewing and download via our website (<https://www.kepcoco-enc.com/>). For more detailed information or inquiries, please contact us using the details below. We welcome a wide range of feedback from our stakeholders.

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Responsible Department	Management Strategy Team, Management Strategy Department

Contents

Overview

- 05 CEO Message
- 06 KEPCO E&C Introduction
- 11 KEPCO E&C Major Businesses
- 14 KEPCO E&C History
- 16 Global Network
- 17 Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

- 19 ESG Management Strategy
- 20 2024 Key Achievements
- 21 KEPCO E&C ESG Core KPIs
- 22 Stakeholder Engagement and Public Communication
- 24 Stakeholder Interviews
- 26 Double Materiality Assessment

KEPCO E&C ESG Performance

Environmental

- 30 Achieving 2050 Net Zero
- 37 Environmental Management

Social

- 44 Occupational Safety and Health
- 51 Mutual Growth
- 55 Social Contribution and Regional Economic Revitalization
- 58 Diversity and Inclusion
- 61 Human Rights Management
- 65 Talent Management
- 69 Labor-Management Relations

Governance

- 74 Board of Directors
- 76 Ethics and Compliance
- 84 Risk Management
- 87 Information Security
- 89 Protection of Shareholder Rights

ESG Fact Book

- 92 Economic Performance
- 94 Environmental Performance
- 96 Social Performance
- 102 Governance Performance

Appendix

- 105 GRI Standards Index
- 107 UN Global Compact / UN Sustainable Development Goals
- 108 TCFD Index
- 109 ISSB Index
- 110 K-ESG Implementation Assessment Report
- 114 Third-Party Assurance Statement

Overview

- 05 CEO Message
- 06 KEPCO E&C Introduction
- 11 KEPCO E&C Major Businesses
- 14 KEPCO E&C History
- 16 Global Network
- 17 Mid- to Long-Term Management Strategy Framework

Overview

CEO Message

KEPCO E&C Introduction

KEPCO E&C Major Businesses

KEPCO E&C History

Global Network

Mid- to Long-Term Management
Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

CEO Message

“Please continue to **support** and **encourage** KEPCO E&C as we take on **new challenges** through sustainable management.”



June 2025

President/CEO, KEPCO Engineering &
Construction Company, Inc.

Dear stakeholders,

I would like to express my deepest gratitude to all stakeholders who are working together with KEPCO E&C to build a sustainable future.

For over 50 years, KEPCO E&C has led Korea's power industry and has continuously taken on challenges to achieve self-reliance in power plant design technologies, including nuclear and thermal energy. As the result of these efforts, we have grown into a global energy technology company, and we now plan to secure global competitiveness by developing innovative technologies in the fields of renewable energy and eco-friendly solutions. In 2024, KEPCO E&C strengthened the foundation for ESG management and achieved meaningful outcomes as a public enterprise fulfilling its social responsibilities.

In particular, achieving an A rating in the ESG evaluation and leading positive changes across environmental, social, and governance areas was the result of the collective efforts of all of us. The successful operation of the Jeju offshore wind power project and the introduction of carbon-free fuel co-firing technology have become important milestones in the transition to sustainable energy.

In addition, through various cooperative activities aimed at mutual growth and community contribution, we have further reinforced our foundation for coexistence with local communities.

However, we will not stop here. In the face of global challenges such as climate change and energy transition, our responsibilities and roles as a public enterprise are more important than ever. In 2025, based on our vision “Technology for Earth, Energy for Human,” KEPCO E&C will focus even more on developing technologies that lead carbon neutrality and on creating social value. In particular, we will realize stable energy supply and carbon reduction through enhanced nuclear safety and the advancement of eco-friendly energy technologies.

We will also enhance ethical and transparent management to strengthen corporate trust and secure sustainable growth engines based on win-win cooperation with employees and partner companies. We will fulfill our responsibilities as a public institution by strengthening cooperation with local communities and fostering a clean and fair management culture.

KEPCO E&C will continue to recognize ESG management as a core strategy for building future competitiveness and will take the lead in sustainable energy technologies as we move forward to become a global energy solutions company. Once again, I sincerely thank all stakeholders for your interest and support, and I kindly ask for your continued encouragement as KEPCO E&C takes on new challenges through sustainable management.

Overview

- CEO Message
- KEPCO E&C Introduction**
- KEPCO E&C Major Businesses
- KEPCO E&C History
- Global Network
- Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

KEPCO E&C Introduction

KEPCO E&C is Korea's only nuclear power plant design organization, responsible for the entire lifecycle of nuclear plants—from construction to decommissioning—developing future eco-friendly energy technologies to create a clean and healthy global environment and enrich the lives of the people. For over 50 years, we have led the design of domestic nuclear and thermal power plants, supporting national economic growth and always placing the safety of the public as our top priority. As the organization accountable for nuclear power plant design throughout the full lifecycle, we have played a vital role in safeguarding public interest. By exporting the next-generation APR1400 nuclear power plant design technology—which offers significant improvements in safety and economic efficiency—to the United Arab Emirates, we have elevated Korea's status as a country with advanced nuclear technologies. Furthermore, in order to reduce greenhouse gas emissions, we are carrying out future high-potential businesses such as combined cycle power generation and offshore wind power in the thermal and new energy sectors, continuing our efforts to build a cleaner global environment.

General Status



President/CEO
Kim Tae-kyun

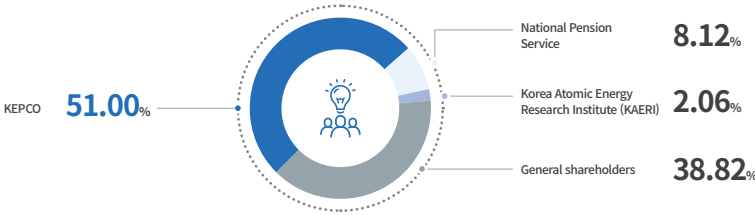
... Business Site | Headquarter (Gimcheon) ...

Date of establishment October 1, 1975	Grounds for establishment Article 317 of the Commercial Act : Corporation under the Commercial Act	Supervising ministry Ministry of Trade, Industry and Energy
Institutional characteristics Public enterprise (quasi-market type)	Address 269, Hyeoksinsin-ro, Gimcheon-si, Gyeongsangbuk-do	Number of employees 2,355 (based on ALIO)

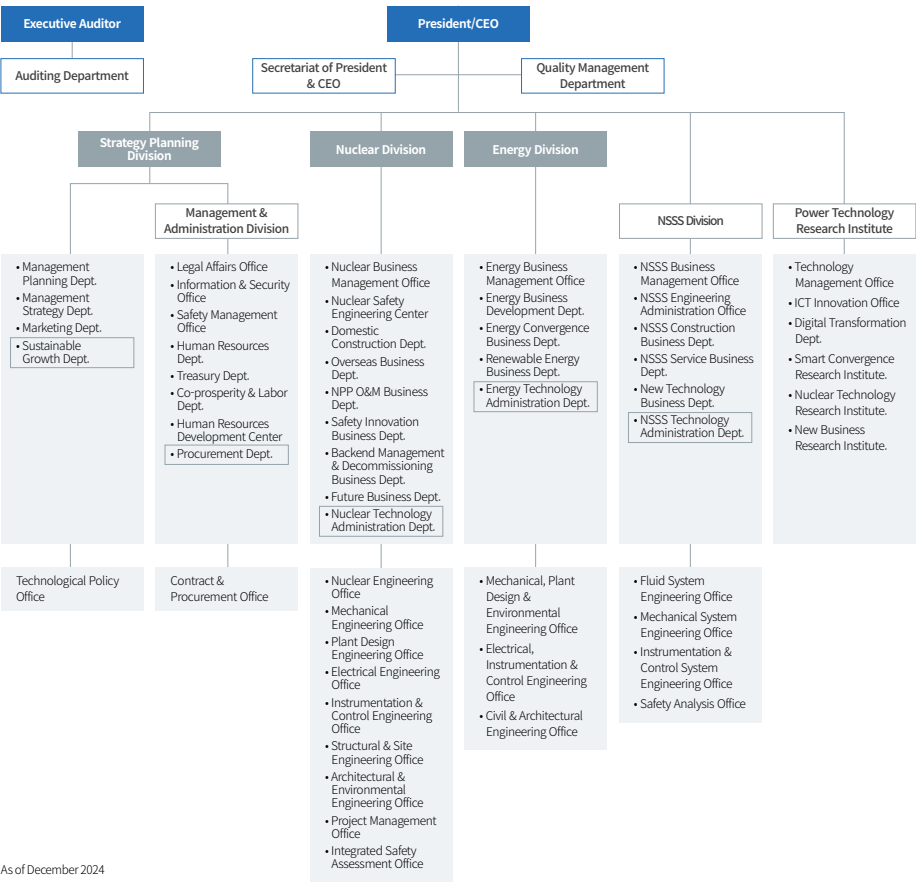
As of December 2024

Shareholder Status

Since its listing on the Korea Exchange (KOSPI) on December 14, 2009, KEPCO E&C has pursued sustainable growth based on a transparent and sound governance structure. The total number of issued shares is 38,220,000, and we continue to strengthen trust with key stakeholders to ensure responsible management and enhance shareholder value. In addition, we are continuously promoting shareholder-friendly policies that consider long-term corporate value and sustainability.



Organizational Chart



As of December 2024

Overview

- CEO Message
- KEPCO E&C Introduction
- KEPCO E&C Major Businesses
- KEPCO E&C History
- Global Network
- Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

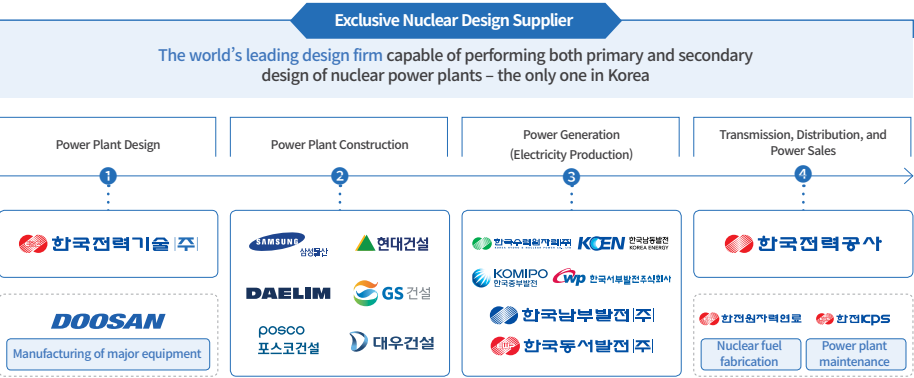
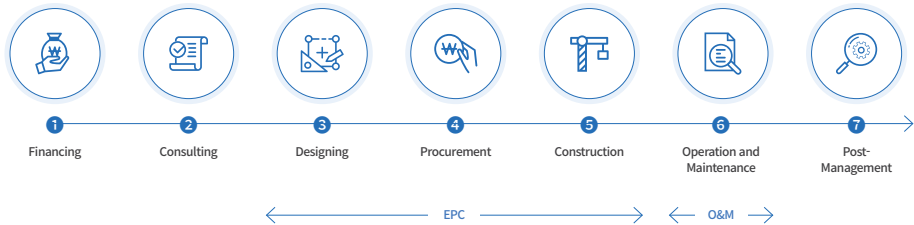
Appendix

KEPCO E&C Introduction

KEPCO E&C’s Role

KEPCO E&C is an engineering company that applies integrated expertise in science and technology to identify and implement efficient solutions. Backed by human and technological capabilities, including more than 1,800 engineering professionals, we have designed new nuclear and thermal power plants both domestically and internationally. Over time, we have expanded our business scope step-by-step to include engineering for operation and maintenance (O&M) of operating power plants, consulting, and engineering, procurement, and construction (EPC). Furthermore, building on our extensive experience and technical expertise in power plant design, we now also carry out pre- and post-management of power plants, strengthening our position as a comprehensive energy solution partner. In addition, we are expanding our competitiveness across the energy industry by actively engaging in environmental and renewable energy businesses, power transmission and transformation projects, and environmental impact assessment services for power plants.

Engineering Value Chain



KEPCO E&C’s Competitiveness

KEPCO E&C is strengthening its presence in the global nuclear design market and is pursuing sustainable growth based on world-class competitiveness. According to the 2020 rankings by Engineering News Record (ENR), we were recognized as a peer to companies such as SNC-Lavalin (Canada), Assystem (France), Worley Ltd (Australia), and Jacobs (United States) in overseas nuclear design sales, firmly establishing ourselves as a leading company in the global nuclear design industry. Moving forward, we will further solidify our status as a sustainable enterprise leading energy transition and the next-generation nuclear industry, based on advanced technological infrastructure and global partnerships.

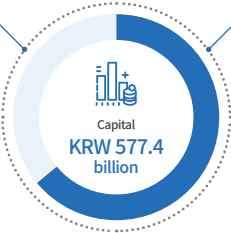
2020 Overseas Nuclear Design Sales

ENR* ranking

- SNC-Lavalin (Canada)
- Assystem (France)
- KEPCO E&C
- Worley Ltd (Australia)
- Jacobs (United States)

* ENR (Engineering News Record): Engineering trade journal

Experienced Engineering Workforce
(Average Tenure: 19 Years)
Having More Than 1,800 Professionals



- Approximately 1,600 highly qualified professionals, including approximately 700 with master's or doctorate degrees, 190 professional engineers, 610 certified engineers, and 820 with PE* or PMP** certifications
- The only domestic public enterprise sustaining this expertise that has cultivated engineering experts for 49 years

*PE: Professional Engineer (U.S. certification)
**PMP: Project Management Professional (U.S. project management certification)

Healthy Financial Structure

Debt Ratio	Moody's Credit Rating	Domestic Credit Rating (KIS, NICE)
64%	A2 (Investment Grade)	AA

Overview

CEO Message

KEPCO E&C Introduction

KEPCO E&C Major Businesses

KEPCO E&C History

Global Network

Mid- to Long-Term Management
Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

KEPCO E&C Introduction

KEPCO E&C's Business Areas

01 • Energy Technology R&D

Advancing and commercializing
energy technologies

- Participating in national energy technology R&D
- Conducting in-house R&D on core technologies
- Public-private joint R&D, etc.

03 • Eco-Friendly Businesses

Actively developing and promoting eco-friendly
technologies

- Renewable energy businesses
- Desulfurization and denitrification facilities for coal-fired power
- Waste-to-energy (WtE)

04 • Digital Transformation

Digital transformation utilizing fourth industrial
revolution technologies

- Configuration management / digital power plants
- Cybersecurity
- Energy storage systems (ESS)
- Energy management systems (EMS)

Building a Portfolio

Across the Entire Energy Engineering Industry

02 • Power Plant Design and Decommissioning

Possessing independent comprehensive design
capabilities for nuclear and thermal power plants

- Nuclear power plants
- Thermal power plants
(including combined cycle and LNG)
- Site assessment, feasibility study,
equipment procurement support, etc.
- Decommissioning and restoration

05 • O&M

Enhancing safety, economic feasibility, and
environmental performance through comprehensive
engineering support for operating power plants

- Performance improvement and life extension
- Reinforcing safety and environmental systems
including seismic features



Overview

- CEO Message
- KEPCO E&C Introduction**
- KEPCO E&C Major Businesses
- KEPCO E&C History
- Global Network
- Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

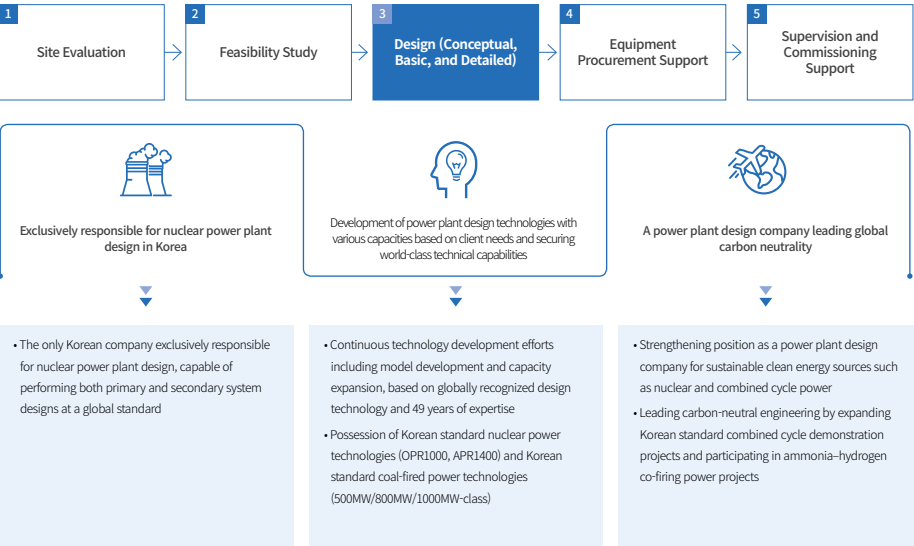
Appendix

KEPCO E&C Introduction

Nuclear Power Engineering

KEPCO E&C has steadily advanced its technical capabilities for nearly 40 years, beginning with the comprehensive design of Hanbit Units 3 and 4 in 1987 and the development of Korea's first standard nuclear power plant. In 2009, this expertise was recognized when we won the contract for comprehensive design services for the UAE nuclear power project, a mega-scale initiative valued at KRW 40 trillion. Our first independent model, the OPR1000 (Optimized Power Reactor 1000), was applied to Hanul Units 3 to 6 and Hanbit Units 5 and 6, laying the foundation for Korea's transition to a leading nuclear nation while supporting national economic growth. We have continuously developed globally competitive reactor models, from the Improved OPR1000 with enhanced technical and economic performance to the APR1400 (Advanced Power Reactor 1400), which gained international attention as an export model for the UAE. Furthermore, we have established design capabilities across the full lifecycle of nuclear power plants, including decommissioning technologies, and are now recognized as a company responsible for the beginning and end of nuclear power.

Leading Localization of Nuclear and Thermal Power Plant Design Technologies and Development of Korean Standard Plant Models



Advanced Power Reactor 1400/1000 (Advanced Pressurized Water Reactor 1400 / 1000)

The APR1400 is Korea's proprietary large-scale nuclear power plant model with a 1,400 MW capacity, developed by upgrading the OPR1000 with improved output, safety, convenience, and economic efficiency. It enhances accident resistance through simplified design, increased design margins, and human-factor engineering, while strengthening design safety with features such as multi-train safety injection systems, improved safety shutdown systems, and a four-quadrant layout to better prevent core damage. The reactor includes severe accident prevention and mitigation facilities, enhances system reliability to improve plant availability, and improves maintainability to reduce planned outage periods. The APR1400 also shortens the construction period and applies enhanced seismic design criteria (SSE: 0.3g) and a design life of 60 years, establishing itself as a true standard model for the global market.

Optimized Power Reactor 1000 (Korean Standard Nuclear Power Plant)

The development of the OPR1000 represents Korea's achievement of nuclear technology self-reliance and the creation of an indigenous reactor model. Based on proven technology, the OPR1000 enhances safety and incorporates human-factor engineering to improve convenience in construction, operation, and maintenance. According to probabilistic safety assessments (PSA), which measure accident accommodation and response capacity, the core damage frequency of the OPR1000 is less than one-tenth that of previous plants, demonstrating a significant improvement in safety. The Improved OPR1000, an enhanced version, incorporates advanced features such as integrated upper reactor structures, permanent pool seal designs, and shared layout strategies, further strengthening both economic and safety performance. This has allowed us to secure international competitiveness and enter the global market.



Nuclear Powe Plant

Overview

- CEO Message
- KEPCO E&C Introduction
- KEPCO E&C Major Businesses
- KEPCO E&C History
- Global Network
- Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

KEPCO E&C Introduction

Nuclear Power Engineering

Comprehensive Technical Support for Operating Nuclear Power Plants
KEPCO E&C plays a key role as a guardian of nuclear safety by promptly conducting technical reviews and providing technical support for design improvements at 27 operating nuclear power plants in Korea and abroad, ensuring equipment safety and improving plant availability. We successfully completed design improvements and safety enhancement projects for continued operation of Kori Unit 1 and Wolsong Unit 1, and continue to support evaluations for long-term operation and follow-up improvement tasks for other aging plants, including Kori Units 2 to 4. As a comprehensive design contractor, we fulfill our responsibilities in the replacement of major equipment and facility upgrades due to extended operating years, including design, construction scheduling, procurement, construction supervision, licensing support, and operational performance enhancement.

- 1 Developing seismic response technologies and solutions for safety issues and severe accident mitigation in response to continued safety enhancement requirements
- 2 Preparing for long-term operation of nuclear power plants approaching end of design life
- 3 Performing O&M tasks
 - Proposing technical solutions to issues arising during power plant operation
 - Improving equipment during operation
 - Replacing major equipment and facilities
 - Enhancing power plant output
 - Providing technical support for licensing and new regulatory compliance

Utilizing Spent Fuel Storage Engineering for Safe Post-Operation Nuclear Management
As temporary spent fuel storage facilities at nuclear power plants approach saturation and public concern for safe storage increases, KEPCO E&C launched Korea's first comprehensive design project for an on-site dry storage facility. This storage method applies the same safety standards used in nuclear plants, including those for disasters and radiation protection, to ensure the safe containment of spent nuclear fuel. We were awarded a KRW 42.7 billion contract to design dry storage facilities to be built at the Kori and Hanbit nuclear plants. In 2024, we completed Korea's first basic design for a dry storage facility to address the saturation of wet storage pools in pressurized water reactor plants. Moving forward, we plan to expand the post-operation nuclear management ecosystem through collaboration with domestic and international partners.

Designing Dry Storage Facilities with the Highest Safety Standards

Disaster Response

The Highest-Level Safety Standards Equivalent to Nuclear Power Plants

- 1 Designing for intentional aircraft impact scenarios
- 2 Applying soil-structure interaction for seismic structural design
 - Withstanding up to 0.3g peak ground acceleration (Richter scale 7.0)
- 3 Applying passive cooling systems for heat generated by underground storage containers
 - Ensuring safety even during power loss due to disasters

Radiation Safety

Designed with Consideration of Indoor Storage

- 1 Storing shielded and accessible containers inside the facility building
 - Monitoring/measuring two indicators (temperature and radiation) for both buildings and containers
- 2 Strengthening the physical protection system for spent nuclear fuel
 - Applying dual fences and surveillance cameras within the nuclear facility
- 3 Defining radiation-controlled zones based on external wall radiation levels of the dry storage facility

Nuclear Facility Decommissioning Technology

With the decision to permanently shut down and decommission Korea's first commercial nuclear reactor, Kori Unit 1, public interest in nuclear decommissioning projects is growing. In response, KEPCO E&C has developed a mid- to long-term R&D strategy for the nuclear decommissioning business. We previously participated in the decommissioning of Korea's first research reactors, TRIGA MARK II and TRIGA MARK III, completing demonstration projects and data collection for decontamination and radioactive waste treatment technologies. Currently, we are pursuing the development of key technologies in preparation for the growing decommissioning market, and are conducting technology transfer projects with companies such as PreussenElektra (Germany) and Westinghouse (United States), which include the training of nuclear decommissioning experts and the transfer of technical documentation. We are also carrying out the comprehensive decommissioning design for Kori Unit 1.

Performance Record in Nuclear Facility Decommissioning Projects

2001	Participated in manpower support for decontamination, dismantling, and construction specialists of the TRIGA reactor (until 2008)
2003	Provided licensing experts for the environmental restoration project of the uranium conversion facility
2004	Provided manpower support for dismantling construction of the uranium conversion facility
2016	Conducted a research project with PreussenElektra (Germany) on system replacement for optimizing nuclear decommissioning costs and energy
2017	Added nuclear decommissioning, spent fuel, and radioactive waste-related businesses to the company's articles of incorporation
2018~2020	Conducted a research project with PreussenElektra (Germany) on system replacement for optimizing nuclear decommissioning costs and energy
2020~2023	Provided design services for the integrated project management process for nuclear decommissioning
2022~2023	Provided conceptual design services for CANDU reactor decommissioning and radioactive waste treatment facilities

Ongoing Projects

2018-2032	2022-2026	2024-2030
Comprehensive decommissioning design service for Kori Unit 1	Pre-characterization service for Wolsong Unit 1 decommissioning	Detailed design service for CANDU reactor decommissioning and radioactive waste treatment facilities

Overview

CEO Message

KEPCO E&C Introduction

KEPCO E&C Major Businesses

KEPCO E&C History

Global Network

Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

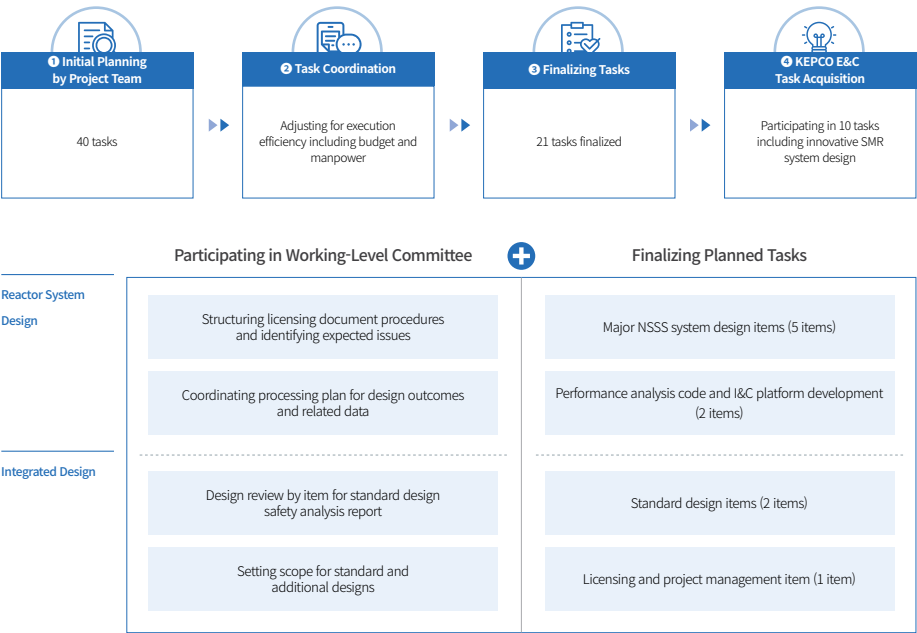
Appendix

KEPCO E&C Major Businesses

Nuclear Power Engineering

Innovative SMR (Small Modular Reactor)
KEPCO E&C is designing Korea’s proprietary innovative SMR (Small Modular Reactor) to support the global expansion of K-nuclear power. SMRs, with an output of 10–300 MWe per module, are only 1/100 the size of conventional nuclear power plants and offer enhanced safety. They are expected to replace aging nuclear and coal-fired power plants, with a projected market of 400 units and KRW 650 trillion by 2035. The Korean government plans to focus on exporting medium- and large-scale nuclear plants by 2030 and shift to small modular reactors thereafter. As global competition for multipurpose SMR development accelerates and private investments in overseas SMRs expand, public institutions and the government are developing innovative SMR (i-SMR) technologies. We have established collaborative systems across the nuclear power value chain and laid a stable foundation for the development of Korea’s first small modular reactor, setting a clear direction for a competitive domestic SMR model.

KEPCO E&C SMR Standard Design Key Roles

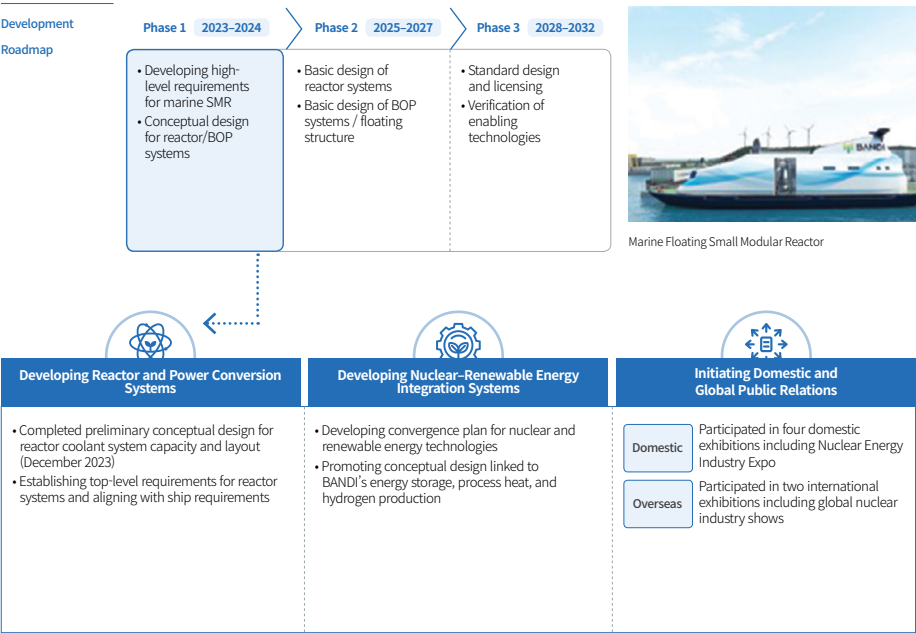


Developing KEPCO E&C’s Proprietary SMR in Response to IMO* Greenhouse Gas Regulations

The International Maritime Organization (IMO), the world’s largest regulatory agency in maritime transport, is enforcing a greenhouse gas reduction roadmap targeting carbon neutrality by 2050, regulating emissions from ships. As ships powered by carbon-free energy such as small modular reactors are gaining attention as alternatives, KEPCO E&C has launched the development of the marine-type SMR “BANDI,” securing key enabling technologies. We have built a cooperative framework with three major Korean shipbuilding and offshore companies, including Samsung Heavy Industries, to support follow-up technology development and demonstration. We aim to complete technology development and acquire regulatory approvals by 2032 to apply this technology to actual ships.

* IMO : International Maritime Organization

Marine-Type SMR “BANDI” Development Roadmap



Overview

- CEO Message
- KEPCO E&C Introduction
- KEPCO E&C Major Businesses
- KEPCO E&C History
- Global Network
- Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

KEPCO E&C Major Businesses

Carbon-Neutral Engineering

Eco-Friendly and Renewable Energy Business

KEPCO E&C, as a specialized provider of clean and eco-friendly energy solutions, is taking the lead in realizing 2050 carbon neutrality and developing cutting-edge technologies that respond flexibly to climate change. Based on energy expertise accumulated through large-scale projects such as nuclear and thermal power plants, we are actively participating in diverse renewable energy businesses, including wind, solar, biomass, and fuel cells. Recently, we served as the EPC contractor for the Jeju Hallim Offshore Wind Power Project, Korea's largest offshore wind farm with a capacity of 100 MW, successfully completing the project and continuously expanding our project capabilities. To address the intermittency of renewable energy, we are integrating energy storage systems (ESS) and adopting smart grid technologies to enhance grid stability. Furthermore, we are laying the foundation for the hydrogen economy through clean hydrogen production and utilization technologies, and are actively promoting low-carbon power generation technologies using carbon-free fuels. To further expand our role in various renewable energy sectors, we are training specialized professionals, reinforcing dedicated organizations, and enhancing our competitiveness and environmental values as an energy-focused public enterprise.

Securing Technological Capabilities for Eco-Friendly and Renewable Energy Businesses to Address Climate Change, Energy Security, and Carbon Neutrality in the Energy Sector

01

Developing and promoting participation in green hydrogen and ammonia production and power generation technologies

02

Expanding large-scale offshore wind power projects and continuously advancing technologies with globally competitive capabilities

03

Expanding participation in fuel cell power generation projects to gain early market advantage and competitive edge in response to the introduction of CHPS (Clean Hydrogen Power Generation Portfolio Standard)

04

Securing necessary technologies for eco-friendly WTE business based on pyrolysis and gasification technology

05

Developing demonstration technologies for global ESS business and EMS algorithms for ESS



Offshore Wind Power Business

Coal-Fired Power Plants and Ammonia-Hydrogen Co-Firing Projects

KEPCO E&C possesses world-class design technologies for a wide range of thermal power plants. We have secured engineering capabilities for 500 MW, 800 MW, and 1,000 MW class coal-fired plants and have completed more than 50 projects, thereby contributing to the stable supply of electricity in Korea. Leveraging our engineering expertise, we also provide performance improvement and environmental system upgrades for aging plants, as well as decommissioning, demolition, and redesign services, offering technical support throughout the entire lifecycle of thermal power plants. In line with global efforts to reduce greenhouse gas emissions, we are minimizing air pollutants such as fine dust during plant operation through environmental system upgrades. Additionally, we are actively participating in the conversion of aging coal-fired power plants into LNG combined cycle plants by designing low-impact LNG power systems.

Participating in the Design of Over 55 Large-Capacity (500MW or More) Coal-Fired Power Plants and 40 Combined Cycle Power Plant Projects

Category	Capacity	Features
Coal-Fired Power Plants	500MW	• Pioneer of Korean-type supercritical thermal power • Environmentally friendly design
	800MW	• Enhanced cost-effectiveness and thermal efficiency
	1000MW	• Ultra-supercritical high efficiency • Large-capacity design technology • Development of ammonia co-firing (New Boryeong, Dangjin)
Combined Cycle Power Plants		• Standard combined cycle design for high-efficiency eco-friendly power generation based on domestic gas turbines (Boryeong, Ulsan, Bundang, etc.) • Expanded capabilities in domestic and overseas EPC projects (Hanju, Indonesia, etc.) • Integration of eco-friendly new technologies including hydrogen co-firing and waste-to-energy (WTE)



Coal-Fired Power Plants

Overview

- CEO Message
- KEPCO E&C Introduction
- KEPCO E&C Major Businesses
- KEPCO E&C History
- Global Network
- Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

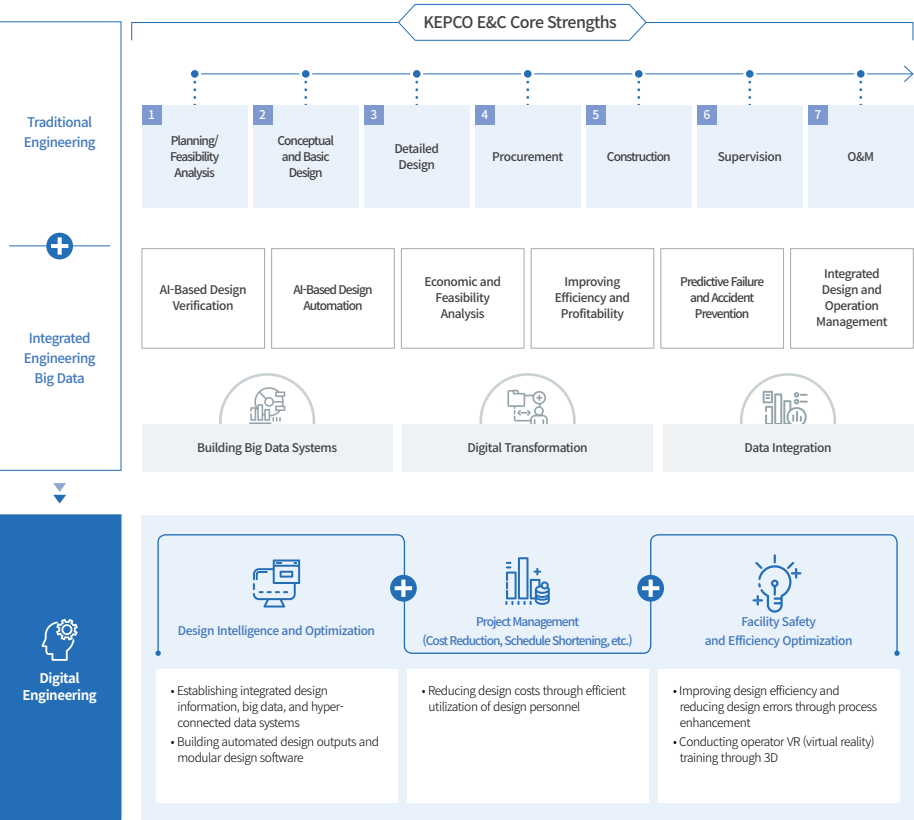
Appendix

KEPCO E&C Major Businesses

Digital Transformation Business

Promoting the Transition to Digital Engineering Based on Full-Lifecycle Engineering Capabilities and Fourth Industrial Revolution Technologies

KEPCO E&C is transforming traditional engineering practices into digital workflows to enhance competitiveness across the entire engineering lifecycle. Beyond conventional engineering processes—such as planning, feasibility analysis, conceptual and basic design, detailed design, procurement, construction, supervision, operation, and maintenance (O&M)—we are advancing design sophistication and digital transformation by integrating various big data-based technologies, including AI-based design verification and automation, economic and feasibility assessments, and predictive failure analysis. In particular, AI-based automated design improves design quality, reduces repetitive tasks, shortens design timelines, and significantly boosts cost efficiency. We have also established big data analytics systems that link data between the design and operation stages to enhance safety through accident and fault prediction and to improve maintenance efficiency. This enables integrated data-driven management across the design–construction–operation cycle and ensures consistency and integrity of design information from the design phase through to O&M. Our key strategies for realizing digital engineering include intelligent and optimized design, efficient project management, and design safety and efficiency optimization. Through these, we are achieving innovations such as design modularization, process improvement, resource savings, and 3D-based virtual reality (VR) training. We will continue driving the digital transformation of our design capabilities to strengthen our leadership in the nuclear and energy industries.



Executive Special Lecture for Continued Digital Transformation



Signing MOU for Power Plant Full-Lifecycle Digital Twin Cooperation

Overview

CEO Message

KEPCO E&C Introduction

KEPCO E&C Major Businesses

KEPCO E&C History

Global Network

Mid- to Long-Term Management
Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

KEPCO E&C History

Since its establishment in 1975, KEPCO E&C has led the development of Korea's power industry and consistently worked to localize nuclear power plant design technology. Through the development of sustainable energy technologies and expansion into global markets, we have positioned ourselves as a leading public enterprise in the future energy sector and are contributing to the realization of a carbon-neutral society through innovation in eco-friendly technologies. This section outlines our major milestones on the journey toward becoming a global leader in energy technology.



1975-1976

October 1975

Founded Korea Atomic Burns & Roe, Inc. (KABAR)

November 1976

Reorganized as Korea Nuclear Engineering Co. (KNE)

1982-1997

July 1982

Renamed as Korea Power Engineering Company, Inc. (KOPEC)

April 1987

Awarded the Engineering Service Contract for Hanbit Nuclear Power Plant Units 3 & 4 (First step toward exclusive domestic performance of nuclear power plant engineering)

January 1997

Acquired the NSSS Design Contract from the Korea Atomic Energy Research Institute (KAERI) and built the integrated nuclear power plant design system

2009-2014

December 2009

Listed on the Korea Exchange (KOSPI)

July 2010

Changed the English language name of the Company from KOPEC to KEPCO E&C (The Korean name remained unchanged)

April 2014

Awarded the A/E contract for the 2nd stage of the Facilities for the Disposal of Low and Intermediate-Level Radioactive Waste

Overview

- CEO Message
- KEPCO E&C Introduction
- KEPCO E&C Major Businesses
- KEPCO E&C History**
- Global Network
- Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

2015-2019

- August 2015**
Moved the Head Office to Gyeongbuk Dream Valley, Gimcheon, in accordance with the Special Act on Balanced National Development
- February 2016**
Completed the CIPREL IV Volet B EPC Project at Côte d'Ivoire
- March 2016**
Awarded the Comprehensive Design Contract for Shin Hanul Nuclear Power Plant Units
- February 2017**
Re-designated as a public institution type of enterprise (Other public institutions → quasi-market-oriented public enterprises)
- November 2017**
Acquired the EUR Certificate for the EU-APR Standard Design
- February 2018**
Awarded the contract for Kori 1 Decommissioning Engineering Project
- August 2019**
Acquired the design certification of the APR-1400 from the US Nuclear Regulatory Commission

2021-2023

- March 2021**
Received an order for an EPC project for a large-scale 100 MW offshore wind farm for Jeju Hallim Offshore Wind Power
- July 2022**
Signed a cooperation agreement for new nuclear power plant projects with ZRE of Poland and TES of Czechia
- November 2022**
Signed a contract for the construction of the Wangsin Fuel Cell Power Plant
- May 2023**
Held the labor-management joint vision declaration ceremony for sustainable growth and advancement

2024

- July 2024**
Selected as the Preferred Negotiation Partner for the Dukovany Nuclear Power Plant Project in Czechia (Team Korea)
- September 2024**
Commencement of Commercial Operation of Unit 4 in the UAE
- October 2024**
Final Completion of Shin Hanul Units 1 & 2

Beyond **50** Years
Toward **100** Years

We envision a more prosperous
life and a sustainable future



Overview

- CEO Message
- KEPCO E&C Introduction
- KEPCO E&C Major Businesses
- KEPCO E&C History

Global Network

Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

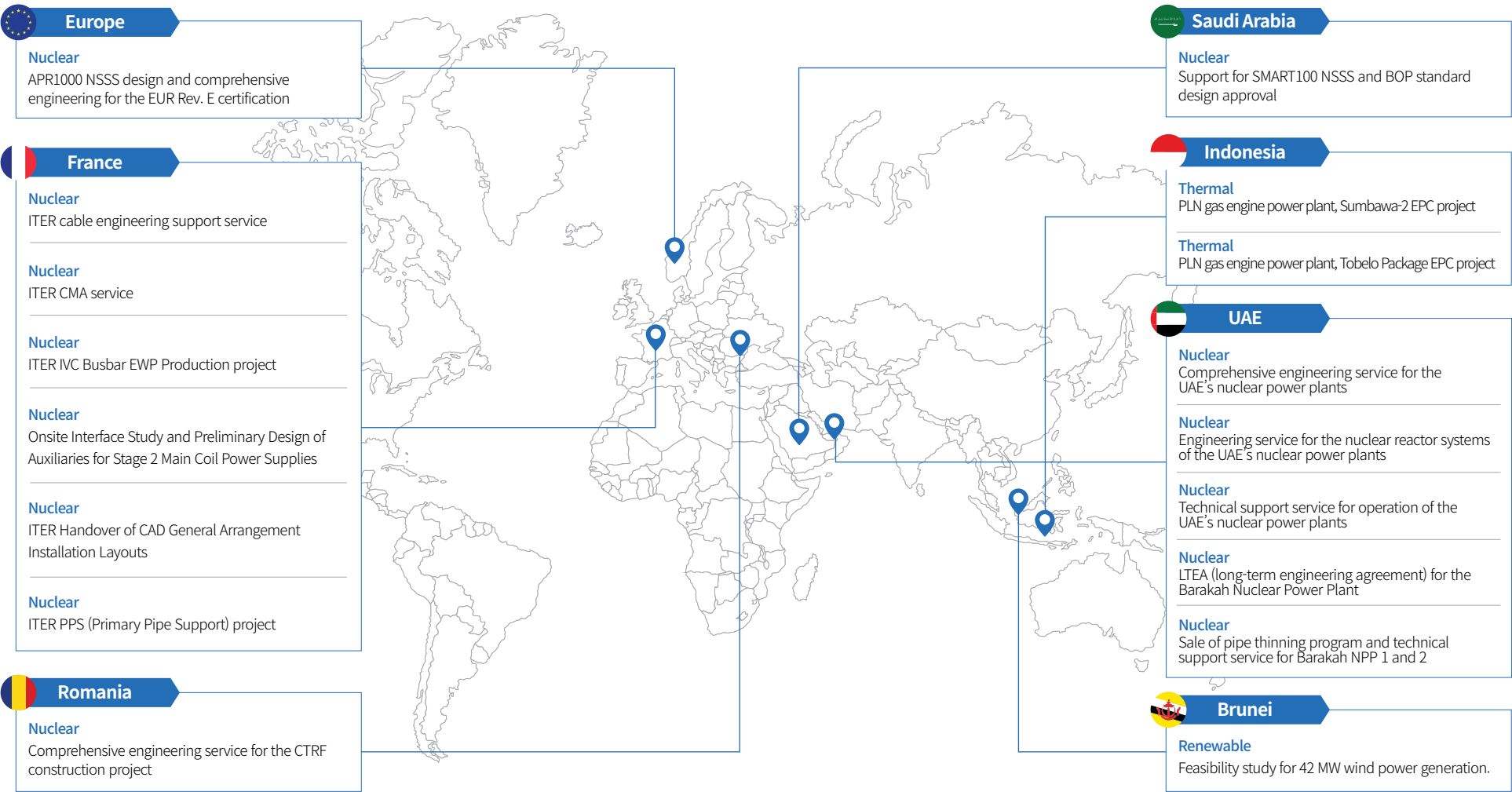
KEPCO E&C ESG Performance

ESG Fact Book

Appendix

Global Network

KEPCO E&C is being recognized for its innovative technologies and competitiveness in the global market in response to the paradigm shift in the global energy industry. We have successfully carried out a variety of overseas projects in nuclear power, renewable energy, and plant engineering, and are evolving into a global energy solutions company. Moving forward, we will continue to strengthen global partnerships and cooperate with countries around the world to promote the dissemination of sustainable energy technologies.



Overview

- CEO Message
- KEPCO E&C Introduction
- KEPCO E&C Major Businesses
- KEPCO E&C History
- Global Network

Mid- to Long-Term Management Strategy Framework

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

Mid- to Long-Term Management Strategy Framework

KEPCO Strategic Management Framework

KEPCO E&C is promoting Vision 2035, a mid- to long-term management strategy for a sustainable future, under the vision of “Technology for Earth, Energy for Human.” This strategy is grounded in the core values of People, Technology, and Future, and aims to expand carbon-neutral revenue to KRW 1.3 trillion and achieve total revenue of KRW 1.5 trillion by 2035. We are focused on realizing carbon neutrality by utilizing eco-friendly energy and contributing to national energy security, while also enhancing our competitiveness in sustainable energy technologies through ongoing research and development (R&D) and investment. Based on four key management goals—KRW 1.3 trillion in carbon-neutral revenue, 100% contribution to energy security, 70% R&D commercialization rate, and an A+ ESG overall rating—we are implementing specific strategic initiatives. This strategy reflects KEPCO E&C’s commitment to sustainable management that aims to achieve both long-term growth and social responsibility through eco-friendly energy technologies.



Vision, Core Values, and Executing Capacity

KEPCO E&C upholds the vision of “Technology for Earth, Energy for Human” and strives to realize sustainable value from the perspectives of customers, institutions, and employees. For customers, we provide citizen-centered solutions as the ultimate consumers of energy; as an institution, we promote technological innovation for carbon neutrality and sustainable growth; and for our employees, we offer a forward-looking work environment that emphasizes professionalism and autonomy. To realize this vision, we have established People, Technology, and Future as our core values. We place people—consumers of energy products—at the center, building on communication and trust, and lead the transition to eco-friendly energy through technically driven solutions and task-oriented execution. Our execution capacity is built on Communication & Empathy, Technical Support & Capability Development, Creativity & Performance Orientation, and Sustainable Growth & Responsibility, and we seek to build a sustainable future by expanding our business in carbon-free power and eco-friendly technology development.



KEPCO E&C ESG System

- 19 ESG Management Strategy
- 20 2024 ESG Key Achievements
- 21 KEPCO E&C ESG Core KPIs
- 22 Stakeholder Engagement and Public Communication
- 24 Stakeholder Interviews
- 26 Double Materiality Assessment

KEPCO E&C ESG System

ESG Management Strategy

2024 ESG Key Achievements

KEPCO E&C ESG Core KPIs

Stakeholder Engagement and Public Communication

Stakeholder Interviews

Double Materiality Assessment

KEPCO E&C ESG Performance

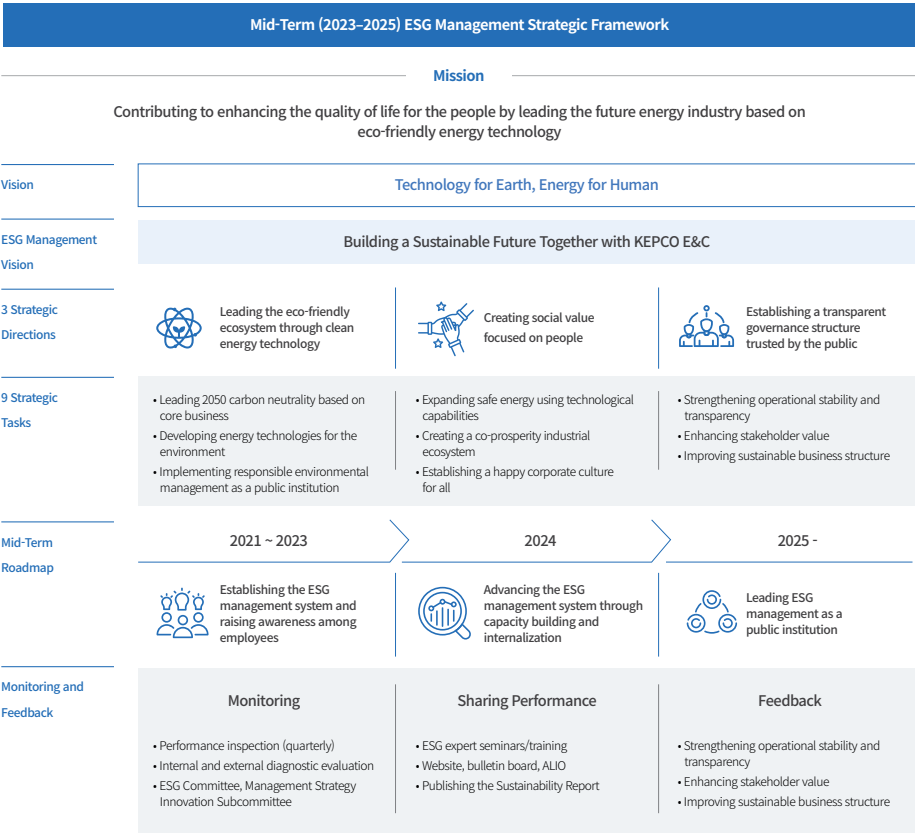
ESG Fact Book

Appendix

ESG Management Strategy

ESG Management Strategic Framework

Under the vision of “Technology for Earth, Energy for Human,” KEPCO E&C has established and faithfully implemented its ESG management strategy to pave the way for a sustainable future. Based on three strategic directions—environment, social, and governance—we have identified nine strategic tasks and 27 action items. These are aligned with the United Nations Sustainable Development Goals (SDGs) to position ourselves as an energy technology company that contributes not only to the Korean people but to all of humanity. Moving forward, we will continue to lead in fulfilling our social responsibilities by closely integrating the ESG management philosophy into our company-wide management system, thereby advancing ESG management with greater accountability.

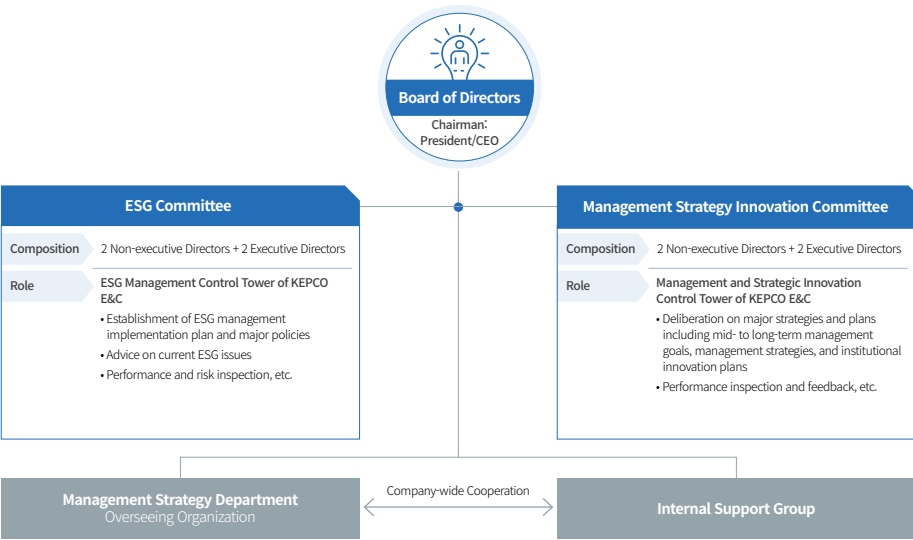


ESG Management Organization

To systematically implement ESG management, KEPCO E&C has established a dedicated organization with clearly defined roles and responsibilities to drive sustainable management. Centered on the ESG Committee under the Board of Directors, we establish enterprise-wide management strategies and continuously manage key tasks to maximize performance across the areas of environment, social, and governance. Through transparent and responsible organizational operations, we will continue to build a sustainable future together with our stakeholders.

ESG Management Organization

As of December 2024



Composition of the ESG Committee

2 Executive Directors		2 Non-executive Directors	
Kim Seon-gwan (Director of the Strategy Planning Division)	Kim Il-bae (Director of the Energy Division)	Kim Min-ok (CPA at Nexia Samduk)	Na Ki-bo (Former member of Gyeongsangbuk-do Council)

KEPCO E&C ESG System

ESG Management Strategy

2024 ESG Key Achievements

KEPCO E&C ESG Core KPIs

Stakeholder Engagement and Public Communication

Stakeholder Interviews

Double Materiality Assessment

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

2024 ESG Key Achievements

Environmental

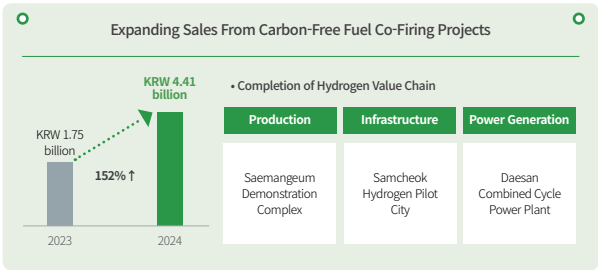


Company-wide participation in environmental management, achieving a 13.4% reduction in GHG emissions

- 1 Reduced 299 tCO₂ through company-wide green building operation
 - Reduced power consumption by 10% by switching to a private cloud (virtual server) and integrating databases
 - Installed ESS (Energy Storage System), achieving 100% replacement of outdoor and auditorium power use
- 2 Reduced 13.3 t of general asset waste (8.9% ↓) through circular resource system
 - Installed "Recycling Zone" in open office areas to encourage employee participation
 - Supported installation of resource-collecting robots in traditional markets, increasing collected recyclable materials by 32.3%

Advancing Carbon-Free Fuel Power Generation as the Core of Next-Generation Eco-Friendly Projects

- 1 Completed basic design for full hydrogen conversion at Daesan combined-cycle power plant (KRW 2.6 billion scale)
 - Completed optimized basic design of combined cycle for efficiency improvement
- 2 Commercializing ammonia co-firing through expansion of design, business development, and HR capacity
 - Conducted feasibility studies on ammonia co-firing for 6 units of 2 power companies (KRW 900 million revenue realized)
 - Estimated CO₂ emissions reduction of 13.5 million tons per year compared to coal power through ammonia co-firing

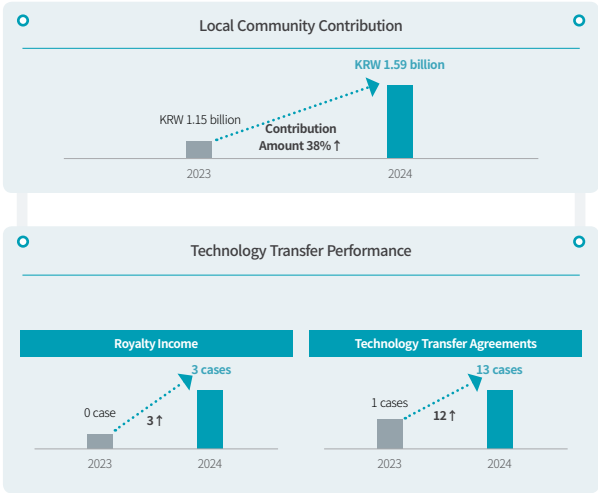


Social



Achieving Five External Awards in Social Contribution Through Diversifying Mutual Growth Project

- 1 Promoting Mutual Growth and Fair Economy by Expanding Support for Partnered Social Economy Enterprises
 - Improved financial performance of SMEs by 134% YoY through smart factories and innovation partnerships
 - Supported local branding of 4 social economy enterprises through collaboration with Gyeongbuk Regional Problem-Solving Platform
 - Increased mutual growth loans by 50% through expanded financial support (KRW 1.2 billion in 2023 → KRW 1.8 billion in 2024)
- 2 Established a Dedicated Organization to Activate the SME Technology Market and Secured a Basis for Continued Support
 - Purchased 8 registered products worth KRW 285 million from the SME Technology Market
 - Secured first certified case in SME Technology Market for the institution (K-SUPPORT)
- 3 Strengthened Mutual Growth With SMEs by Improving Demand-Oriented Technology Transfer System
 - Achieved record-high number of paid/unpaid technology transfers (13 cases) through active implementation
 - Promoting establishment of the 3rd nuclear-specialized digital twin research company through patent in-kind investment



Governance

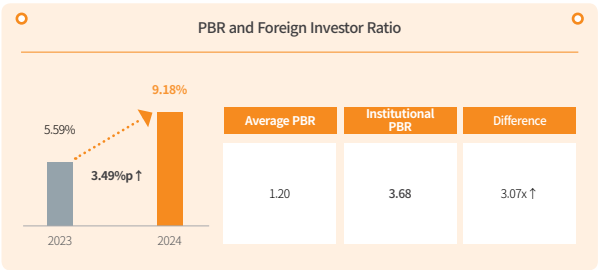


Advancing the Management System Toward Global-Level Ethics and Human Rights Management

- 1 Advancing the Preventive Management System Through Ethical Management Reform and Internal Control Strengthening
 - Strengthened execution of ethical management by expanding institutional authority and assigning responsibility to executives and employees
 - Identified 57 high-risk groups and implemented real-time monitoring under the five-level risk management system
 - Improved whistleblower protection system and expanded mock training (2023: 349 cases → 2024: 355 cases)
- 2 Building a Global-Level Human Rights Management System Through EU-KEPCO E&C Comparative Analysis
 - Fully revised human rights impact assessment checklist and improved victim-centered redress system
 - Established joint human rights management system across KEPCO E&C, subsidiaries, and partners (created working-level council and enhanced communication)

Establishing a Sustainable KEPCO E&C-style Dividend Policy Based on Business Growth and Shareholder Return

- 1 Introduced the First Sustainable Dividend Model Tailored to KEPCO E&C
 - (Dividend level assessment) Analyzed dividend environment from a comprehensive growth-return perspective
 - (Mid- to long-term policy) Proposed mid- to long-term dividend roadmap based on internal and external environment analysis
- 2 First Disclosure of "Corporate Value Enhancement Plan" Among KEPCO Affiliates
 - (Dividend guidance) Improved predictability of shareholder dividends through mid- to long-term policy announcement
 - (Integrated disclosure) Enhanced quality of information provision by presenting integrated financial and non-financial targets
 - (Diverse communication) Diversified IR activities tailored to investor types from institutions to minority shareholders



KEPCO E&C ESG System

ESG Management Strategy

2024 ESG Key Achievements

KEPCO E&C ESG Core KPIs

Stakeholder Engagement and Public Communication

Stakeholder Interviews

Double Materiality Assessment

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

KEPCO E&C ESG Core KPIs

KEPCO E&C systematically manages key performance indicators (KPIs) in the areas of Environment (E), Social (S), and Governance (G) to strengthen sustainable management and fulfill its social responsibilities. These ESG core KPIs are aligned with company-wide management goals and are used to evaluate performance in each area both quantitatively and qualitatively, thereby facilitating continuous improvement.



Environmental

KEPCO E&C has established key performance indicators (KPIs) focused on reducing greenhouse gas emissions, improving energy efficiency, and developing eco-friendly technologies to achieve carbon neutrality. In particular, we are implementing carbon-free fuel co-firing power generation and expanding offshore wind power to meet our emissions reduction targets, resulting in our selection as an exemplary public institution in greenhouse gas reduction. Additionally, we are minimizing environmental impact by developing hydrogen-ammonia co-firing technologies and expanding waste-to-resource projects.



Social

To generate social value, we have designated strengthening safety management, protecting human rights, promoting mutual growth, and contributing to local communities as core KPIs. KEPCO E&C maintains certification under ISO 45001, a global Occupational Safety and Health standard, and has achieved "All Zero" in serious industrial accidents, ensuring a safe working environment. Furthermore, we enhance the competitiveness of SMEs through technological cooperation with partner companies and continue to fulfill our social responsibility as a public corporation through youth employment initiatives and regional economic development projects.



Governance

To ensure transparent and ethical management, we have designated strengthening the ethical management system, improving information security, and enhancing risk response capabilities as key KPIs. By conducting assessments of our ethical management level and establishing an ethical risk management system, we are advancing our internal control framework. In addition, we have obtained international certifications such as ISO 37001 (Anti-Bribery Management System) and ISO 37301 (Compliance Management System), thereby reinforcing integrity and legal compliance. We also regularly inspect our information security posture to secure proactive capabilities against cyber risks.

Advancing Toward a Sustainable Future

KEPCO E&C systematically manages its performance based on ESG core KPIs, enhancing its execution capabilities to strengthen sustainability. We disclose our performance transparently through communication with stakeholders and incorporate their feedback for continuous improvement. Through these efforts, we strive to fulfill our responsibilities as a leading global energy technology company.

Going forward, KEPCO E&C will continue to make various efforts to realize a carbon-neutral society and create social value.

ESG Management Key Performance Indicators

Environmental KPI Indicators	Social KPI Indicators	Governance KPI Indicators
① Progress rate of new construction design process ② Nuclear business revenue Representative ③ LNG business revenue ④ Share of renewable energy revenue ⑤ Number of renewable energy project contracts ⑥ New energy business revenue Representative ⑦ Number of hydrogen-related technology developments ⑧ Revenue from hydrogen-related business ⑨ WtE/biomass business revenue ⑩ Ratio of eco-friendly vehicles ⑪ Cost savings from renewable energy utilization ⑫ Greenhouse gas emissions reduction rate ⑬ Waste reduction rate ⑭ Water usage reduction rate	① O&M business revenue Representative ② Revenue from post-nuclear decommissioning business ③ Number of government projects executed ④ Number of SEED-type technology development cases ⑤ Number of external research-based startups ⑥ Public Institutions Win-Win Growth Evaluation rating Representative ⑦ Number of local direct jobs created ⑧ Local priority purchase amount ⑨ Industrial accident rate Representative ⑩ Number of students in contracted academic programs ⑪ Number of employees in rotation programs ⑫ KEPCO E&C culture index ⑬ Number of new group labor dispute lawsuits ⑭ Number of new individual labor dispute lawsuits	① Comprehensive Integrity Assessment rating Representative ② Completion rate of mandatory legal training ③ Auditor's opinion ④ Board of directors operation evaluation score ⑤ Female executive ratio ⑥ Penalty points for management disclosure ⑦ ESG disclosure standard compliance ⑧ Korea Exchange disclosure penalty points ⑨ Comprehensive Information Disclosure Evaluation rating Representative ⑩ External customer satisfaction score ⑪ Communication index with partner companies ⑫ Number of internal monitoring sessions Representative ⑬ Number of external organizational diagnoses ⑭ Smart work environment implementation rate ⑮ ISO 27001 certification and renewal ⑯ Implementation of security training and inspection

Long-term KPI goals (by 2035)

Environmental	Social	Governance
Nuclear Business Revenue KRW 344.1 billion → KRW 781.5 billion	O&M Business Revenue KRW 119.7 billion → KRW 241.8 billion	Integrity Rating Grade 2 → Grade 1
New Business Revenue KRW 78.1 billion → KRW 163.9 billion	Mutual Growth Rating Excellent → Outstanding	Comprehensive Evaluation Score 95 points → 100points
Greenhouse Gas Reduction 6,365 tCO₂eq → 5,585 tCO₂eq	Industrial Accident Rate Zero → Zero	Number of Monitoring Sessions 4 times → 4 times

Stakeholder Engagement and Public Communication

Establishing and Restructuring the Stakeholder Communication System

KEPCO E&C is systematically improving its communication channels to enhance business competitiveness and build a co-prosperity ecosystem by listening to the opinions of various stakeholders and alleviating their concerns. In particular, based on the analysis of the previous year's performance, we redefined the criteria for classifying stakeholders and advanced our communication strategies and operational plans. We newly established the Communication Committee as the overseeing body for all company-wide communication channels and introduced the Communication Index to assess the performance of each channel, thereby enhancing their operational effectiveness. Notably, stakeholders are no longer categorized by business execution stages, but rather reclassified into four independent value chains representing the company's core functions: business development, nuclear power plant design, future growth, and responsible management. This enables the establishment of tailored communication channels for each stakeholder group. In 2024, we further advanced the system by including potential customers as a distinct stakeholder category. Through key communication channels for each value chain, we aim to invigorate the nuclear power ecosystem, minimize design errors, promote collaborative research for future projects, and address local community issues—fulfilling our social responsibility through active stakeholder engagement.

Value-Chain	Business Development	Nuclear Design	Future Growth	Responsible Management
Core Function	Overseas export, business development	Nuclear design, technical enhancement	Strengthening nuclear-based cooperation	Private cooperation, knowledge sharing
Stakeholder Classification	Government ministries, nuclear-related industries, private companies		Research institutes, relevant organizations, local communities, shareholders	
Key Areas of Interest	All-out efforts to win overseas orders and secure business foundation	Enhancing nuclear safety and reliability, minimizing design quality errors	Collaborative research for future business, fostering social economy enterprises	Resolving local issues, enhancing shareholder value
Objectives	❶ Implementing National Policy	❷ Promoting the Nuclear Business	❸ Securing Industrial Support	❹ Fulfilling Responsibility and Enhancing Value
Action Tasks	Revitalizing the nuclear ecosystem by strengthening public communication	Expanding the scope of nuclear technology through enhanced external cooperation	Contributing to future value creation for the nuclear ecosystem and local communities	Fulfilling social responsibility in local communities and enhancing shareholder value
Main Communication Channels	Nuclear Export Roadmap Working Group, National Agenda Promotion Committee, Business Development Cooperation Meeting	"Reply, KEPSCO E&C", Quality Development Council, SME Mutual Growth Roundtable	SME Support Program Briefing, Stakeholder and Resident Councils, Gyeongbuk Regional Problem-Solving Platform	Resident Councils, Local Public Hearings, National Communication Listening Room

Established the First Communication Committee as Control Tower and Introduced Communication Index

Core Function	Existing	Improvements	Key Achievements																								
Stakeholder Classification	- Absence of centralized communication channel management - Communication channels operated by each department, insufficient opinion sharing - Lack of communication channel review in response to environmental changes	- Established and operated Communication Committee - Defined action tasks and designated responsible departments - Performance review and best practice sharing	- Strengthened company-wide operation of communication channels - Committee convened once - Achieved communication index score of 4.4 (target: 4.2)																								
Achievements	<table><tr><th>Business Development</th><th>Nuclear Design</th><th>Future Growth</th><th>Responsible Management</th></tr><tr><td> - Team Korea selected as preferred bidder for Czech nuclear project (July 2024) </td><td> 100% satisfaction rate* achieved in online quality training </td><td> - Discovered 9 new collaborative research projects with SMEs* </td><td> - Ranked No.1 in PBR* among 7 growth-oriented public enterprises as leading value-up institution </td></tr></table>	Business Development	Nuclear Design	Future Growth	Responsible Management	Team Korea selected as preferred bidder for Czech nuclear project (July 2024)	100% satisfaction rate* achieved in online quality training	Discovered 9 new collaborative research projects with SMEs*	Ranked No.1 in PBR* among 7 growth-oriented public enterprises as leading value-up institution	<table><tr><th>Business Development</th><th>Nuclear Design</th><th>Future Growth</th><th>Responsible Management</th></tr><tr><td></td><td> 4.5 points Target Achieved </td><td> 3 cases 9 cases 6 cases ↑ </td><td> 1.2 3.68 2.48 ↑ </td></tr></table>	Business Development	Nuclear Design	Future Growth	Responsible Management		4.5 points Target Achieved	3 cases 9 cases 6 cases ↑	1.2 3.68 2.48 ↑	<table><tr><th>Business Development</th><th>Nuclear Design</th><th>Future Growth</th><th>Responsible Management</th></tr><tr><td></td><td></td><td></td><td> Average 2.48 ↑ 3.68 KEPCO E&C </td></tr></table>	Business Development	Nuclear Design	Future Growth	Responsible Management				Average 2.48 ↑ 3.68 KEPCO E&C
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			Average 2.48 ↑ 3.68 KEPCO E&C																								

* Satisfaction with online quality training for design quality awareness

* Demand-driven R&D for SMEs

* PBR: Price-to-book ratio

Establishment of the Stakeholder Communication Committee and Key Achievements

The Communication Committee, launched in September 2024, consists of a total of five members—three internal and two external—serving as a control tower for overall institutional communication. It provides feedback on various communication channels, establishes and monitors the Communication Index, and performs control tower functions related to communication. Although the committee was held once in 2024, beginning in 2025, it will be expanded to be held semiannually to strengthen regular dialogue with external stakeholders. Additionally, we established an internal Communication Index to monitor progress and reinforce feedback activities. In 2024, we achieved a score of 4.4 points, exceeding the target of 4.2 points, demonstrating our commitment to active stakeholder communication.

Composition and Roles of the Communication Committee

- (Composition) 3 internal members, 2 external members
- (Role) Serves as a control tower for strategic activities such as providing opinions on performance by stakeholder communication channels, establishing communication indices, and monitoring

Performance Review of Communication Channels

- (Communication Index Evaluation) Achieved a score of 4.4 vs. the target of 4.2 by sharing best practices and reviewing communication channel performance (Internal: 4.5 / External: 4.3)

Sharing Best Practices From Communication Channels

- (Nuclear Export Roadmap Working Group) Unified public-private efforts led by the government to enhance communication capacity for nuclear exports → Contributed to Team Korea's selection as the preferred bidder for Czech nuclear project (July 2024)
- (Quality Development Council) Strengthened technical capability to improve design quality of partner companies → Achieved target satisfaction score of 4.5 for online quality training
- (SME Support Program Briefing) Expanded new technology sectors for SMEs to foster future growth businesses → Identified 9 new collaborative research projects with SMEs (3 projects in 2023, 9 projects in 2024)
- (Public Communication Listening Room) Provided nuclear industry growth insights to attract minority shareholders → Ranked No. 1 in PBR among seven listed public enterprises as a leading value-up institution
- (Sharing) Best practices for each communication channel are shared with relevant departments and promoted for company-wide internalization

Measuring and Evaluating the 2024 Communication Index

In 2024, KEPSCO E&C developed and introduced an institutional Communication Index to systematically diagnose and improve internal and external communication activities. The implementation of this index aimed to evaluate the actual performance of communication by surveying both internal and external stakeholders, including key channel managers, working-level staff, and external experts.

To assess communication levels, we conducted surveys. The internal survey consisted of six questions based on the PDCA (Plan-Do-Check-Act) framework and evaluated department heads and practitioners responsible for major communication channels. The external survey, also based on the PDCA framework, consisted of three questions and assessed partner companies and client firms associated with communication channels. All evaluation items were rated on a five-point scale, and quantitative responses were collected. As a result, the internal communication index scored 4.5 points (107%), and the external communication index scored 4.3 points (102%), both exceeding their respective targets.

Measurement Results

Communication Index	Target (points)	Achieved (points)	Remarks
Internal Communication	4.2/5.0	4.5 (107% ↑)	Internal stakeholders
External Communication	4.2/5.0	4.3 (102% ↑)	External stakeholders
Internal-External Average	4.2/5.0	4.4 (105% ↑)	-

KEPCO E&C ESG System

ESG Management Strategy

2024 ESG Key Achievements

KEPCO E&C ESG Core KPIs

Stakeholder Engagement and Public Communication

Stakeholder Interviews

Double Materiality Assessment

KEPCO E&C ESG Performance

ESG Fact Book

Appendix

Stakeholder Engagement and Public Communication

Strengthening Communication Channels

KEPCO E&C is striving to invigorate the nuclear power ecosystem and establish a foundation for sustainable growth by enhancing collaboration with B2B companies. In particular, we are securing new growth drivers through expanded global exports of nuclear power technologies and strengthened external cooperation.

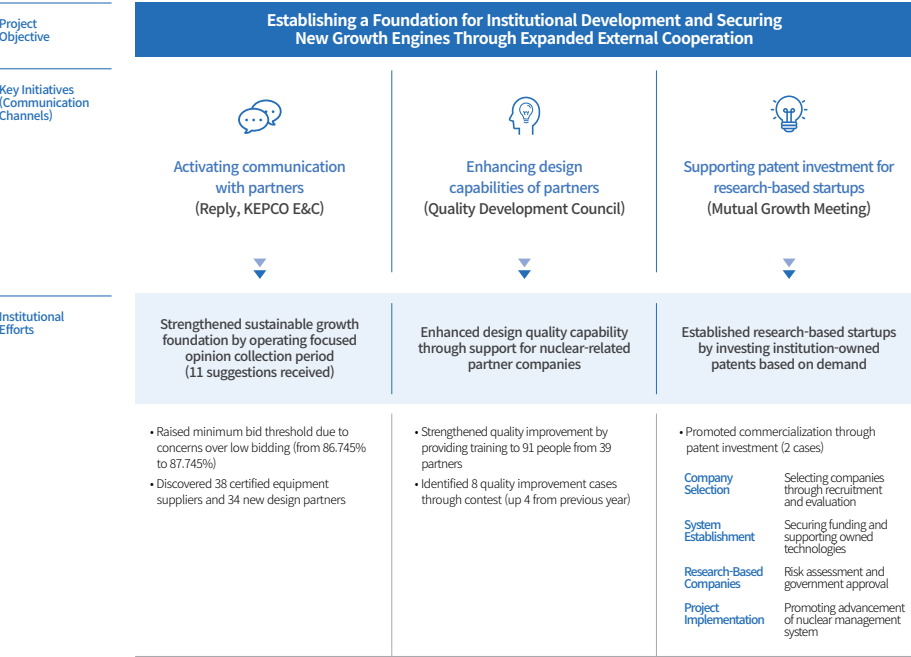
To this end, we are building a cooperative system between the government and the private sector with the goal of exporting 10 nuclear reactors by 2030. We are establishing a government-led nuclear export roadmap, reinforcing the technological capacity of innovative small modular reactors (SMRs), developing proprietary reactor designs, and solidifying a research-centered framework through cooperation with Korea Hydro & Nuclear Power and KEPCO Nuclear Fuel Co., Ltd. In order to strengthen our competitiveness in overseas markets, we are expanding partnerships with private and small-to-medium enterprises (SMEs), supporting localization strategies and market development, and increasing the likelihood of successful overseas expansion through the sharing of best practices. We are also actively pioneering global markets by leveraging exemplary cases such as the establishment of a cooperative system to support the operation of nuclear power plants in the United Arab Emirates (UAE).

2024 Performance by Key Communication Channels

Value-Chain	Communication Channel Name	Details of Projects	Best Practices
Business Development	Nuclear Export Roadmap Strengthening Working Group	Establishing nuclear export roadmap strategy through government collaboration	Contributed to Team Korea being selected as preferred negotiator for Czech nuclear project (July 2024)
	Government Agenda Promotion Committee	Implementing government tasks such as development of proprietary SMR design	
	Business Development Cooperation Meeting	Discovering and supporting overseas export programs	
Nuclear Design	Reply, KEPCO E&C	Discovered 38 certified suppliers and 34 new design partners through active communication with partner companies	Achieved 4.5 points (target 4.5) in the first-ever online quality training satisfaction for design quality understanding
	Quality Development Council	Identified 8 improvement cases for enhancing partner quality	
	Mutual Growth Meeting	Promoted commercialization of two research-based startups through patent investment	
Future Growth	SME Support Program Briefing Session	Promoting diversification of industry-specific business areas linked to new nuclear technology	Expanded discovery of new joint research projects with SMEs (3 projects in 2023 → 9 projects in 2024)
	Stakeholder Institution Council	Building eco-friendly project infrastructure (Gimcheo-si Solar Power Plant)	
	Gyeongbuk Regional Problem-Solving Platform	Supporting regional economic revitalization focused on solving local issues	
Responsible Management	Resident Council	Carrying out social contribution projects centered on public voices and needs	Achieved No.1 in PBR among 7 listed public enterprises as Value-up leader
	Community Hearing	Secured trust of local residents through collecting community feedback	
	Public Communication Consultation Office	Reflecting public opinion in operations through online channels	

Expanding the Horizon of Nuclear Power Technology through External Cooperation

KEPCO E&C continues to support the global advancement of nuclear power technology by expanding its cooperation network based on the needs of partner companies. We are also establishing a sustainable foundation by broadening our pool of excellent partner companies. In particular, through the communication channel "Reply, KEPCO E&C," we listen to and improve upon the difficulties faced by our partners. In 2024, we received 11 suggestions and reflected 4 of them. Additionally, we conducted an "online quality training for better understanding" to enhance the design capabilities of our partner companies, thereby supporting the improvement of design quality for nuclear-related projects. These efforts have strengthened trust with our partners and contributed to the development of a sustainable nuclear technology ecosystem. We will continue to strengthen its cooperation base for mutual growth with B2B companies and make every effort to secure sustainable nuclear technology and enhance global competitiveness.



Stakeholder Interviews



Kim Youn-sung, Professor

Department of Business Administration, Inha University

KEPCO E&C is a public enterprise that represents Korea's power and energy industry and pursues sustainable development through technology-centered growth and ESG management. In particular, it has earned global recognition for its competitiveness in nuclear power plant design and plant engineering based on its accumulated technological expertise, and is reinforcing its public role through the development of sustainable energy technologies. As ESG management becomes more important in the power and energy sectors, KEPCO E&C is being asked to serve not only as a technology provider but also as a strategic partner grounded in sustainability. To that end, it is expanding the development of renewable and clean energy technologies, seeking eco-friendly operational strategies for nuclear and power plants, and working to strengthen its capabilities in the environmental (E) domain. In the social (S) and governance (G) domains, KEPCO E&C is also advancing safety management and risk control systems to ensure a safe working environment, while fulfilling its responsibilities as a public institution through stronger ethical management and a culture of integrity. It also maintains an internationally compliant management system through anti-bribery management system certification. Going forward, I hope KEPCO E&C will enhance its ESG management based on the 3Ts—technology, talent, and trend setter—strengthening its technological leadership and talent development and establishing itself as a public institution trusted by the public.



Park Sun-ha, Councilor

Economic Planning Committee, Gyeongsangbuk-do Provincial Council

KEPCO E&C is a key public institution that technically supports Korea's energy industry and has earned the public's trust through its high level of expertise and stable organizational culture. As a member of the Gyeongsangbuk-do Provincial Council, I believe that forming a co-prosperity strategy is important for the sustainable development of the Gyeongbuk region, including Gimcheon, where KEPCO E&C's headquarters is located. In particular, in the era of energy transition, establishing an ESG management system is an urgent and important task. I hope to see strengthened social contribution efforts such as enhancing energy welfare, creating youth employment, and collaborating with small businesses through structural transformation of the power industry, expansion of distributed energy systems, and the establishment of responsible governance. Given that KEPCO E&C already possesses technical capabilities in the environmental and safety sectors and operates a citizen participation committee, it is essential to build on this foundation to strengthen ESG implementation. I hope KEPCO E&C will present a model of enterprise-wide responsible management through systematic ESG strategy development and continuous assessment and improvement. Additionally, enhancing communication with local communities such as Gimcheon and expanding participatory governance will significantly contribute to building trust as a public enterprise and reinforcing social responsibility. In the long term, I look forward to KEPCO E&C taking the lead in realizing inclusivity and social responsibility by building a "local-centered co-prosperity platform through ESG internalization," expanding local talent recruitment, and supporting customized employment opportunities for vulnerable groups.

Stakeholder Interviews



Byun Yun-jae, CEO

Samy Industrial Co., Ltd.

Samy Industrial Co., Ltd. has maintained a close partnership with KEPCO E&C for 45 years as its first-tier partner. Beyond a simple business relationship, we have worked together to spread ESG values and contribute to co-prosperity with local communities. In particular, since KEPCO E&C strengthened its ESG management, we have actively participated in sustainable management practices and community contribution activities, becoming a model case of public-private cooperation. Recently, KEPCO E&C has been focusing on enhancing nuclear competitiveness, securing future energy technologies through digital transformation, and embedding ESG management in a structured manner. While leading the development of next-generation energy technologies such as SMRs, hydrogen, and ammonia, it is also actively pursuing key ESG tasks including partner ESG management, occupational safety, and carbon neutrality. As a public corporation, KEPCO E&C ensures stability and reliability and has received an overall ESG grade A for two consecutive years. In particular, the company was positively evaluated in the “S” area for providing ESG consulting for partners and creating local jobs, and in the “E” area for its greenhouse gas reduction efforts and strengthened transparency in information disclosure. However, there are still areas for improvement, such as enhancing the expertise of the ESG Committee and disclosing information on biodiversity. True ESG management should not be seen as a separate activity but should be naturally embedded in KEPCO E&C’s core competencies in energy plant design and technical consulting. Minimizing environmental impact from the design stage, operating safety-centered projects, and advancing practical cooperation with local communities are essential. Through this integrated ESG management approach, I hope KEPCO E&C will continue to grow as a public corporation that leads the future of Korea’s energy industry.



Lee Dong-jin, Labor Director

KEPCO E&C (Outside Director)

KEPCO E&C has grown into a public corporation leading the development of Korea’s energy industry and nuclear plant technologies, based on a technology-driven, horizontal organizational culture. As an outside director participating in this interview, I am responsible for board oversight and R&D tasks, and from 2025, I will also serve on the ESG Committee, where I will help improve governance and connect with on-site operations. Recently, KEPCO E&C has faced issues such as declining trust in executive leadership due to the CEO’s suspension and inadequate response to nuclear power initiatives. To address the formalization of board operations and lack of communication, it is necessary to strengthen board functions and enhance cooperation among executives. In addition, to solve challenges of limited talent inflow and brain drain caused by the relocation to a provincial area, it is necessary to establish smart workspaces in the metropolitan area and improve long-term retention policies. In terms of sustainable management, the top priorities are strengthening R&D, expanding board-level communication, securing technical talent, and increasing community engagement. Especially for leadership in nuclear, renewable, and hydrogen technologies, focused R&D is essential. Strengths of KEPCO E&C’s ESG management include its technical capabilities, service quality, and a culture centered on technical professionals, while weaknesses include talent outflow and a lack of local living conditions. For KEPCO E&C to become a leading ESG public enterprise, it must improve management transparency and profitability, ensure autonomy in research organizations, and establish long-term HR and organizational strategies. Expanding horizontal organizational culture and incorporating stakeholder feedback will enable the company to grow as a trusted player in the global energy technology market.

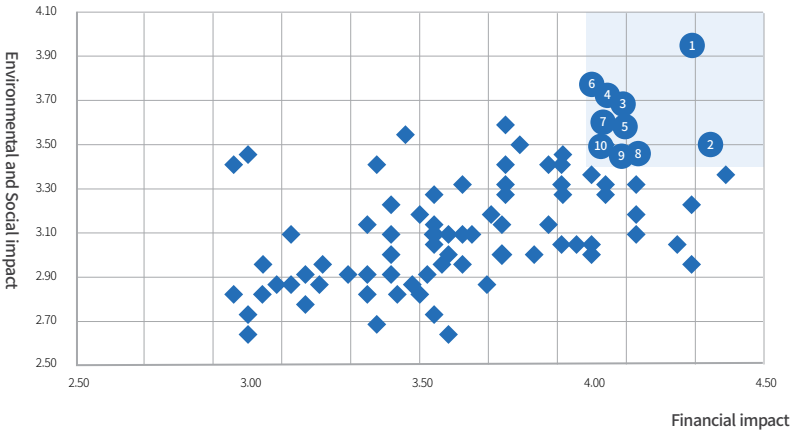
Double Materiality Assessment

Double Materiality Assessment Overview

KEPCO E&C conducted a double materiality assessment to establish a sustainable management strategy and respond to ESG issues. This approach analyzes both the social and environmental impacts (impact materiality) of corporate activities and the effects of external environmental changes on the company's financial performance (financial materiality). Through this, we aimed to identify key issues by reflecting the perspectives of both internal and external stakeholders in a balanced manner and to clearly define the direction of our ESG management.

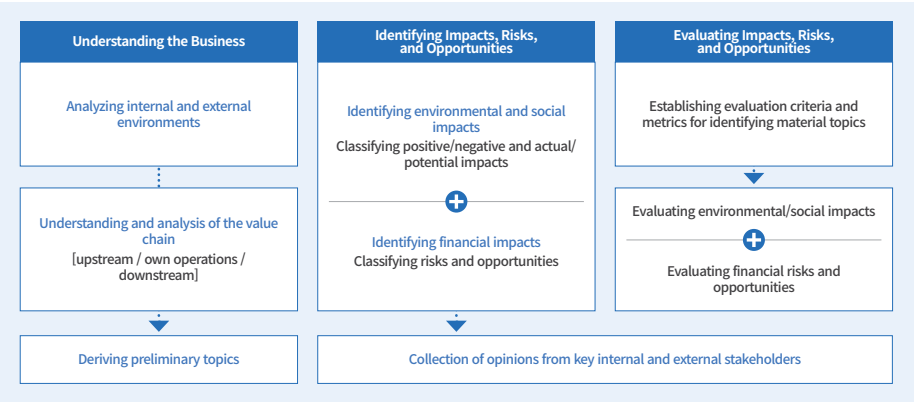
The core of the double materiality assessment is to analyze both impact materiality and financial materiality and incorporate the results into our sustainable management strategy. To ensure the credibility of the evaluation, we referred to international standards and leading practices. In particular, we enhanced the transparency and objectivity of the process by strengthening stakeholder engagement.

Double Materiality Assessment Matrix



Double Materiality Assessment Process

Double Materiality Assessment Process



No.	Material Topics	Remarks
1	Growing need for self-reliance in core power plant design technologies	-
2	Occupational Safety and Health	-
3	Responding to climate change	-
4	Growing concerns over nuclear power plant safety	▲
5	Rising demand for transparency	▲
6	Energy use and savings	▲
7	Ethical management	▽
8	Information security	▽
9	Strengthening stakeholder communication and engagement	▲
10	Increasing need for and pursuit of overseas business	-

Double Materiality Assessment

Double Materiality Assessment Process

Deriving the Issue Pool

In the issue pool identification phase, KEPCO E&C identified sustainability-related issues by reflecting its business model and the opinions of major stakeholders. During this process, the company reviewed not only international standards such as GRI, SASB, and TCFD, but also the requirements of domestic and international ESG evaluation agencies, in order to comprehensively identify potential risks and opportunities aligned with the company's business characteristics. we particularly focused on topics such as climate change, social responsibility, local community contribution, and ethical management in the field of eco-friendly energy technologies. In identifying the issue pool, the company actively utilized not only internal data analysis but also interviews and surveys with external stakeholders to incorporate a wide range of perspectives.

Assessing Social/ Environmental and Financial Impact

KEPCO E&C evaluated the derived issues based on both impact materiality and financial materiality.	
Impact Materiality	Social and environmental impacts refer to the environmental damage and social effects that may result from the business activities of KEPCO E&C. Key assessment criteria include likelihood and severity, which were integrated to analyze overall materiality.
Financial Materiality	Financial materiality refers to the process of analyzing the potential effects of ESG issues on the profitability, costs, and asset value of KEPCO E&C

Collecting Stakeholder Opinion

KEPCO E&C secured the objectivity of the assessment by collecting opinions from various stakeholders, including internal employees, local communities, and government agencies.	
Internal Feedback	Through workshops and surveys with employees, KEPCO E&C investigated awareness and priorities regarding ESG issues. In particular, discussions focused on the company's ethical responsibilities and strategies for contributing to the local economy.
External Feedback	KEPCO E&C analyzed the social impacts of its business activities by incorporating the views of local community representatives, government officials, and environmental experts. The company carefully considered both the positive and negative effects of its local community contributions and eco-friendly energy technologies.

Utilizing Double Materiality Assessment Results and Future Strategy

KEPCO E&C actively incorporates the results of the double materiality assessment into its management strategy and sustainability reporting. In particular, we are focusing on strengthening risk management measures in response to climate change and improving our ethical management system to enhance transparency. In addition, we plan to expand participatory programs for local residents and continue efforts to contribute to the revitalization of the local economy as part of our commitment to community co-prosperity. Moving forward, we will regularly update our materiality assessments to strengthen responsiveness to ESG issues and will transparently disclose sustainability performance based on the results to build stronger trust with stakeholders. At the same time, we will continue to advance our ESG management system in line with international standards.

KEPCO E&C ESG Performance

A photograph of a wind farm with several white three-bladed turbines situated on a rolling green hill. The background features layers of blue mountains under a sky with scattered white clouds. A solid green rectangular box is positioned in the upper right corner of the image.

Environmental

KEPCO E&C ESG Performance

▶ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional

Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Achieving 2050 Net Zero

Carbon Reduction Engineering Business

KEPCO E&C provides a wide range of engineering services not only for nuclear power but also for thermal power, offshore wind, renewable energy, and green hydrogen and ammonia-related businesses to achieve carbon neutrality by 2050 and respond more resiliently to climate change. As an energy public enterprise, we are strengthening our business competitiveness and realizing sustainable environmental values by fostering new businesses in diverse fields such as solar power, hydrogen, fuel cells, and WtE (Waste to Energy). In 2024, we successfully carried out an offshore wind power construction project in Jeju, installing a total of 18 wind turbines, the largest capacity in Korea. In particular, to strengthen the momentum for achieving net zero by 2050 and the NDC target by 2030, we have upgraded our mid- to long-term business portfolio roadmap by reflecting changes in management environments such as national power supply and carbon neutrality.

Carbon Reduction Engineering Business Strategy

Carbon Reduction in Thermal Power and Renewable, Hydrogen, etc. Projects to Achieve National GHG Reduction Targets and to Promote a Rational Energy Mix and Emerging Energy Industries			
Target Business Areas	❶ Plant Carbon Reduction Engineering	❷ Renewable Energy Business	❸ Next-Generation Low-Carbon Business
2023 Feedback	Demonstrating Korean-standard combined models 1-3	Successful first power generation at Hallim offshore wind; strengthening collaboration with local governments for new contracts	Expanding fuel co-firing projects including demonstrations; developing WtE business models
Stakeholder Needs	- Balancing energy supply stability and environmental performance - Serving as a bridge toward carbon neutrality	- Realizing a rational energy mix - Increasing demand for public sector social responsibility	- Carbon-free power generation and GHG reduction - Preventing stranded assets in existing power facilities
Business Environment	PolicyExpanding LNG combined-cycle units from 28 to 36 Customer490% market share for gas turbines (BIG) Industry90% of GHG emissions from power sector	PolicyAchieving 2030 NDC targets CustomerExpanding consensus on ESG management and carbon neutrality IndustryEU and K-taxonomy requirementspower sector	PolicyLaunching clean hydrogen power bidding market CustomerIncreasing demand for green and emerging technologies IndustryIntensifying overseas dependence on hydrogen production
Management Strategy	2-2 Expanding eco-friendly, future-oriented businesses	2-1 Leading renewable energy construction projects 4-1 Enhancing capacity to respond to procurement market activation	2-1 Leading renewable energy construction projects 2-2 Expanding eco-friendly, future-oriented businesses
Performance Goals	Minimizing Environmental Impact of Thermal Power Generation	Selective Market Participation	Expanding Eco-Friendly Power Generation Using Carbon-Free Fuels
Key Tasks	1.1 Domestic sales from eco-friendly LNG combined-cycle 1.2 Demonstrating all Korean-standard combined models 1.3 Strengthening environmental improvement solutions for thermal power	2.1 Refining renewable energy business portfolio 2.2 Ensuring continuity of large-scale offshore wind projects 2.3 Entering public-led onshore wind market 2.4 Strengthening grid stability for renewables	3.1 Expanding use of hydrogen and other carbon-free fuels 3.2 Commercializing WtE-based resource circulation model
Outstanding Achievements	- Establishing eco-friendly LNG combined-cycle as core business - Demonstrating Korean-standard combined models	- Completion of Jeju Hallim offshore wind project - Securing ESS project performance	- Completion of Daesan combined-cycle basic design - Commercializing ammonia co-firing

Advancing Carbon Reduction Engineering Roadmap

KEPCO E&C is establishing phased strategies for renewable energy and next-generation low-carbon businesses based on our plant engineering capabilities to achieve carbon neutrality goals and build a sustainable future energy ecosystem.

	Short Term: 2024	Mid Term: 2025–2026	Long Term: 2027–2029
Plant Carbon Reduction Engineering	- Improving coal power environmental performance and expanding LNG combined-cycle - Commercializing Korean-standard combined demonstration projects	- Developing LNG combined-cycle design projects for private companies - Stably executing domestic standard combined projects	- Promoting strategic supply projects for semiconductor clusters - Expanding domestic and global projects based on standard combined technology
Renewable Energy Business	- Refining and strengthening renewable energy portfolio - Reinforcing public-led large-scale wind projects	- Leading the domestic wind market and securing related technologies - Developing fuel cell projects linked to the hydrogen market	- Establishing a balanced business structure across energy sources - Securing performance in overseas renewable markets
Next-Generation Low-Carbon Business	- Developing and demonstrating carbon-free fuel technologies - Securing WtE business models and implementation capabilities	- Conducting carbon-free fuel demonstration projects and building infrastructure - Identifying WtE construction projects in cooperation with local governments	- Developing domestic and global projects based on demonstration performance - Advancing WtE technologies and expanding application areas

Setting Performance Targets Relevant to Business Environment and Strategy for Carbon Reduction

KEPCO E&C is systematically implementing performance goals by linking the business environment and management strategies with a focus on plant carbon reduction engineering, renewable energy, and next-generation low-carbon businesses. Each business area is aligned with government policies, industrial structure, and changing market demands to contribute to carbon neutrality goals and sustainable growth. In the field of plant carbon reduction engineering, we are concentrating our efforts on projects such as the demonstration of a Korean-standard combined model to ensure energy supply stability and reduce environmental impact. We are also focusing on becoming a central player in domestic offshore wind power projects, thereby strengthening our social responsibility as a public institution. The next-generation low-carbon business aims to reduce greenhouse gases and facilitate an eco-friendly transition through carbon-free fuel power generation and WtE (Waste to Energy) technology development.

KEPCO E&C ESG Performance

▶ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Achieving 2050 Net Zero

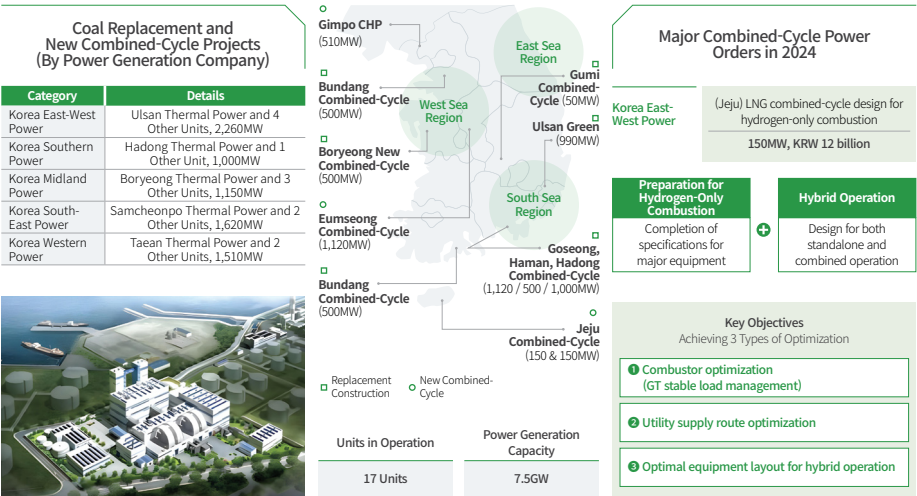
Plant-Based Carbon Reduction Engineering Business

Expanding Domestic Eco-Friendly LNG Combined-Cycle Power

KEPCO E&C is focusing on developing new technologies to reduce greenhouse gas emissions from coal and LNG power generation. We plan to significantly reduce emissions through ammonia co-firing in existing coal power plants and are continuously increasing the hydrogen co-firing ratio in LNG plants with the goal of transitioning to hydrogen-only generation. We are also striving to establish a sustainable eco-friendly energy supply system by enabling environmentally friendly power generation through carbon reduction and utilizing surplus electricity from renewable energy sources. In addition, we aim to strengthen business stability and respond to the 11th Basic Plan for Long-term Electricity Supply and Demand by continuously developing Korean-standard combined-cycle design technologies and converting aged thermal plants into LNG-based facilities.

Transitioning to Clean Thermal Power

KEPCO E&C has carried out the design of combined-cycle and new LNG combined-cycle power projects for major power plants nationwide, including five units at Ulsan Power Plant (2,260MW), two units at Hadong Power Plant (1,000MW), four units at Boryeong Power Plant (1,150MW), three units at Samcheonpo Power Plant (1,620MW), and three units at Taean Power Plant (1,510MW). We will continue to make multi-faceted efforts to achieve carbon-free transitions in the plant sector.

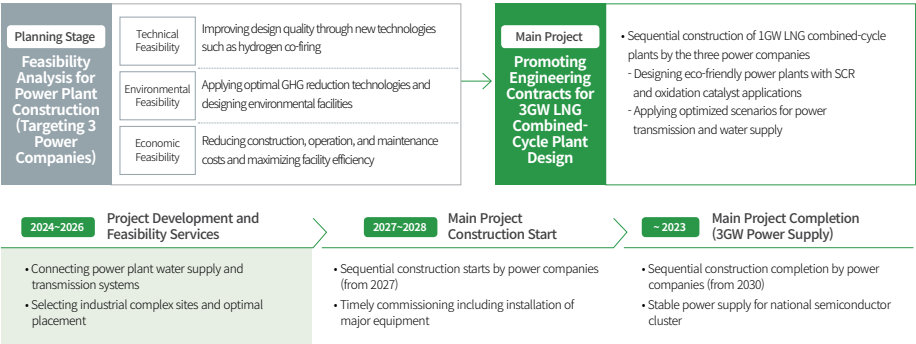


Ulsan #4 Combined-Cycle Power Plant (948MW)

Establishing LNG Combined-Cycle Power Supply System for the Yongin Semiconductor Cluster

In line with the national strategy to foster the semiconductor industry, KEPCO E&C is actively participating in building the world's largest semiconductor energy supply system by contributing to the design of LNG combined-cycle power plants led by three major power generation companies.* To meet electricity demand projected to reach 3GW by 2032 in the Yongin area, we are promoting the construction of LNG combined-cycle power plants and securing engineering service contracts that include feasibility analysis, application of SCR and oxidation catalysts for eco-friendly plant design, and high-capacity utility supply solutions such as industrial water and fuel delivery. This project is expected to contribute to a national initiative as a green model considering technological feasibility, economic efficiency, and environmental sustainability, and we aim to enhance stability through its successful execution.

- Korea East-West Power: replacing Dangjin coal-fired units #3 and #4 (500mw x 2) in 2030
- Korea South Power: replacing Hadong coal-fired units #5 and #6 (500mw x 2) in 2031
- Korea Western Power: replacing Taean coal-fired units #5 and #6 (500mw x 2) in 2032



▶ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

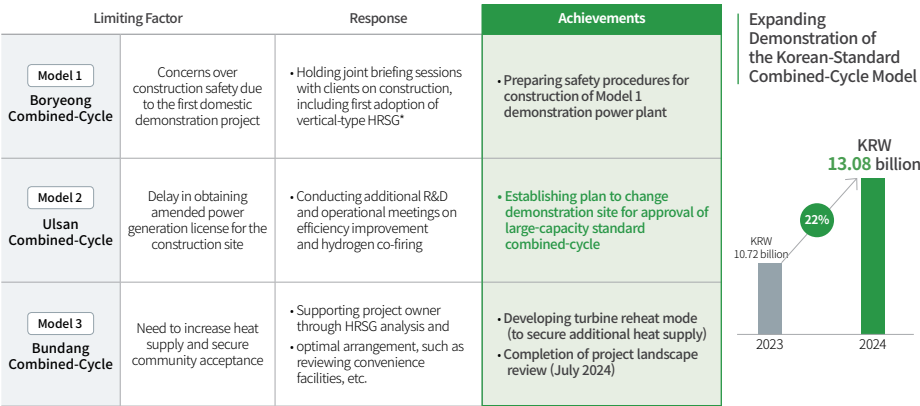
Appendix

Technology for Earth,
Energy for Human

Achieving 2050 Net Zero

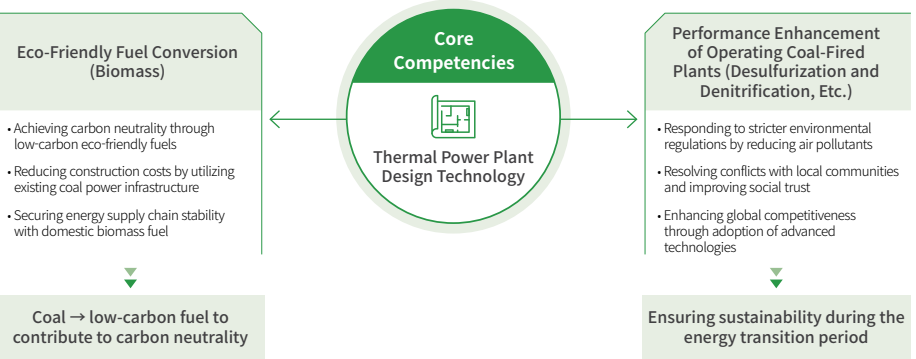
Plant-Based Carbon Reduction Engineering Business

Demonstrating the 'Korean Standard Combined-Cycle' for Entry into the Global Gas Combined-Cycle Market
KEPCO E&C is accelerating the development of a Korean-standard combined-cycle design model, incorporating domestically produced gas turbines and equipment, to become a global player in the gas combined-cycle design sector by 2026. In partnership with equipment manufacturers and power companies, we are conducting demonstration projects for three types of Korean-standard combined-cycle models—1 on 1, 2 on 1, and cogeneration—tailored to generation capacity and usage. In 2024, we successfully advanced the standard combined-cycle power plant construction business by achieving KRW 10.7 billion in sales through activities such as introducing the first vertical-type HRSG, holding joint briefings with clients on construction, preparing safety procedures, and conducting further R&D on efficiency improvement and hydrogen co-firing. In addition, by localizing major equipment such as gas turbines, we reduced reliance on foreign technologies and achieved cost savings of approximately KRW 40 billion in construction and maintenance.

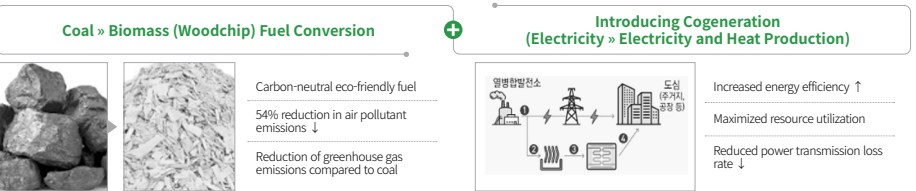


Plant-Based Carbon Reduction Engineering Business

Adding Environmental Value to Coal Power: Fuel Conversion and Performance Enhancement
KEPCO E&C is strengthening support for the phased reduction of coal-fired power generation by providing fuel conversion and performance enhancement solutions for coal-fired plants currently in operation, in line with national policies. The fuel conversion solution replaces traditional bituminous coal with low-carbon biomass (woodchips), reducing air pollutant emissions by 54% compared to coal. It also contributes to resource circulation and environmental sustainability by using recycled wood waste as fuel. Notably, we supported a 25MW-class cogeneration plant fuel conversion project at LG chem Yeosu Hwachi Plant, achieving both reduced carbon emissions and improved energy efficiency. The performance enhancement solution aims to reduce fine dust emissions by improving the design of operating coal-fired plants, including the application of wear- and corrosion-resistant coatings. We have carried out environmental performance improvement projects (such as desulfurization and denitrification) for 12 units operated by domestic power companies, generating sales of approximately KRW 2.92 billion. Through these efforts, KEPCO E&C is solidifying its position as a provider of eco-friendly energy solutions fit for the era of carbon neutrality.



Enhancing Environmental Performance Through Biomass Fuel Conversion and Introduction of Cogeneration



KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

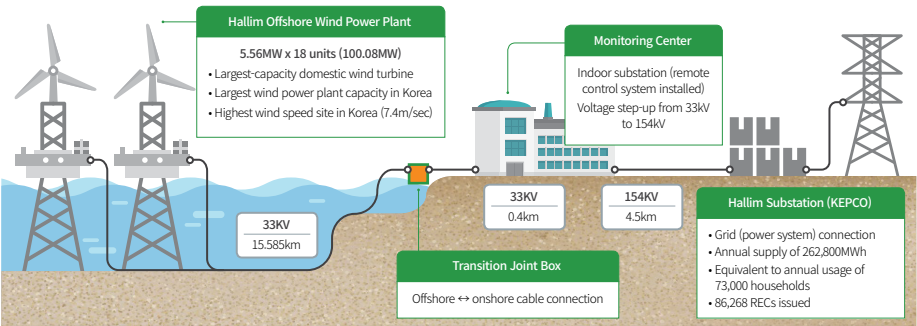
Technology for Earth,
Energy for Human

Achieving 2050 Net Zero

Renewable Energy Engineering Business

Completion of the Nation's Largest Offshore Wind Farm with 18 Turbines (100MW)

KEPCO E&C is leading the domestic offshore wind market through the successful completion of the Hallim Offshore Wind Power Project in October 2024, the largest offshore wind initiative in Korea, thereby strengthening the foundation for continuous orders of large-scale offshore wind projects. The project involved the installation of 18 wind turbines, each with a capacity of 5.56MW, totaling 100MW, utilizing Jeju's exceptional wind resources. It is expected to generate 253GWh of electricity annually and reduce carbon emissions by 120,000 tons per year. As of December 2024, the project had already generated 60,682MWh in cumulative electricity. KEPCO E&C first proposed this project to Jeju Special Self-Governing Province in 2010 and has since achieved technological independence across the entire offshore wind project lifecycle by managing permitting, design, procurement, and commissioning. To mitigate delays caused by adverse weather conditions and equipment delivery issues, we established an internal response system. We also deployed a quality inspection specialist firm and on-site technical personnel to promptly resolve construction issues, ensuring successful completion. This project has set a new benchmark for domestic offshore wind projects, supporting eco-friendly energy supply, the development of new technologies, enhanced national competitiveness, and job creation.



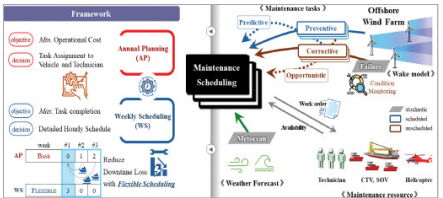
Jeju Hallim Offshore Wind Power Plant



Offshore Wind Power Seminar

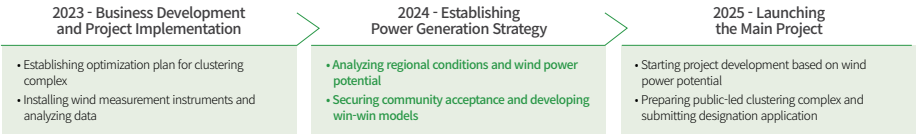
Developing Offshore Wind Maintenance Scheduling and Core Operation Technology

KEPCO E&C is contributing to the expansion of AI-based carbon neutrality portfolios by developing optimization technologies for maintenance schedule planning in large-scale offshore wind farms using deep reinforcement learning, a form of deep learning. Given the challenges in operating and maintaining wind power under variable marine and weather conditions, this technology is expected to help offshore wind operators swiftly respond to weather changes by enabling effective maintenance scheduling. The technology was patented in April and is now undergoing continued commercialization. In addition, we are developing a maintenance planning solution that optimizes the deployment of key maintenance resources—such as vessels and maintenance teams—allowing rapid response to weather variability and cost-efficient operations. We are also pursuing overseas patent applications as part of our strategy to enter the New Southern markets. Going forward, we remain committed to expanding carbon neutrality portfolios using AI and other advanced technologies.



Establishing Regional Co-prosperity Wind Power Projects

KEPCO E&C is expanding beyond the offshore wind market into onshore wind and public-led wind farm development, diversifying its wind power portfolio and contributing to Korea's renewable energy transition. A notable example is the onshore wind power project targeting forest fire-affected areas in Uljin, Gyeongsangbuk-do, based on a profit-sharing model that returns benefits to local communities through collaboration. Additionally, in 2024, we initiated a small-scale village wind project (4.2MW) in Aewol-eup, Jeju, as a pilot for a renewable energy asset-sharing model. This project allows local residents to directly participate and share profits, forming a consortium structure that engages EPC contractors through the entire process—from PPA contracts and project financing to the use of domestic equipment—ensuring stable project implementation. KEPCO E&C will continue fulfilling its social responsibility through community benefit-sharing business models in which local regions and residents participate together.



Laying the Foundation for Co-Prosperty Joint Projects with Local Communities

KEPCO E&C	Gyeong-sangbuk-do	Uljin-gun	Development Corporation	Power Generation Affiliates
Initial proposal, Development and design	Identifying project sites	Securing local acceptance	Overall project management	Construction and operation, Purchasing RECs

Establishing Phased Plans and Strengthening Cooperation System

- Establishing phased development plan for clustering complex - Conducting additional wind measurements in priority development areas - Strengthening cooperation system through additional participating organizations

▶ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Achieving 2050 Net Zero

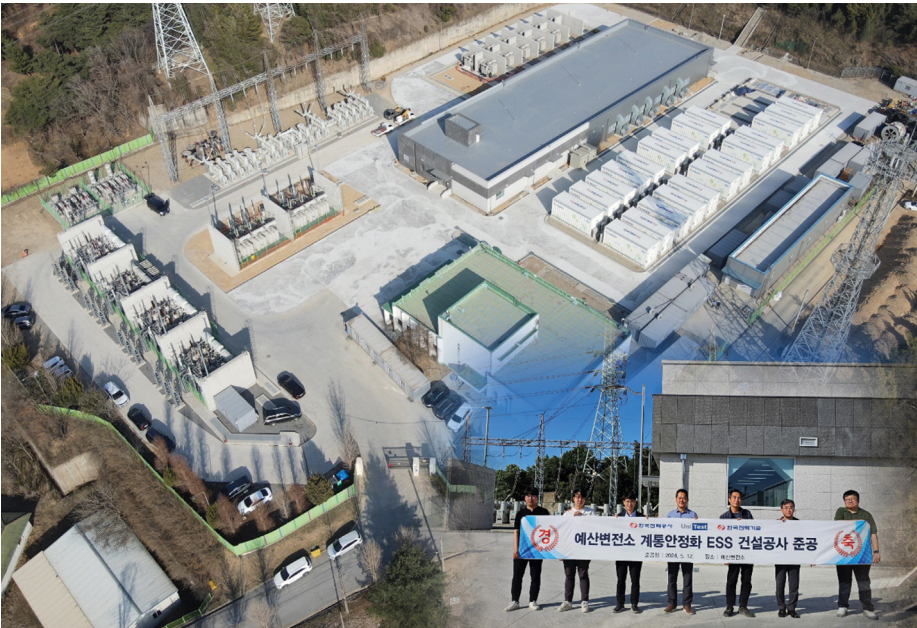
Renewable Energy Engineering Business

Ensuring Future Grid Stability Through ESS Projects

KEPCO E&C is actively promoting energy storage system (ESS) and fuel cell businesses to simultaneously accelerate energy transition and secure stable grid operation, thereby enhancing the reliability and efficiency of the renewable energy-based power market. In particular, we successfully completed the grid-connected ESS project at Yesan Substation in May 2024 and are pursuing a total of 978MW in ESS projects across six domestic sites with Korea Electric Power Corporation to stabilize the power grid.

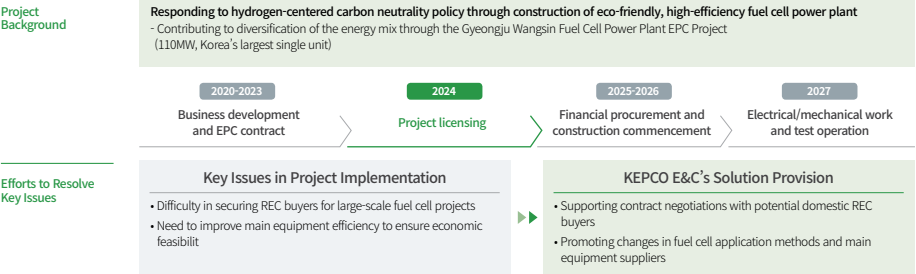
Despite environmental challenges such as the discovery of rock layers at the site, we ensured zero accidents by optimizing construction methods, adhering to schedule, and implementing rigorous training and inspection systems. In addition, we established a joint response system with the client and specialized contractors to further enhance project stability. Based on this project experience, KEPCO E&C plans to actively expand its domestic and overseas business areas by pursuing ESS projects based on renewable energy, hydrogen-linked businesses, and BESS (Battery Energy Storage System) projects aimed at grid stabilization.

Yesan Substation Grid-Stabilizing ESS Project



Driving Development and Early Commercialization of Korea's Largest Fuel Cell Power Project

KEPCO E&C is establishing a leading position in the fuel cell sector by securing the EPC contract for the Gyeongju Wangsin Fuel Cell Power Plant Project, Korea's largest at 110MW. This project involves constructing a 110MW fuel cell power plant in an industrial complex located in Wangsin-ri, Gangdong-myeon, Gyeongju, Gyeongsangbuk-do, using clean natural gas as fuel. The plant will produce less CO₂ than conventional fossil fuel power plants and will function as a distributed power source supplying electricity to the industrial complex and nearby consumers. In a consortium with Kumho E&C and LS ELECTRIC Co., Ltd., we are participating in the EPC project under a joint contract. Although the project initially faced challenges such as securing REC (Renewable Energy Certificate) buyers and ensuring economic feasibility, KEPCO E&C overcame these by researching potential domestic REC buyers and securing 50% of the required REC demand. We also improved the efficiency of the main equipment from 45% to 65% by changing the supplier. This project represents an eco-friendly power generation model aligned with hydrogen-centered energy policies and is expected to become a cornerstone for building a large-scale renewable energy-based power supply system linked to the expansion of the hydrogen economy.



Wangsin Fuel Cell Power Project



▶ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional

Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

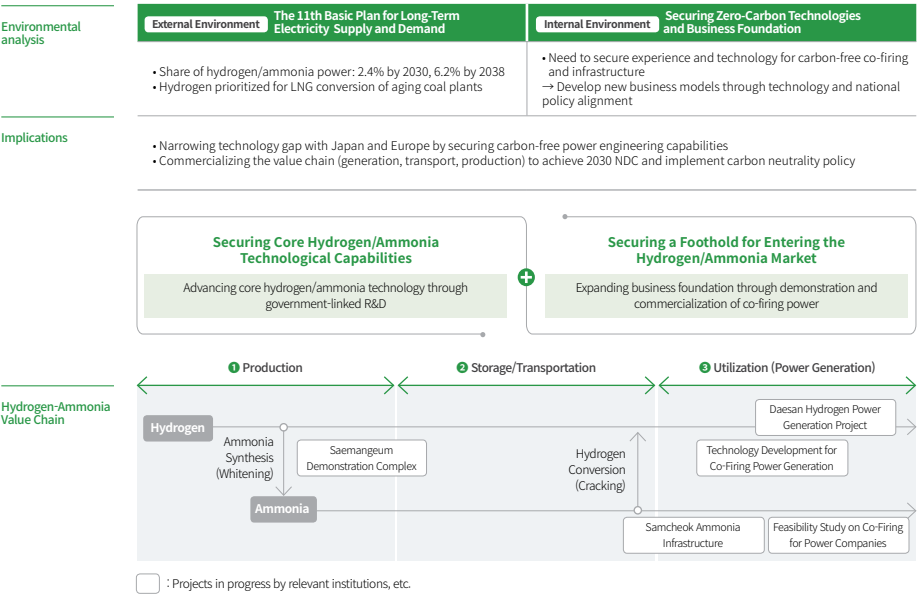
Achieving 2050 Net Zero

Next-Generation Low-Carbon Business

Establishing a Full-Cycle Hydrogen Business Platform from Production to Utilization (Hydrogen Technology Development)

KEPCO E&C is implementing full-cycle engineering for hydrogen energy—including production, transportation, storage, and utilization—as part of its journey toward Net Zero. In accordance with the government's 11th Basic Plan for Long-term Electricity Supply and Demand, hydrogen-ammonia power generation is set to account for 6.2% of the energy mix by 2038, with hydrogen co-firing of up to 50% in LNG combined-cycle plants. In line with this policy, we are building and expanding technical capabilities in hydrogen and ammonia co-firing power generation. We are currently participating in the development of a hydrogen production system linked with renewable energy sources at the Saemangeum National Demonstration Research Complex for Energy, and we have also developed an integrated Energy Management System (EMS) through the Samcheok Hydrogen Town Demonstration Project, Korea's first of its kind. Looking ahead, we plan to expand to projects such as the Green Hydrogen Energy Self-Sufficient City and Smart Green Industrial Complex infrastructure development. Based on the permitting frameworks, design standards, and project experience established through these initiatives, KEPCO E&C is expected to play a key role in the expansion of large-scale hydrogen production businesses in the future.

Securing the Future Energy Market Through Hydrogen: First Step Toward Net Zero



Constructing a 120MW Combined-Cycle Power Plant Using Hydrogen-Only Gas Turbines

With the goal of securing core hydrogen technologies, KEPCO E&C is advancing the integrated design of a 300MW-class hydrogen co-firing combined-cycle power plant and developing optimization technologies for power generation performance. In 2024, we achieved the first phase of hydrogen co-firing technology development and completed the first phase of the basic design for converting the 120MW Daesan facility into a hydrogen-exclusive combined-cycle power plant. From 2025, we plan to proceed with the EPC contract and begin construction in 2026. Moving forward, KEPCO E&C will continue to contribute to achieving Net Zero by maximizing operational efficiency of existing thermal power facilities through LNG-hydrogen and coal-ammonia co-firing, while promoting greenhouse gas reduction.

Project Targets	2024	Basic Design for Conversion to Hydrogen Combined-Cycle Power Generation		2025	Project Owner Support (O/E) for Hydrogen-Exclusive Power Plant Construction	
	Optimized combined-cycle design for improved efficiency				Preparing and evaluating bids based on basic design	
Project Roadmap	Phase 1 Basic Design		Phase 2 EPC Selection		Phase 3 Main Project Initiation	
	[2024] Basic design and system analysis		[2025] ITB evaluation and EPC contract		[2026-] Start of hydrogen power plant construction	
	Category	Limiting Factor		Response		Achievements
Basic Design	- First attempt to design a combined-cycle with hydrogen-exclusive gas turbine - Difficulty predicting thermal performance due to GT combustor modification for hydrogen-only use		- Selecting optimal efficiency and output via combined-cycle simulation analysis - Reviewing main steam conditions and HRS type by predicting GT exhaust temperature		1 Deriving optimal main steam conditions (510°C / 60bar) 2 Deriving optimal HRS design (three-pressure, CPH inlet temp 65°C)	
System Analysis	Potential output and utilization constraints due to system variables in Daesan area		Minimizing error through pattern analysis of annual load and synchronous generator utilization		3 Reviewing over 2,000 scenarios → Identifying detailed generation limitation periods	
Achievements	Basic Design for Hydrogen Combined-Cycle (2024, KRW 2.6 billion) → Advanced to Project Owner Support (O/E) Stage in 2025					



Completion Ceremony for Korea's First Samcheok Hydrogen R&D Demonstration Complex

KEPCO E&C ESG Performance

▶ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

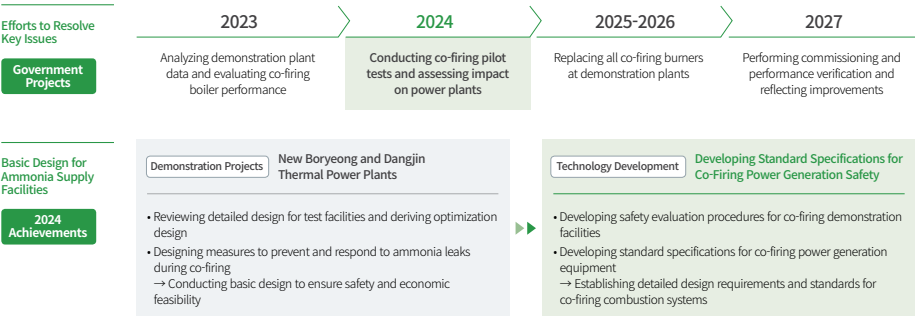
Technology for Earth,
Energy for Human

Achieving 2050 Net Zero

Next-Generation Low-Carbon Business

Developing Coal-Ammonia Co-Firing Technology

KEPCO E&C is establishing a full-cycle business platform encompassing demonstration, design, and infrastructure development to secure decarbonization power generation technology based on ammonia co-firing. We have been continuously developing core technologies for coal-ammonia co-firing and are implementing a step-by-step technology roadmap from 2023 to 2027, covering data analysis from demonstration plants, pilot testing, commissioning and performance verification, and incorporation of improvements. In 2024, we reviewed the detailed design for test facilities at the New Boryeong and Dangjin power plants and carried out optimization design and other R&D tasks. Based on these experiences, we plan to actively pursue engineering service contracts.



Commercializing Coal-Ammonia Co-Firing Power Generation

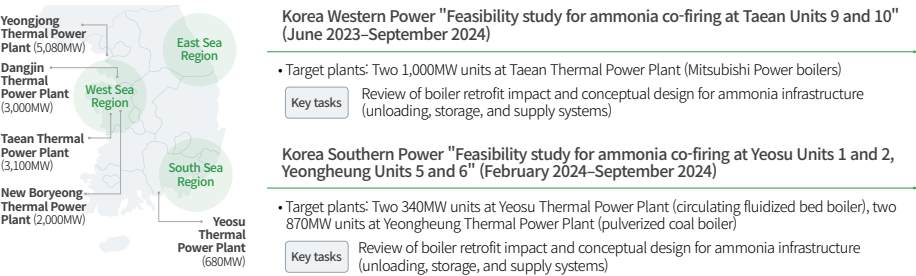
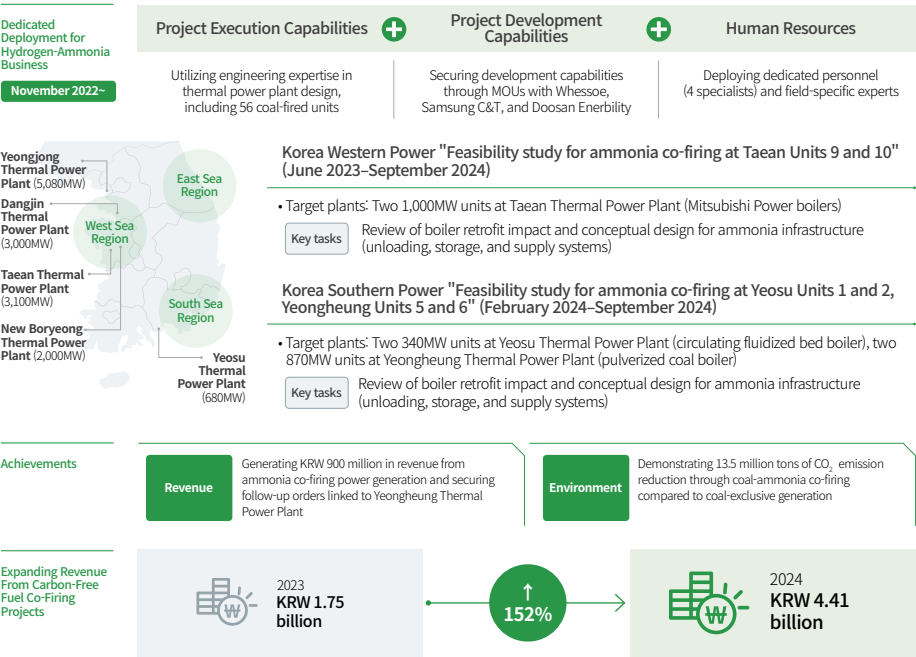
Korea's five major power generation companies plan to reduce carbon emissions by applying ammonia co-firing to 24 out of 43 coal-fired units currently in operation by 2030. KEPCO E&C is supporting the achievement of this goal by providing technical consulting based on its accumulated design expertise and experienced personnel in thermal power generation. We have conducted feasibility studies on co-firing applications at individual power plants and, based on the findings, established optimized configurations for ammonia fuel storage and supply systems. We have also completed basic infrastructure design for ammonia co-firing. Going forward, KEPCO E&C will continue to serve as a reliable partner in the co-firing market, supporting the power industry's efforts to reduce carbon emissions.



Commercializing Coal-Ammonia Co-Firing Power Generation

KEPCO E&C is fostering hydrogen-ammonia co-firing and exclusive firing as future businesses based on its core competencies in the coal-fired power sector. To that end, we have established a dedicated organization to enhance the professionalism of business development and, in 2024, achieved basic design contracts for hydrogen-exclusive power generation facilities, generating approximately KRW 4.4 billion in revenue. By participating in demonstration projects for ammonia co-firing infrastructure through 2030, we aim to accumulate technical expertise and contribute to Net Zero by applying 20% ammonia co-firing to more than half (24 out of 43 units) of Korea's coal-fired power plants.

In 2024, we conducted feasibility studies and conceptual designs for infrastructure—such as unloading, storage, and supply systems—at major power plants across the country, including Taean Units 9 and 10, Yeosu Units 1 and 2, and Yeongheung Units 5 and 6. These efforts led to business development revenues of approximately KRW 900 million.



Overview

KEPCO E&C ESG System

KEPCO E&C ESG Performance

▶ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional

Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Environmental Management

Promoting Environmental Management

KEPCO E&C Environmental Management Policy

KEPCO E&C establishes the following **Environmental Management Policy** to become a leading institution in environmental stewardship, create a happy workplace, and earn public trust by prioritizing environmental preservation and energy conservation as core values of management.

- 1 Strive to efficiently utilize resources and energy in all business activities to realize low-carbon green growth.
- 2 Make ongoing efforts to achieve low carbon and reduce GHG emissions in response to climate change.
- 3 Comply with domestic environmental laws and guidelines, and establish and manage strict voluntary control standards to minimize environmental impact.
- 4 Minimize waste generation and actively pursue waste reduction, reuse, and recycling to operate as a circular-resource organization.
- 5 Disclose all environmental management activities to stakeholders to ensure transparency and build public trust through coexistence with the local community.
- 6 The organization's head shall declare this policy and share with all employees that life and safety are the top priorities.

All employees **must fully understand the above policy** and do their utmost to achieve the operational goals.

Environmental Management System and Certifications

KEPCO E&C has implemented and maintained an environmental management system in accordance with ISO 14001 standards since first receiving certification in 2006. We are certified by the Korea Standards Association (KSA), an internationally recognized certification body, for project management, engineering and design, procurement, construction and maintenance, and construction project and site management in the civil engineering, architecture and housing, electricity, and plant sectors—including nuclear, thermal, LNG combined-cycle power plants, and environmental facilities—and we continue to manage and uphold these certifications.

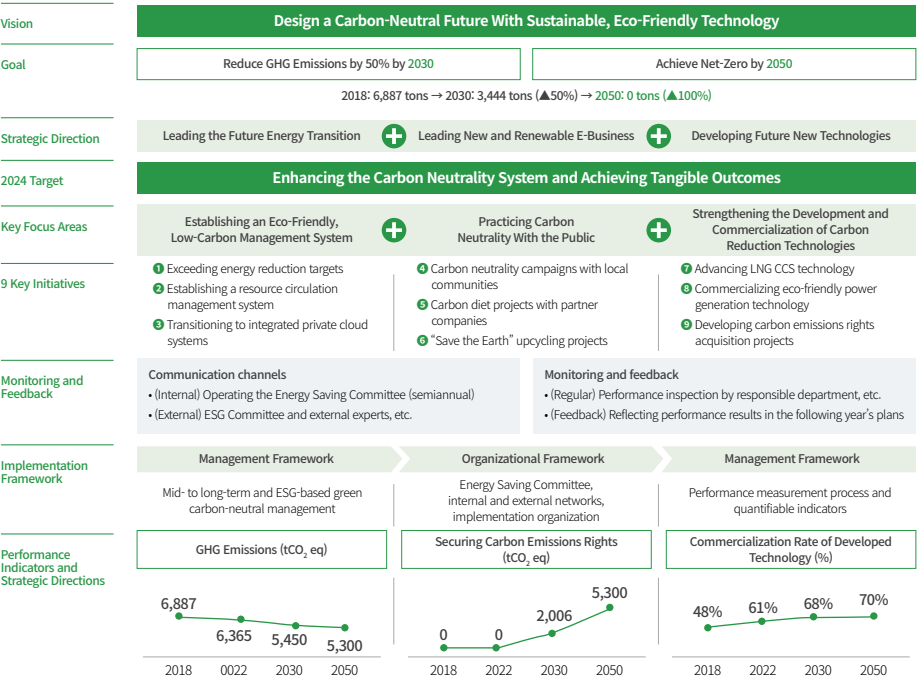


Valid through: September 15, 2024 – September 14, 2027

Mid- to Long-Term Carbon Neutrality Implementing Framework

To promote systematic environmental management and foster a culture of sustainability, KEPCO E&C has established a mid- to long-term carbon neutrality vision: “Designing a Carbon-Neutral Future Through Sustainable Eco-Friendly Technologies.” Based on this vision, we aim to reduce greenhouse gas emissions by 50% by 2030 and achieve full carbon neutrality by 2050. In line with this long-term goal, we have defined three strategic directions, set quantitative targets based on our environmental management policy, and selected nine strategic initiatives to realize these objectives. We are actively pursuing technological shifts to reduce energy consumption and greenhouse gas emissions, while also advancing waste reduction and resource circulation through the realization of a nature-based ecosystem. KEPCO E&C continues to manage its environmental management system with precision by establishing a robust monitoring and feedback mechanism to ensure continuous performance evaluation and improvement. We are also strengthening our internal control systems to simultaneously propose practical reduction measures and expand investment, thereby enhancing company-wide capacity for managing carbon neutrality performance.

Implementation Framework



Environmental Management

Constructing a Low-Carbon, High-Efficiency Eco-Friendly Office Building

Enhancing Energy Efficiency and Expanding Renewable Energy Use

KEPCO E&C is striving to reduce energy consumption in building operations to construct a low-carbon, high-efficiency, eco-friendly office building. We generate renewable energy using 4.88MW-class geothermal and solar power systems and maximize operational efficiency by reinforcing management of auxiliary equipment. To address the intermittent output issues of solar power and other renewable sources, we have installed and are operating a 100kW energy storage system (ESS) within the building, which now supplies 100% of the electricity used for outdoor areas and the auditorium. Furthermore, to enhance renewable energy efficiency, we expanded the number of heat pumps* from 14 to 17, and by improving their performance through enhanced management, increased the operational rate. As a result, 32% of the energy consumed within the building is now replaced by renewable energy.

*Heat pump: A device that efficiently heats and cools a building by utilizing geothermal energy through underground pipes.

Self-Consumption of Renewable Energy

Category	2022	2023	2024
Solar Power	9.16	8.76	7.68
Geothermal Energy	13.85	16.9	17.9
Total	23.01	25.66	25.58

Producing and Utilizing In-House Renewable Energy

Details	
Production Expansion	Optimal operation
- Operating in-house renewable energy facilities such as shrinkage geothermal facilities and solar power systems - Increasing production by improving facilities (e.g., expanding pump capacity)	- Enhancing efficiency of supply and use through regular cleaning of heat exchangers and strengthened management - Prioritizing the use of in-house produced renewable energy - Enhancing efficiency of supply and use through regular cleaning of heat exchangers and strengthened management

Improving Energy Efficiency Through Server Virtualization and Integrated DB Management

In response to the growing need for energy reduction in data systems, KEPCO E&C is working to reduce energy consumption from IT software operations by implementing private cloud (virtual servers) and integrated database (DB) management. During the recent rebuilding of outdated websites and procurement management systems, we applied server virtualization to minimize power consumption. By consolidating eight separate servers into one and reducing redundant data, we are driving energy savings. As a result of improved cooling and electricity efficiency, the power consumption of our server room in 2024 decreased by 10% (200 kWh per day) compared to 2023.

Company-Wide Efforts for Energy Saving and Greenhouse Gas Reduction

KEPCO E&C is building eco-friendly infrastructure and encouraging daily practices to reduce greenhouse gas emissions together with employees. We continue to reduce energy consumption through small but effective actions such as limiting indoor heating and cooling, improving lighting efficiency, alternating elevator operations, adopting eco-friendly vehicles, and expanding the purchase of green products. These efforts have resulted in a reduction of 299 tons of CO₂ emissions.

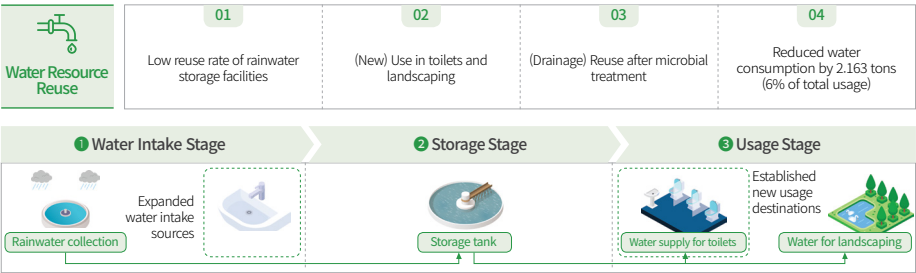
Company-Wide Energy Saving and Greenhouse Gas Reduction Activities

Category	Implementation Efforts	Key Achievements
Energy-Saving Practices (-)	Focused management Limiting office heating/cooling, enforcing lights-out policy, alternating elevator operation, etc.	• 5,987 tCO ₂ eq in 2023 → 5,688 tCO ₂ eq in 2024 • Reduced 299 tCO ₂ eq compared to the previous year
	Employee participation Two energy-saving campaigns encouraging printing restraint and use of stairs for lower floors	
	High efficiency 100% installation of high-efficiency LED lighting outside of office spaces	
Eco-Friendly Infrastructure Development (+)	100% adoption of eco-friendly business vehicles in 2024 Expanded - Installed 17 additional EV charging stations and opening them to the public New - Installed 1 solar-powered bicycle air pump and 3 wind-powered streetlights New	100% adoption of eco-friendly vehicles - EV chargers: 10 in 2023 → 27 in 2024
Enhancing Renewable Energy Efficiency (+)	- Operation of in-house renewable energy facilities such as shrinkage geothermal facilities and solar power (approx. 5MW) - Expansion of heat pumps (14→17 units) and performance improvement of geothermal systems to increase operational rate	Maintained energy self-sufficiency rate at 32%
Expanding Green Purchasing (+)	- Pre-reviewed company-wide purchasing to prioritize green product candidates - Expanded purchase of green products, including grade 1 energy-efficient products	177% increase in green product purchases: KRW 710 million in 2023 → KRW 1.26 billion in 2024

Achievements

- Achieved a GHG reduction rate of 13.4% through energy-saving and efficiency improvement efforts (0.2%p above the target of 13.2%)
- First public enterprise to receive the Minister of Environment Award for excellence in GHG target management in the public sector for two consecutive years

Water Reuse



Environmental Management

Resource Circulation

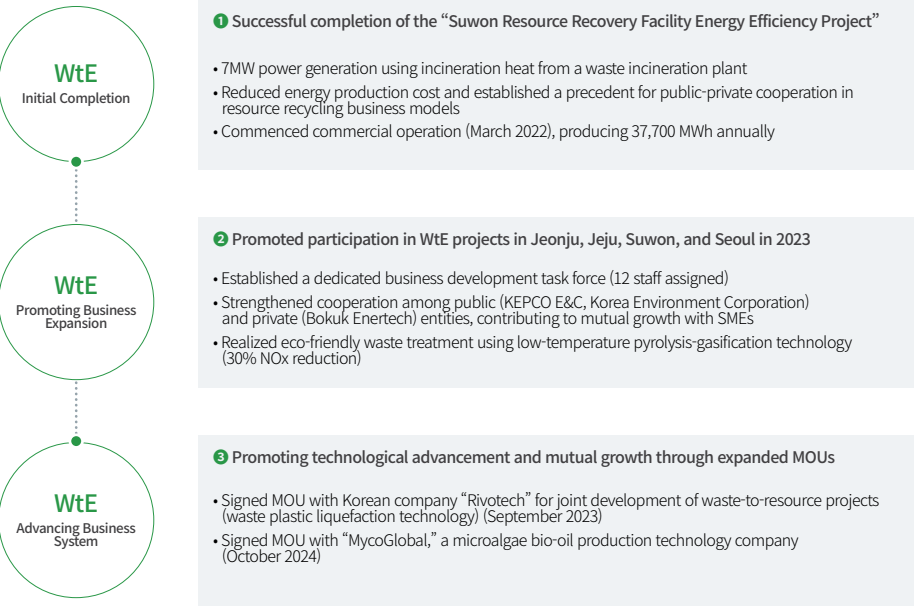
Realizing a Circular Economy and Contributing to Carbon Neutrality Through Waste to Energy (WtE)

Starting in 2026, under the revised Waste Control Act, direct landfilling of municipal solid waste will be prohibited in the Seoul metropolitan area. In preparation, KEPCO E&C has been leveraging Waste to Energy (WtE) technology, which reduces pollutants from waste incineration and recycles incineration heat. In 2022, we successfully completed our first-ever institutional WtE project—an energy efficiency improvement project at the Suwon Resource Recovery Facility. In 2023, we established an SPC, Korea Green Energy, to carry out the Jeonju Incineration Resource Center project. In 2024, we actively promoted and advanced low-temperature pyrolysis**, an eco-friendly technology that significantly reduces nitrogen oxide emissions and greenhouse gases compared to conventional incineration. By supporting local governments in transforming public incineration plants into environmentally sustainable models, we aim to contribute to the realization of a circular economy.

*WtE (Waste to Energy): A technology that converts combustible and organic waste, landfill gas, etc., into heat, electricity, or fuel through thermochemical or biological processes.

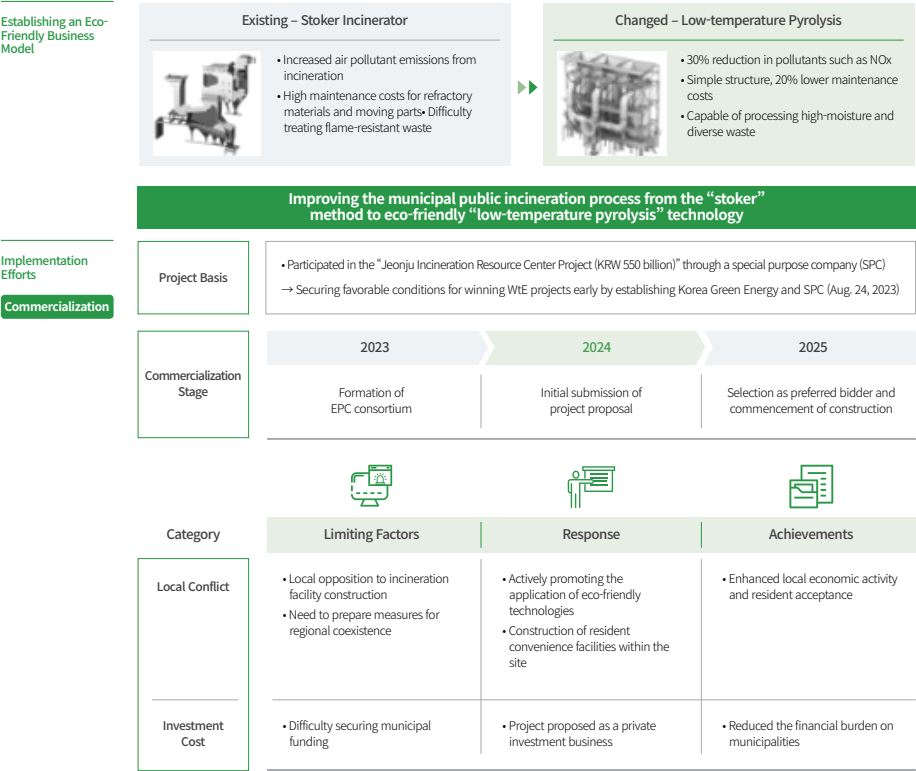
**Low-temperature pyrolysis: A technology that reduces nitrogen oxides (NOx), which cause fine dust and ozone layer destruction, by 30%, and can process high-moisture and mixed waste streams.

Reducing CO₂ and Producing Energy Through Waste to Energy (WtE)



Solving the Waste Problem With Eco-Friendly Pyrolysis Energy Conversion

KEPCO E&C is helping establish environmentally friendly business models in both public and private sectors by applying advanced pyrolysis-gasification hybrid technologies. These efforts include providing technical consulting for the production of green fuels and securing a foundation for new business expansion. Pyrolysis-gasification technology converts waste plastics and recycled materials into energy and can be applied to hydrogen fuel cell power plants and green fuel production. KEPCO E&C plans to standardize this technology and strengthen its consulting capabilities to contribute to the advancement of the hydrogen economy. By increasing the potential for follow-up projects with local governments, we aim to accelerate the domestic diffusion of WtE technology and strengthen its export competitiveness. KEPCO E&C is positioning WtE not merely as a waste treatment solution but as a strategic infrastructure for resource-circulating energy production, thereby taking the lead in achieving sustainable management.



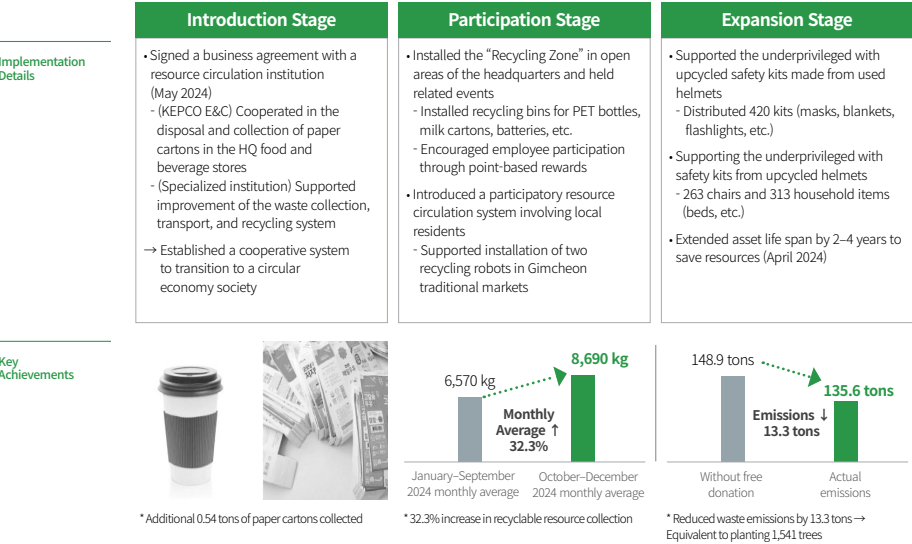
Environmental Management

Resource Circulation

Establishing a Company-Wide Resource Circulation System With Citizens and Employees

KEPCO E&C is contributing to environmental improvement by promoting resource circulation practices together with the public. To help achieve the national target for greenhouse gas reduction by 2030, we have designated waste reduction and the establishment of a resource recycling system as key priorities and are implementing various action plans. Through agreements with specialized institutions, we have built an internal resource circulation system at our headquarters to reduce waste emissions over the mid- to long-term. Company-wide activities are underway to promote resource saving, including employee-led campaigns to reduce the use of disposable items like coffee cups. Additionally, we installed an AI-based PET bottle collection machine—“SuperBin Nephron”—in the “Recycling Zone” on the first floor of our headquarters building, as part of our effort to foster community-level recycling. These efforts led to the reduction of 13.3 tons of general and asset-related waste (an 8.9% decrease from the previous year), and we were honored with the Minister of Environment’s Award for Public Sector GHG Target Management for two consecutive years.

Company-Wide Resource Circulation Activities



Introduction Stage



Participation Stage

Efforts to Achieve Carbon Neutrality in Offices and Communities Through Recycling Robots

KEPCO E&C has established a “Recycling Zone” within its headquarters to collect PET bottles and cans, thereby fostering a closed-loop resource circulation system. To address the growing waste and environmental issues in local traditional markets due to increased use of disposable items, we supported the installation of two additional “SuperBin Nephron” recycling robots with an investment of approximately KRW 6.4 million. These machines promote carbon neutrality among employees and local communities by offering point-based rewards for returning disposable items. KEPCO E&C will continue to carry out various initiatives to improve environmental conditions both within its offices and in the surrounding community.

Within the Company		Community (2 Locations: Pyeonghwa and Hwanggeum Markets in Gimcheon City)	
 Paper cartons from food and beverage stores in the headquarters	0.54 tons collected	 Installed two recycling robots (cans)	502 cans collected
 Installed one recycling robot (transparent PET bottles)	2,997 bottles collected	 Supporting the underprivileged with upcycled safety helmet kits	420 kits (masks, blankets, flashlights, etc.) distributed

As of September to December 2024

KEPCO E&C ESG Performance

▶ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

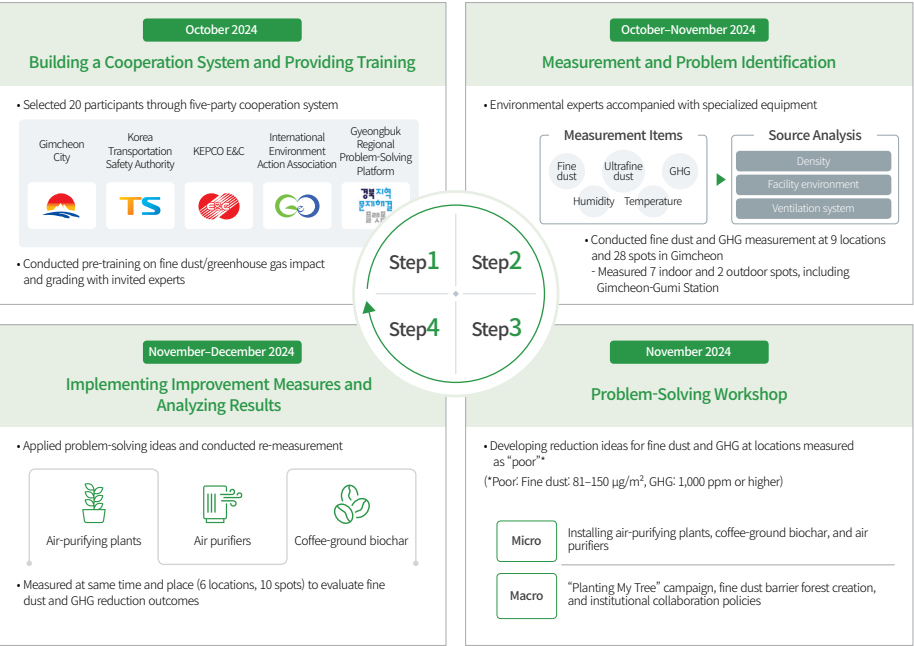
Appendix

Environmental Management

Eco-Friendly Social Contribution and Environmental Improvement

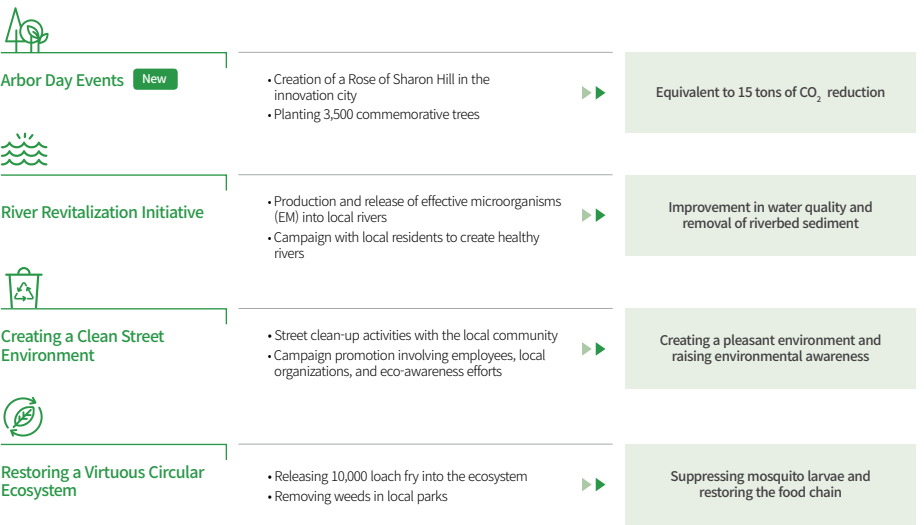
Reducing Fine Dust and Greenhouse Gases Through Living Lab Projects

KEPCO E&C contributes to the local community by applying eco-friendly and carbon-neutral technologies. In response to growing concerns over fine dust and greenhouse gases, we are actively collaborating with local residents to address environmental issues. Through community-participatory Living Lab projects, we explore solutions for reducing air pollution and emissions. In the Gyeongbuk region, we have established a five-party cooperation framework to promote field-oriented action programs. The Living Lab fosters shared awareness of environmental challenges and expands participation through environmental education for both residents and businesses. In an effort to reduce fine dust and greenhouse gases in Gimcheon City, we conducted measurements at nine locations and implemented targeted measures—such as installing air-purifying plants, air purifiers, and coffee-ground biochar—at sites rated “poor.” As a result, we achieved reductions of 50% in CO₂ and 83% in ultrafine dust.



Community Environmental Improvement and Ecosystem Restoration

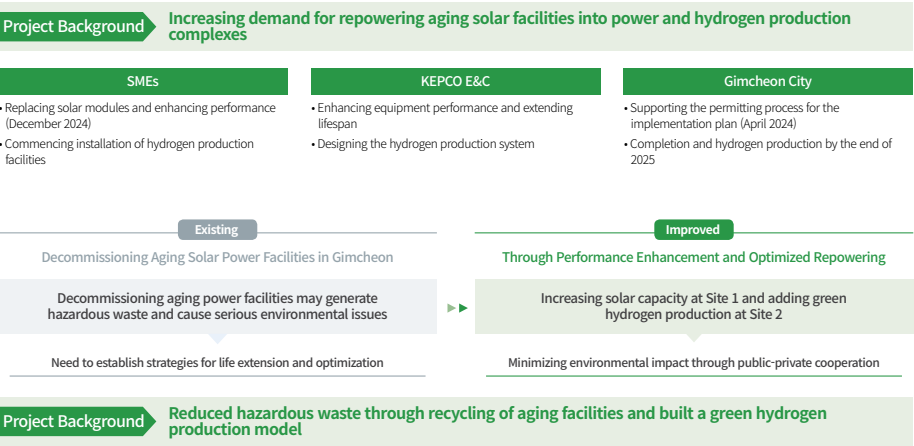
KEPCO E&C actively engages in environmental improvement activities in collaboration with local communities. As part of Arbor Day events, we created a Rose of Sharon Hill within the innovation city and planted 3,500 commemorative trees, achieving an annual CO₂ reduction of 15 tons. We also partnered with local residents to carry out street clean-up campaigns and promoted projects that reuse discarded resources. In particular, we contributed to ecosystem restoration by improving river water quality and removing sediment through river revitalization initiatives. We ensure transparency by systematically disclosing environmental performance on our official website, allowing the public to monitor our progress. In addition, we have enhanced the credibility of our environmental management by acquiring ISO 14001 (Environmental Management System) certification. These efforts have contributed to a 13.3% year-over-year reduction in general and asset waste through our company-wide resource circulation system.



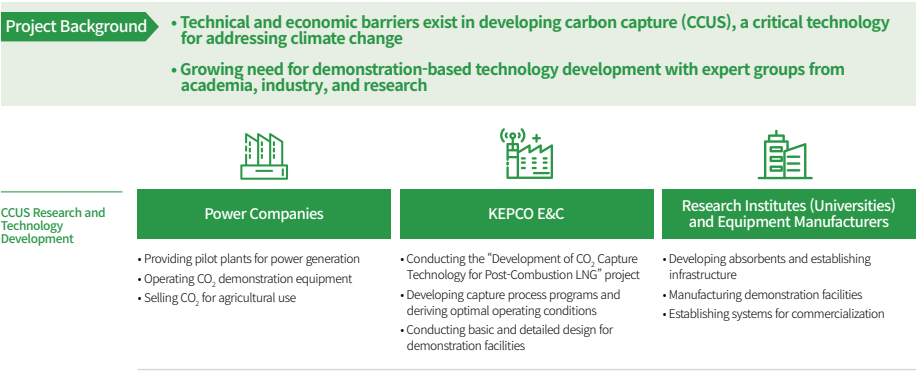
Environmental Management

Eco-Friendly Social Contribution and Environmental Improvement Activities

Repowering Aging Solar Facilities in Gimcheon City Through Public-Private Partnership
KEPCO E&C is promoting a repowering project in collaboration with Gimcheon City to ensure sustainable electricity generation through the reuse of aging solar power facilities and to build a hydrogen production complex. As decommissioned solar panels may generate hazardous waste, the repowering process is designed to minimize environmental impact while maximizing energy efficiency. Gimcheon City has completed the permitting process for extending the lifespan and enhancing the performance of existing facilities, aiming to complete installation and begin hydrogen production by the end of 2025. The project is operated as a public-private cooperation model, with SMEs in charge of equipment replacement and performance upgrades, while KEPCO E&C leads performance enhancement and the design of the hydrogen production system. Site 1 will focus on maximizing power generation through increased solar capacity, while Site 2 will include the installation of a green hydrogen production system, creating a hybrid infrastructure that simultaneously produces electricity and hydrogen. This initiative minimizes environmental impact and lays the foundation for green hydrogen production.



Developing Carbon Capture, Utilization and Storage (CCUS) Technology for Carbon Neutrality
To actively respond to climate change and support the achievement of carbon neutrality, KEPCO E&C is accelerating the development of Carbon Capture, Utilization and Storage (CCUS) technologies. CCUS is a key technology that effectively reduces greenhouse gas emissions from fossil fuel-based power generation and plays a critical role in directly mitigating carbon emissions in industrial settings. Accordingly, we are pursuing early-stage validation and commercialization of these technologies based on industry-academia-research collaboration. The current CCUS development project is being carried out through joint research involving power companies, research institutes, and equipment manufacturers. Power companies are providing pilot plants for testing and are responsible for installing and operating the CO₂ capture equipment. KEPCO E&C is leading the planning of CO₂ capture technologies for post-combustion LNG systems, including process design and optimization of operating conditions. We are also overseeing the entire infrastructure setup through basic and detailed design of the demonstration facility. Meanwhile, research institutes and academic partners are developing absorbents, constructing pilot equipment, and building the foundation for commercialization based on performance data.



A close-up photograph of two hands shaking in a firm grip. The hand on the left is wearing a light blue long-sleeved shirt, and the hand on the right is wearing a white long-sleeved shirt. The background is a bright, out-of-focus outdoor scene with a blue sky and greenery. A solid teal rectangle is positioned in the top right corner of the image.

Social

KEPCO E&C ESG Performance

► SOCIAL

Occupational Safety and Health

Human Rights Management

GOVERNANCE

Risk Management

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Safety, Health, and Environmental Management Policy

KEPCO E&C operates its safety, health, and environmental (SHE) policy under the slogan “Creating a Safe Workplace Through the Advancement of SHE Systems,” based on its corporate philosophy of “harmonizing humanity, environment, and technology” to contribute to human well-being. This aligns with our vision, “Technology for Earth, Energy for Human,” and our management policy, “KEPCO E&C Leading the Global Industry Through Sustainable Growth.” We have formally declared our SHE commitment through the policy stated below, applying it to all executives, employees, subsidiaries, and partners. To prevent serious industrial accidents, we establish annual safety and health management plans, enact and enforce SHE regulations and rules. We have also built and implemented an integrated management system that complies with the international standards ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Safety and Health Management System). Furthermore, we have maintained certification from the Korea Standards Association (KSA), a globally recognized certification body, for our project management, engineering and design, procurement, construction, maintenance, and construction supervision in civil engineering, architecture and housing, and electrical and plant sectors (including nuclear, thermal, LNG combined-cycle power plants, and environmental facilities).

KEPCO E&C Promotes the Following Principles to Implement the Safety, Health, and Environmental Policy

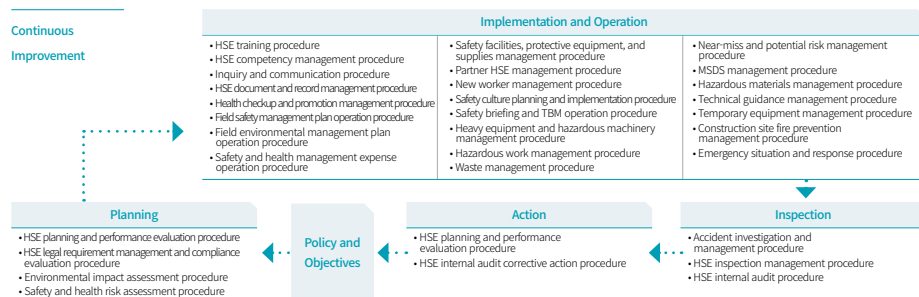
- ① Compliance with Relevant Laws and System Requirements
- ② Observing Principles and Fundamentals, Prioritizing Safety Values
- ③ Ensuring Consultation and Participation of Workers (Representatives) in SHE Activities
- ④ Understanding, Strict Compliance, and Internalization of the Integrated Management System
- ⑤ Voluntary Participation and Proactive Preventive Activities for Continuous Improvement and Performance Enhancement
- ⑥ Performance Management and Continuous Improvement to Achieve SHE Goals
- ⑦ Observing Safety Culture Implementation Guidelines for Establishment and Advancement of Safety Culture
- ⑧ Predicting Environmental Protection by Developing and Applying Technologies to Prevent Environmental Damage and Pollution

Safety and Health Management System Certification History

- **July 2024** ISO 45001:2018 Certificate Renewal (Korea Standards Association (KSA), HSS-0213)
- **August 2021** ISO 45001:2018 Certificate Renewal (Korea Standards Association (KSA), HSS-0213)
- **September 2018** ISO 45001:2018 Certificate Acquisition (Korea Standards Association (KSA), HSS-0213)
- **November 2015** OHSAS 18001:2007 Certificate Renewal (BSI Group Korea)
- **November 2012** OHSAS 18001:2007 Certificate Renewal (BSI Group Korea)
- **May 2010** OHSAS 18001:2007 Certificate Acquisition (BSI Group Korea)

Safety, Health, and Environmental System

KEPCO E&C operates a safety and health management system designed to identify and control safety and health risks and to continuously improve performance in these areas.



Advancing the Safety Management System

KEPCO E&C has reinforced its safety management capabilities by securing dedicated personnel and budget. We expanded our safety team by hiring experienced professionals in occupational safety and increased the safety budget to KRW 14.7 billion, a 6% rise from the previous year, thereby enhancing our disaster and safety management implementation. We also established an external safety advisory group to collaborate with experts in various fields to identify and improve hazardous risk factors. A designated safety officer oversees four specialized areas—facility safety, safety culture, construction safety, and occupational safety—for more granular management. Through systematic monitoring and feedback, we continue to improve our safety performance. Internal audits are conducted semiannually to evaluate safety and health activities, and on-site inspections by the safety and health council ensure implementation. Moreover, we analyze the outcomes of SHE activities, derive improvement plans, and transparently manage our safety performance to prevent serious accidents.

Achieving Zero Serious Accidents for the Public and Workers Through Safety Management That Emphasizes Principles and Fundamentals			
Implementation Goals			
Implementation Tasks	Advancing the Safety Management System • Advancing the disaster and safety management system • Strengthening serious accident system and implementation inspections	Reinforcing Digital Disaster Preparedness • Enhancing security management for partner companies • Conducting practical response drills • Reinforcing business continuity systems	Protecting the Lives of the Public and Workers • Strengthening support for regional safety and vulnerable groups • Enhancing customized health services for workers • Protecting public lives using nuclear technology
	Securing Personnel • 12 employees in 2023 → 13 in 2024 (hiring occupational safety experts)	Expanding Budget • KRW 13.9 billion in 2023 → KRW 14.7 billion in 2024 (6% increase year-on-year)	Enhancing Organizational Expertise • Existing Focused on internal organizations such as Dedicated Safety Department Council • New Establishment of external safety advisory group + reinforced internal safety officers

Monitoring and Feedback	Inspection	Analysis	Feedback
	- Internal audit of safety and health activities Semiannual - Rotational inspections by the safety and health council Monthly - Internal disaster implementation checks Quarterly	- Reporting implementation results of safety and health activities Quarterly - Monitoring of safety and health budget performance Quarterly	- KPI management (organizational evaluation) Annual - Establishing the safety management responsibility plan Annual - Managing safety and health activities Annual

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Monitoring and Feedback

Reduction Targets and Achievements

Occupational Safety and Health

Safety and Health Management Process

KEPCO E&C operates a P-D-C-A cycle to create a safe business environment by applying international standard safety management criteria. Following the PDCA cycle, we establish the Safety Management Responsibility Plan, conduct risk assessments, provide safety and health training, improve related systems, monitor implementation against safety goals, and continuously enhance safety processes and working environments. The identified improvement needs are reflected in the following year's Safety Management Responsibility Plan, ensuring a systematic approach to safety management.

Activating the Feedback System Through PDCA Cycle Operation



TFT Meeting of Responsible Parties for the Safety Management Responsibility Plan

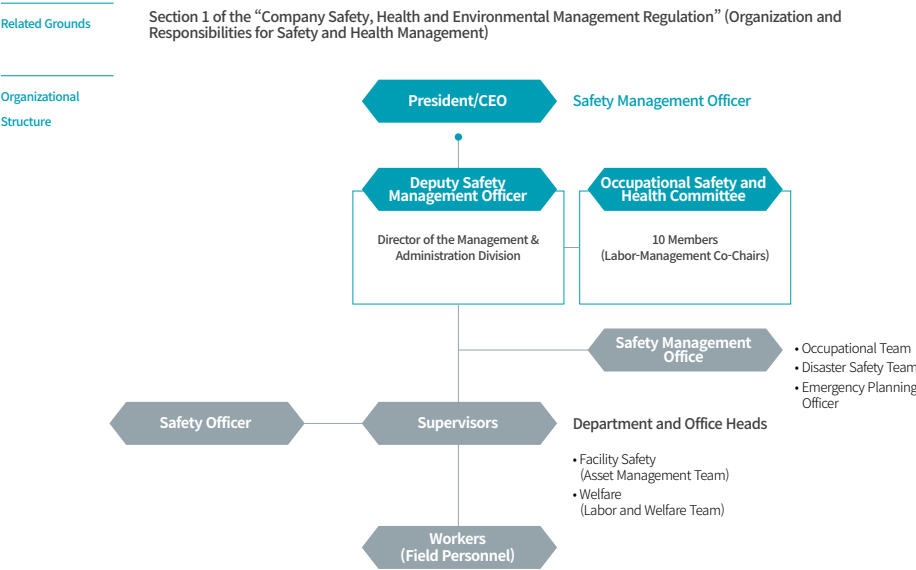
Implementation Inspection

Monitoring Implementation Inspections

Safety-Related Organization

KEPCO E&C designates the head of the organization (President/CEO) as the person in charge of safety and health management and operates a dedicated safety organization called the Safety Management Office, which oversees all safety and health operations at headquarters. The office consists of two teams: the Occupational Safety Team and the Disaster Safety Team. Semiannual internal safety, health, and environmental audit reports are submitted to the head of the organization, who monitors and manages the institution's overall safety and health issues. The President is also actively engaged in fostering safety at construction and overseas sites through site inspections, including visits to the Indonesia branch and the offshore wind power site in Hallim, Jeju. In particular, in May 2024, we revised the Safety Management Index (KPI) to strengthen company-wide safety initiatives.

Safety-Related Organizational Chart



※ EPC field organizations are established and operated based on relevant laws, scope of work, and contract terms

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Occupational Safety and Health

Establishing Safety Management Governance and Participatory and Win-Win Safety Culture

KEPCO E&C has established and operates a “participatory safety governance” system that enables open communication and professional exchange of opinions. In the previous year, the organization was operated around a council structure involving public institutions, partner companies, and internal departments. However, in 2024, we established an external Safety Leadership Group (SLG) to strengthen the identification and improvement of hazardous and risk factors, thereby enhancing the effectiveness of our safety policies. In addition, we improved the management system by grouping 56 safety personnel into four categories—facility, culture, construction, and health—and clarifying their roles and responsibilities (R&R). Through the Occupational Safety and Health Committee, labor and management representatives jointly deliberate on major safety and health issues, and through the operation of the Safety and Health Council, we conduct safety implementation inspections at least once a month to achieve zero serious industrial accidents. In 2024, we expanded the number of participating companies in the Safety and Health Council from three to five by adding IT and printing companies, thereby strengthening safety and health support. Furthermore, we spread company-wide safety awareness through a participatory safety culture and operated a self-assessment of safety culture so that employees could evaluate the level of safety culture themselves.

Establishing Safety Management Governance and Promoting Participatory Culture

1 Occupational Safety and Health Committee

- Discussing and resolving opinions between labor and management to create a safe working environment (4 times)
- Five representatives each from labor and management participated

2 Safety and Health Council

- Gathering safety and health suggestions from partner company workers and implementing improvements
- Conducting joint inspections and implementation checks at least once a month
- Eliminating safety blind spots from subcontractors to prevent industrial accidents
- Five partner companies including building maintenance, in-house cafeteria, and daycare center

3 Safety Advisory Group

- Gathering advisory opinions on safety management and acquiring the latest safety information
- A total of 6 safety experts from relevant agencies including the Ministry of Employment and Labor and Korea Occupational Safety and Health Agency

Disaster safety

Gimcheon City Hall (Department of Safety and Disaster)

Fire safety

Gimcheon Fire Station (Fire Prevention and Safety Division)

Health safety

Gimcheon University (Department of Physical Therapy)

Occupational safety

Ministry of Employment and Labor, Korea Occupational Safety and Health Agency

Safety Advisory Group

Eliminating safety blind spots (20% increase in hazard and risk improvements)

Safety officers (56 personnel):
Establishing four specialized subcommittees

Facility Safety	Safety Culture	Construction Safety	Health Safety
16 officers	20 officers	10 officers	10 officers
Safety inspection activities	Safety culture campaigns	Partner companies' safety management	Disease investigations, etc.

Promoting Participatory and Win-Win Safety Culture

- Internal 1** | Safety culture self-assessment ("Self Assessment") (twice)
 - Provided a simple self-assessment tool via the internal company portal, using items reflecting 10 characteristics of the IAEA (International Atomic Energy Agency), enabling employees to easily evaluate their own level of safety culture (average 1,201 participants)
- Internal 2** | Produced, published, and posted safety culture promotional posters to raise employee safety awareness
- Internal 3** | Newly introduced QR code system for submitting safety-related improvement proposals
- Internal 4** | Employee pledge signing for practicing safety and health management
- Public** | Held a National Safety Culture Acrostic Contest (237% increase in participation compared to previous year / 2023: 663 entries → 2024: 2,233 entries, 6 awarded)
- Local community** | Conducted safety culture campaigns at major local hubs (KTX stations, traditional markets)
- Vulnerable groups** | Supported health activities for children, including health checkups and first aid education

Implementing Local Community Safety Culture Campaigns

- Conducted in collaboration with local public institutions (once in 2023, twice in 2024)
- Safety campaign activities at major hubs (KTX stations, traditional markets)

Supporting Health Activities for Vulnerable Children

- Participation of 30 volunteers from "KEPCO Volunteer Group Talent Sharing" – Health checkups, nutrition guidance, and first aid education

Raising Public Awareness of Safety Culture

- Conducted national safety culture acrostic contest – Participation increased by 237% (663 entries in 2023 → 2,233 entries in 2024)

Disaster Prevention Activities for Civil Society

- Inspected and improved outdated electrical facilities in rural households to prevent electric shocks and fires
- Inspected electrical safety and replaced circuit breakers in aging urban homes → Total of 376 households benefited (Gimcheon City and two towns in Yeongyang County)

KEPCO E&C

Safety Companion Partner

Health Program

Regional Safety Culture Campaign

Musculoskeletal Disorder Prevention Education

Safety and Health Environment Support for Vulnerable Groups

Result: Improved Safety Culture Assessment Score (2023: 82.6 points → 2024: 84.1 points)

Occupational Safety and Health

Conducting and Managing Safety and Health Risk Assessments Together with Partner Companies

KEPCO E&C identifies and assesses potential risk factors throughout its headquarters operations and construction activities to eliminate or minimize those risks. The basis for risk assessment is established in the top-level regulation, the Safety, Health, and Environmental Management Regulation, and detailed procedures are outlined in the Risk Assessment Procedure for Safety and Health. Based on these, the Safety Management Office formulates a basic risk assessment implementation plan and carries out assessments at the headquarters, subsidiaries, and partner companies. Over a period of approximately four months, we conduct pre-assessment activities, identify hazardous and risk factors, and implement improvement measures. We have diversified our risk assessment methods to reflect the characteristics of each worksite, utilizing the Korea Risk Assessment System (KRAS), and have expanded the scope of evaluation to include all relevant worksites, departments, and workers—including partner companies. As a result, in 2024, the number of completed risk reduction measures increased by 20 compared to the previous year, totaling 41 completed actions.

Enhancing Executing Capability of Risk Assessments in Cooperation With Partner Companies

Promotion Background

Key initiatives

Need to Encourage Worker Participation in All Phases of Risk Assessment and Enhance Practical Competency

Enhancing practical capabilities through safety and health training for partner companies

Risk Assessment Training*	Training for Supervisors	Safety Experience Training
Training on how to identify hazardous and risk factors and draft risk assessments	Training on occupational safety and health laws and supervisor responsibilities	Experience-based learning of site hazards such as falls and slips

* Practical training provided to 60 employees of subsidiaries (March 2024) and 56 safety officers by KEPCO E&C departments (June 2024)

Office facilities, cafeteria, and daycare | Strengthening execution across all risk assessment phases

• (Pre-assessment) Reflected 2023 assessment results, accident cases, and special health examination results

• Main process and work details, employment types, work standards and procedures, surrounding work environment

• (Identifying hazardous and risk factors) On-site inspections (mandatory), interviews, and surveys

• (Risk determination) Risk determined using the "Three-level Risk Determination Method"

Risk Level	Assessment Criteria	Acceptability
High	Fatal or disabling injury if an accident occurs	Not acceptable
Medium	Injury requiring medical treatment	
Low	Minor injury or illness not affecting work	Acceptable

• (Establishing and implementing mitigation measures) In order of elimination/substitution, engineering, administrative controls, and PPE use

Enhancing execution capability of risk assessments by KEPCO E&C department safety officers

Previous Risk Assessment Method (2023)

Enhanced Risk Assessment Execution Method (2024)

* KRAS: Korea Risk Assessment System

Evaluation Procedure

1 Preparation

Establishing implementation plan and reviewing evaluation data

2 Identifying Hazards and Risks

Constant proposal or listening survey by department members (surveys, interviews, etc.)

3 Determining Risk Level

Determination of risk level

4 Establishing and Implementing Risk Mitigation Measures

Efforts to reduce to the lowest possible risk level

5 Sharing Results

Feedback on evaluation results

Determining Risk Acceptability

Reconfirming Risk Acceptability

Supervised by Department Manager

Results

Departments Managing Subcontracted, Outsourced, and Consigned Work (Unit: cases)

Category	Treasury Department	Co-prosperity & Labor Department			Technology Management Office
Target	Office Facilities, etc.	In-house Cafeteria	Daycare Center 1	Daycare Center 2	Digital Publishing Office
Identifying Hazards and Risks	59	54	17	35	13
Establishing Improvement Measures ①	12	12	8	17	8
Completing Improvements	9	11	7	14	6

Office (Target Departments: 56 Units) (As of December 19, 2024)

Category	Evaluation Criteria	Executing Departments (Units)
Execution Criteria	Participation by department members in identifying at least one hazard/risk (using KRAS)	41
Department Member Participation	Participation of 20% or more of department staff	41
Department Head Feedback	Sharing of evaluation results by department head with all members	38

① In the case of establishing and implementing improvement measures, each department carries out the process independently based on its circumstances.

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Occupational Safety and Health

Strengthening Response Capabilities Through Readiness Checks and Advancement of the Serious Accident Manual

As the tallest building in Gimcheon, KEPCO E&C's headquarters may pose challenges for fire suppression and evacuation during emergencies. To address this, we strengthen facility safety inspections, fire drills, and thoroughly check safety blind spots for proactive improvements. As a result, we received the top "Grade A" in the 2024 precision safety inspection and were the only company among 12 in the Industrial Promotion Service Group to be received a merit award by the Minister of Employment and Labor for excellence in accident prevention. We also completed 24 corrective actions through monthly theme-based safety inspections. Additionally, we enhanced serious accident response capabilities by revising the Serious Accident Manual (in December) and upgrading fire suppression tools for EV charging stations.

Training Performance by Emergency Type

Type of Disaster	Training Details	Date Conducted
Confined space and suffocation	Initial response training for fires and suffocation accidents in confined spaces such as fire extinguisher storage rooms	June 28
Electric vehicle fire suppression	Suppression and response training for fires at underground EV battery charging stations	July 31
Electric shock and power outage	First aid and emergency generator operation training for electric shocks and power outages, ensuring ICT center continuity	August 21
Fire occurrence and evacuation	Training for initial firefighting and evacuation guidance of employees, partners, and visitors in case of fire in a high-rise building	August 22 / October 29

Preventing Digital Disasters Through Security Support for Partner Companies and Digital Disaster Response Drills

In response to the recent global surge in various forms of cyberattacks and the increasing importance of protecting national infrastructure such as power grids, KEPCO E&C is actively supporting partner companies and small and medium-sized enterprises in strengthening their security management capabilities to prevent and minimize digital incidents. In particular, we supported partner companies by providing KRW 34 million for the purchase of fingerprint-based access security equipment, helping them enhance both security management and technology protection. Furthermore, we conducted 11 cyberattack response drills based on detailed scenarios, improving the effectiveness of on-site response capabilities.

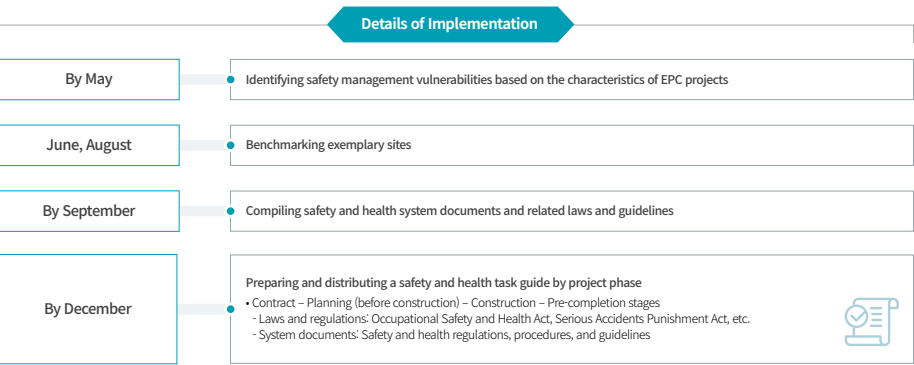
	Strengthening Preemptive Accident Prevention Through Partner Security Management		Enhancing On-Site Response Capability Through Digital Disaster Response Drills
	Technology Protection	Real-Time Security Monitoring	Scenario-Based Disaster Response Drills
Implementation Results	(Budget) Expanded budget (150% year-on-year) and strengthening promotion – enhanced support for security equipment for partner companies (Training) Designed document management and trade secret handling training (twice) - Increase in participating partner companies (39 companies in 2023 → 62 companies in 2024)	- Conducted partner security inspections (June 2024, 27 companies) - Held security workshops for partner companies (October 2024) - Need to establish cybersecurity vulnerability improvement system for partner companies	- Conducted scenario-based drills (cyberattack response, ICT center emergency response, system recovery, phishing email response) - Need to enhance response capability - Integrated cyber crisis response and disaster recovery drills
Improvement Effects	- Strengthened SME technology protection program for partner companies - Increase in participants (47 participants in 2023 → 55 participants in 2024) - Supported purchase and maintenance of security equipment for partner companies (KRW 34 million) - Maintenance of fingerprint access devices, antivirus, etc.	- Introducing integrated security system for partner PCs (December 2024) - Blocking access to unnecessary websites to prevent malware infection - Preventing data leaks through integrated security management	- Strengthening key scenario-based drills (9 drills in 2023 → 11 drills in 2024) - Enhancing operability of scenario-based response procedures - Establishing cyber crisis disaster recovery system operation framework

Detection (recognizing crisis) → isolation (initial response) → cyber crisis alert (attention/caution/warning/severe) → incident analysis → activating backup assets → emergency system inspection and recovery → response completion

Managing the Safety of Workers at Construction and Overseas Sites

As KEPCO E&C operates EPC projects in various regions, we are making thorough efforts to manage the safety of both our employees and partner workers at construction and overseas sites. At the site offices of operating and under-construction nuclear power plants in Korea, we inspect the current status of safety and health, identify newly emerging hazardous and risk factors, and implement improvements after evaluation. In particular, we conduct safety and health checks and confirm applicable legal requirements by dividing the process into two phases: (1) prior to contract and commencement, and (2) during commissioning. In 2024, to ensure more efficient safety and health management at EPC project sites, we developed and shared a guide of essential safety regulations and standards for on-site supervisors through the "Occupational Safety" bulletin board on the company portal. KEPCO E&C will continue to pursue improvements and innovation to build safer workplaces for all employees and partner companies at construction and overseas sites.

Creating and Distributing a New EPC Project Safety Management Guide



Posting on the Company Portal's "Occupational Safety" Board



KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Occupational Safety and Health

Strengthening Safety and Health Capabilities

Employee Safety Education

KEPCO E&C operates the Safety Academy, a comprehensive safety and health training program tailored by field and job category, developed each year by incorporating input from both labor and management to instill a strong safety mindset. The program offers occupational safety, facility safety, disaster preparedness, and health education to all employees and partner companies. It includes repeated, hands-on, and detailed experiential training to enhance practical safety skills for both company and partner personnel. In addition, on-site safety and health education is provided at domestic RET field offices to ensure a safe working environment and to strengthen accident prevention capabilities.

Promotion Details	
PLAN	Establishing the 2024 companywide education and training master plan (January) and approval of the 'Safety Academy' by the Occupational Safety and Health Committee (March)
DO	Systematically implementing the safety and health education plan
Safety and Health Education (e-Learning) - Designing training content tailored to employee characteristics (risk assessment, workplace environment and health management for office workers, etc.) - Including completion rate of safety and health education in KPIs Safety Experience Education - Providing practical VR-based training on risk factors and prevention using the VR Center of Korea Occupational Safety and Health Agency and professional VR devices for safety personnel and affiliate employees (October)	
Emergency Response Training (Once Every Half-Year) - Expanding emergency response training from basic CPR (2023) to include Heimlich maneuver, burn and injury response, and infant CPR (2024) Musculoskeletal Disease Prevention Training - Conducting stretching education using small tools (bands) for musculoskeletal disease prevention for those with pain, managed individuals, and other willing participants (December)	

*CPR (Cardiopulmonary Resuscitation): Cardiopulmonary Resuscitation



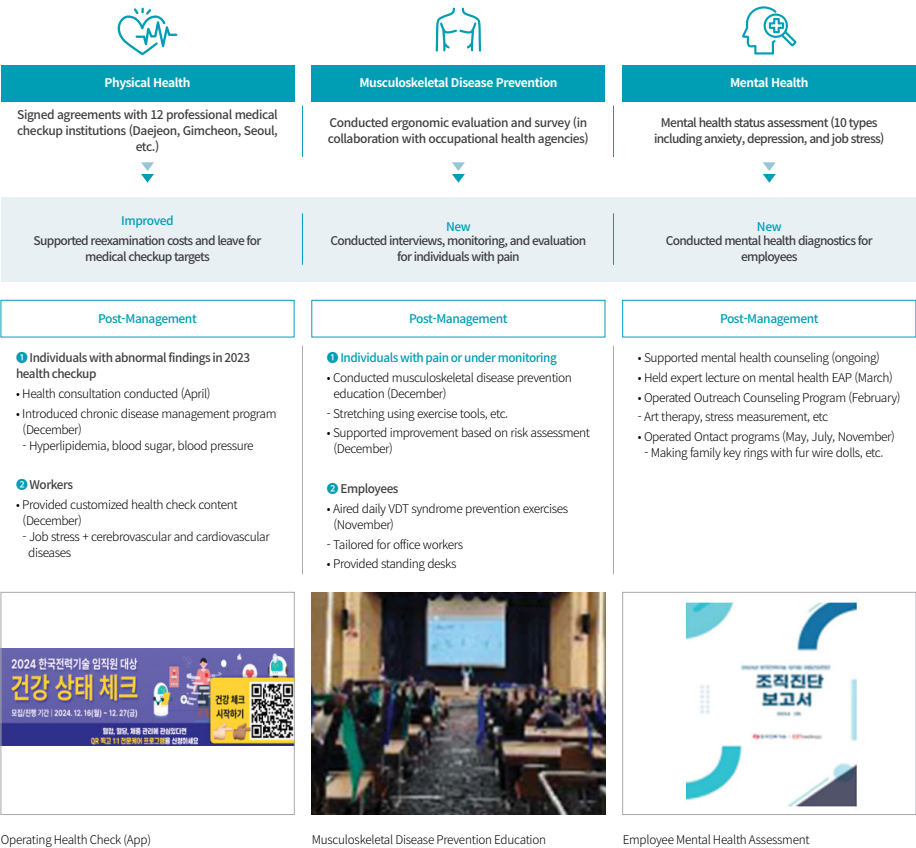
Emergency Response Training Practice



Safety Experience Training Practice

Employee Health Management

KEPCO E&C is committed to creating a healthy and happy workplace by supporting the physical and mental well-being of all employees. We provide group accident and illness insurance and support annual health checkups for all staff. In response to the rising rate of individuals with abnormal findings, we introduced a new chronic disease follow-up care program specifically for them. Furthermore, we operate wellness programs to improve both physical and mental health, fostering a balanced and healthy work environment.



KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

►SOCIAL

Occupational Safety and Health

Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

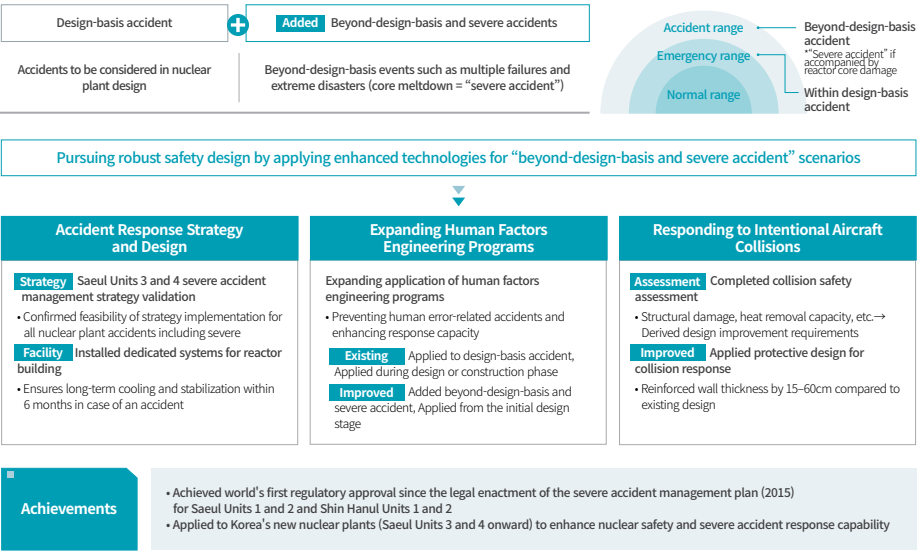
Appendix

Occupational Safety and Health

Public Safety

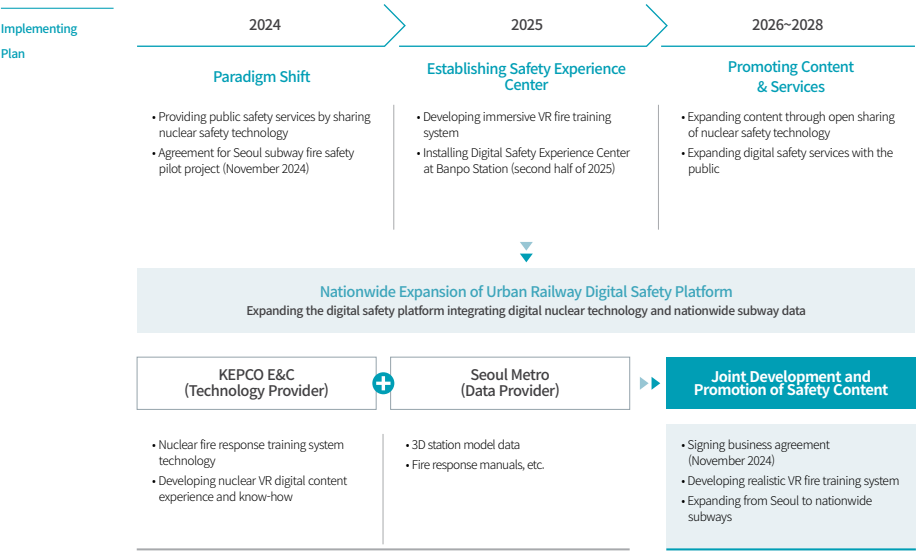
Safety-First Design That Accounts for Beyond-Design-Basis Extreme Events

As a company engaged in nuclear power plant design to support the nation’s energy production, KEPCO E&C places the highest priority on safety. Drawing on 60 years of nuclear design expertise, we have consistently enhanced our safety standards to a global top-tier level by preparing for extreme events beyond standard scenarios. While the probability of a severe nuclear accident is very low, such incidents could have profound social and economic consequences. To ensure comprehensive safety, we apply advanced technologies that go beyond design-basis accidents to also address multiple failures and extreme disasters. This enhanced safety approach has been applied for the first time to Korea’s new nuclear units, Saeul Units 3 and 4, further strengthening their safety. In addition, we are expanding the implementation of human factors engineering programs to prevent accidents caused by human error and improve response capacity. KEPCO E&C will continue to uphold its safety-first design principles to ensure that nuclear facilities can effectively respond even to worst-case scenarios.



Enhancing Public Safety Through Development of VR-Based Subway Fire Response Training System

KEPCO E&C is leveraging its expertise in nuclear digital safety technologies to develop public safety services as part of its commitment to social value as a public institution. In collaboration with Seoul Metro, we are developing VR-based fire response training content for subway stations. Despite continued safety efforts, railway-related accidents still occur frequently, highlighting the need for improved prevention systems. Reflecting this need, we created immersive VR learning content that simulates subway fire and emergency response scenarios, and we supported the project with a budget of approximately KRW 130 million. Based on our know-how in nuclear power plant design, KEPCO E&C will expand this VR-based fire response and evacuation training service to subway stations nationwide, thereby contributing to public safety.



Mutual Growth

Developing the Job-Related and Human Resource Capabilities of Partner Companies

Enhancing Design Competitiveness Through On-Site Technical Support and Active Seminars

Environmental Analysis

Internal

External

Intending to share the latest technical know-how, including overseas nuclear design reports

Need to support technical capacity of nuclear and thermal plant design contractors through technical support seminars

Institutional Efforts

- Supported technical know-how: Identifying service contractors interested in sharing nuclear design expertise. Hosted a September seminar with environmental verification experts from new related institutions (Korea Testing Laboratory) to improve information sharing quality
- Shared the latest global design technologies: European nuclear seismic verification standards and CGID+ application procedures (March to October) → contributed to technical improvement

* CGID: Commercial grade item dedication, quality verification of commercial-grade products

Key Achievements

Quantitative

Quantitative

Qualitative

- Average evaluation score for design partners' project performance increased by 1.7 points compared to last year (92.6 points in 2023 → 94.3 points in 2024)
- On-site technical support services increased by 2 cases compared to last year (2 cases in 2023 → 4 cases in 2024), promoting the sharing of latest technical know-how
- Created a virtuous nuclear ecosystem by enhancing partner companies' nuclear design capabilities

Providing Quality Training for Improving Design Quality of Partner Companies

As cases where supply chain sustainability issues have a direct or indirect impact on business operations continue to increase, KEPCO E&C has implemented quality training programs for partner companies to strengthen win-win cooperation across the supply chain and to meet the growing demand for quality competency training. We supported the improvement of partner companies' engineering capabilities, thereby enhancing their overall quality standards. In 2024, we expanded the Quality Development Council to include 39 companies, up from the previous year, to better incorporate the needs of our partners and improve quality levels. In addition, we made efforts to reflect the needs of design partner companies and improve their quality standards. To enhance their understanding of design quality, we supported four specific training courses tailored for design partners.

Expanding Win-Win Quality Cooperation With Partner Companies

Cooperation

Training

- Expansion of the "quality development council" for partner companies from 12 in 2023 to 39 in 2024
 - Aiming to strengthen quality competitiveness and win-win cooperation
 - Strengthening preventive activities such as identifying improvement tasks and sharing results
- Supporting training courses to enhance capabilities of design partners
 - Custom technical training (46 participants total)
 - Improving understanding of design quality (4 courses, 91 participants)

Institutional Efforts

Implementing Online Quality Training

Providing Incentives Through the Quality Improvement Best Practices Contest

Launched online quality training program for partners (ISO 19443 and nuclear quality assurance regulations) in May, with training from May to November

Established new quality improvement system including a contest in September and awarding incentives to two outstanding companies in November

Key Achievements

Quantitative

Qualitative

- 68 employees from 39 companies completed online quality training (achieved satisfaction score of 4.6 out of target 4.5/5.0)
- Established development plans for domestic offshore wind equipment quality inspection technologies → Contributed to strengthened partner company quality activities and prevention of design errors

Online Quality Training Implementation Process and Curriculum

Selecting Training Participants

Conducting the Training

Providing Feedback on Outcomes

Surveying companies wishing to participate

Using the government video conference system "Onnara Meeting" (total of 6 hours)

Conducting satisfaction surveys and identifying areas for improvement

Session	Topic	일시
Sessions 1 and 4	• General overview of ISO 19443 • Laws and regulations on nuclear quality assurance	May 27, 2024 August 28, 2024
Sessions 2 and 5	• Design quality assurance	June 26, 2024 September 25, 2024
Sessions 3 and 6	• Software quality assurance measures	July 31, 2024 October 23, 2024
Workshop	• Overview of ISO certification and ISO 19443 • Lectures on latest trends in design quality	September 26, 2024

Supporting Human Resource Development of Partner Companies Through Multidimensional Training

KEPCO E&C is expanding various training programs to enhance the human resource capabilities of partner companies. Through the sharing of our corporate online education platform, we provide support so that education can be accessed anytime and anywhere. In addition, we support the enhancement of ESG competencies for small and medium-sized enterprises (SMEs) through ESG supply chain due diligence training. We also provided customized training support, such as technical education for nuclear power partner companies, to strengthen their workforce development. In 2024, we expanded the training programs and increased the number of participating companies to 51 compared to the previous year. Through these efforts, we are contributing to the improvement of job-related expertise among employees of partner companies.

Category	Implementation Details	Performance
Expanded KEPCO E&C C.S.I. Program	Demand: Requests to share KHNP training platform and continue C.S.T. program Support: Utilizing the KHNP e-learning Win-Win Knowledge Platform - Expanding training access through enhanced online information accessibility	15 companies and 336 people in 2023 → 30 companies and 1,074 people in 2024 (220% increase)
Expanded ESG Training for SMEs	Demand: Requests for education on ESG supply chain due diligence Support: Training SMEs on ESG due diligence measures with expert instructors - Strengthening capacity on ESG importance and global guidelines	8 companies and 19 people in 2023 → 12 companies and 23 people in 2024 (21% increase)
Continued Technical Training for Partner Companies	Demand: Custom technical training for nuclear design partners Support: Strengthening job competency and securing future nuclear industry competitiveness - Supporting training in six technical cooperation areas including instrumentation, mechanical, and nuclear	Satisfaction ("very satisfied") improved by 7%p compared to last year (75% in 2023 → 82% in 2024)
Continued SAREX Training Support	Demand: Increased need for SAREX-related business and cooperation Support: Enhancing user proficiency and expanding information exchange for SAREX program - Introduction to SAREX, function explanation, and hands-on training	Supported training of more than 20 people from 5 companies for two consecutive years

Key Achievements

Quantitative

Qualitative

- Training support for partner companies increased by 175% compared to the previous year (from 40 companies and 420 employees in 2023 to 51 companies and 1,157 employees in 2024)
- Strengthened job-related expertise through customized training

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

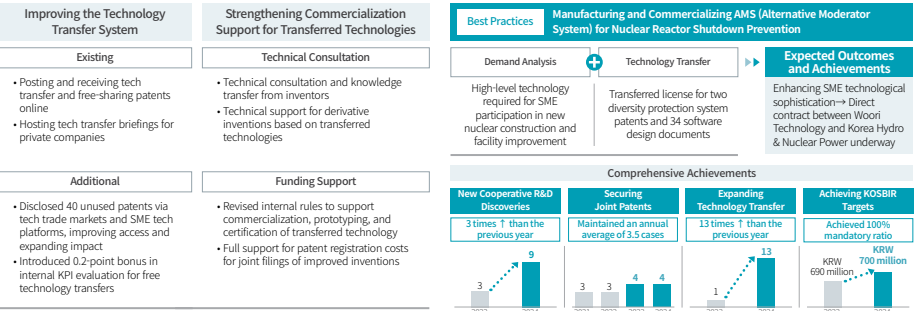
Technology for Earth,
Energy for Human

Mutual Growth

Expanding Technology Transfer to Strengthen Win-Win Cooperation With SMEs

KEPCO E&C operates various technology support programs—such as joint technology development, patent application, infrastructure sharing, and training—to help partner companies and SMEs achieve sustainable growth. In particular, we promote R&D collaboration projects to enhance the technological competitiveness of design partners. We selected outstanding proposals submitted by partner companies, provided development funding, and offered expert consulting. To support technology commercialization, we facilitated agreements with relevant firms and revised internal rules to cover prototype production and certification costs. We remain committed to growing alongside design partner companies—the cornerstone of the K-energy industry—and strengthening the broader energy ecosystem.

Expanding Technology Transfer to Strengthen Win-Win Cooperation With SMEs



Strengthening Communication Channels With Partner Companies

Through “Reply, KEPCO E&C,” we collect feedback on business challenges, market ideas, and suggestions for mutual growth and management improvement. In 2024, we gathered 11 submissions by expanding the channel. Since 2013, we have held annual partner meetings to build long-term partnerships. At the “2024 Quality Day,” we invited over 40 design partner companies to strengthen communication and share quality improvement outcomes. KEPCO E&C will continue enhancing collaboration and building long-term partnerships with partner companies to boost global competitiveness.



2024 Quality Day Event



2024 KEPCO E&C-Partner Companies Quality Development Council Workshop Held

Category	Details	Performance
"Reply, KEPCO E&C"	• Target: Partner companies and SMEs with prior business transactions with KEPCO E&C	• Feedback collection expanded compared to the previous year (2023: once/3 submissions → 2024: ongoing/11 submissions, 4 reflected) • Four reflected suggestions 1 Based on requests for online or Seoul-area sessions, Zoom (video conference) will be used alongside in-person training in 2025 to enhance effectiveness and accessibility 2 Improvement of computer lab equipment at headquarters 3 Providing workforce support using the Sherpa system 4 Expanding cooperative culture with partner companies and SMEs by diversifying age participation in newsletter content
Quality Development Council	• Target: Nuclear-related SMEs and partner companies • Communication channel to support design quality and capacity building of partners	• Expanded participation (2023: 12 companies → 2024: 39 companies) • Communication through contest for partner companies; 8 selected as best cases signed performance-sharing contracts and received incentives (KRW 6 million per company)
SME Mutual Growth Roundtable	• Communication platform for R&D and nuclear industry investment to foster the 4th industrial revolution	• Expanded discovery of new SME cooperative R&D projects (2023: 3 cases → 2024: 9 cases)

Overview

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

►SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Mutual Growth

Supporting Financial Stability of Partner Companies

Enhancing Financial Stability Through Win-Win Loans and Payment Systems
KEPCO E&C operates diverse financial support programs to ensure the stable business operations of partner companies. We have established a "Win-Win Cooperation Loan" in collaboration with Shinhan Bank and Seoul Guarantee Insurance (SGI), offering interest rate discounts and full insurance premium coverage when partners take out bank loans. In 2024, we expanded the funding scale and promoted awareness of the Win-Win Payment System and payment-related education, helping embed fair trade practices and strengthen the financial stability of our partners.

Enhancing Financial Soundness and Stability Through Win-Win Cooperation Loans and the Win-Win Payment System



Expanding Win-Win Cooperation Fund to Diversify Cooperation Programs

To support the sustainable growth of small and medium-sized partner companies, KEPCO E&C systematically operates various funds and financial support mechanisms. As a public institution, we actively contribute to policy-based funding programs to fulfill our social responsibilities and create meaningful outcomes in mutual growth. For example, we fund the Win-Win Cooperation Fund in partnership with the Korea Commission for Corporate Partnership to provide management, technology development, and ESG response funding. These efforts focus on resolving management challenges and expanding business capacity, especially by prioritizing support for innovative SMEs to help generate high added value.

	Key Implementation Details	Key Achievements
Establishing Smart Factories	• Supporting the establishment of smart factories for small and medium sized manufacturers- Promoting cost reduction, shorter delivery times, and improved manufacturing efficiency	• Financial performance of SMEs increased by 112% year-on-year (KRW 991 million → KRW 2,105 million)
Innovation Partnerships	• Supporting productivity and quality improvement and certification for SMEs - Enhancing competitiveness through improved inventory efficiency and ISO 45001 certification	• Number of companies supported through innovation partnerships increased by 200% year-on-year (5 → 15)
ESG Support	• Promoting energy consortium projects for eco-friendly and disaster prevention measures to improve occupational safety in SMEs	• Achieved a 39% improvement rate in eco-friendly and safe work environments based on pre- and post-assessment of serious accident prevention systems
Performance Sharing Program	• Funding for the Performance Sharing Program increased by 35% year-on-year (KRW 126 million in 2023 → KRW 170 million in 2024), securing resources for the program	• Incentive per company increased by 186% year-on-year (KRW 2.1 million → KRW 6 million)
Support for Joint Global Expansion	• Supporting overseas expansion of SMEs through mutual cooperation between large and small enterprises - KRW 315 million provided for showcases, exports, and consultations	• For the first time in company history Achieved approximately KRW 1.2 billion in overseas contracts for 77 SMEs through private sector collaboration
Comprehensive Outcomes Supporting 135 SMEs With KRW 872 million (123% increase compared to KRW 390.854 million last year)		

Key Achievements of the 2024 Win-Win Cooperation Fund

Providing ESG Support for Partner Companies and SMEs

Implementing 2024 ESG Support Projects for Partner Companies and SMEs (4 Cases)
In 2024, KEPCO E&C operated the “ESG Support Projects for Partner Companies and SMEs,” offering ESG education and on-site assessments to improve awareness and capabilities in ESG management. We conducted educational sessions to enhance conceptual understanding and carried out E, S, and G-focused field inspections for four companies. ESG diagnostic reports were provided to support customized planning and improvement. Companies with outstanding ESG performance were issued official certificates and plaques to acknowledge their achievements and reinforce ESG commitment. We also offered guidance on follow-up programs to support further advancement in ESG practices.

Project Overview

- Project title: 2024 ESG Support Project for Partner Companies and SMEs
- Support scale: 4 companies
- Project period: July to December 2024
- Support details: ESG education and field assessments (consulting)
- Budget: KRW 20 million

Timeline and Implementing Organizations

Recruiting Participating Companies (July)	Final Selection of Companies (July)	Project Implementation (August to November)	Project Closure (November to December)
Project announcement and participant recruitment	Evaluating applicants and selecting participants	Field assessments and ESG certification	Outcome sharing and project closure

Providing ESG Education for Supply Chain Due Diligence of SMEs

In 2024, KEPCO E&C provided ESG education for partner companies and SMEs to strengthen their ability to respond to ESG supply chain due diligence and promote a culture of mutual growth. The number of participants increased by 21% year-on-year, from 19 people at 8 companies to 23 people at 12 companies. Through partnerships with participating firms, we reinforced our ESG network to encourage active involvement in future support projects and improvement activities. KEPCO E&C remains committed to sustainable growth in collaboration with its partner companies.

Education Overview

- Background: Strengthening SME ESG due diligence capabilities and promoting a culture of mutual growth
- Host: Korea Foundation for Cooperation of Large & Small Business, Rural Affairs Korea Commission for Corporate Partnership
- Target: Partner companies and SMEs working with KEPCO E&C and Korea Transportation Safety Authority
- Date and time: August 22, 2024 (Thu), 15:20–17:00
- Location: KEPCO E&C Medium Meeting Room 1

Expanded SMEs ESG Education

- **Demand** | Feedback gathered on the need for ESG due diligence training
- **Support** | Expert-led ESG due diligence training for SMEs- Supporting capacity building on ESG importance and global guidelines

8 companies, 19 participants in 2023
→ 12 companies, 23 participants in 2024
21% increase year-on-year

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Mutual Growth

Supporting Overseas Market Expansion of SMEs

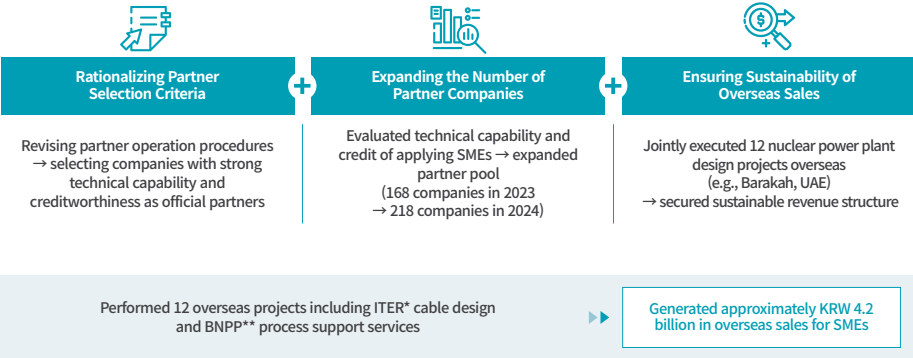
KEPCO E&C is actively implementing practical market expansion policies to strengthen the self-reliance of SMEs. We operate various online and offline programs to help outstanding SMEs with strong technology and quality secure stable markets and grow, thereby boosting the competitiveness of our partner companies and revitalizing the industrial ecosystem. We prioritize purchasing SME products by reinforcing institutional frameworks for public procurement and continue to increase the purchase ratio for high-performing and certified new technology products. This supports early-stage technology developers in securing real demand. To further assist global expansion, we signed an MOU with Lotte Group to strengthen SME market entry support and launched the 2024 Brand Expo in the Middle East, providing KRW 315 million for venue setup, contract fees, and briefing session costs. These efforts enable

Supporting Market Access Through Private-Sector Cooperation Systems

Category	Details
Preparation Phase	1 Reviewing support projects for SME global market expansion Reviewed participation in the 2024 Brand Expo in the Middle East, hosted by Lotte Group (August) 2 Established cooperation system with the Korea Commission for Corporate Partnership, Lotte Group, and KEPCO E&C (September–October) Finalized detailed project plans including size of participation and number of supported SMEs
Initiation Phase	1 Promoted the project to partner companies and SMEs to recruit participants (October); encouraged participation through active on/offline marketing 2 Signed MOU with Lotte Group, which possesses human and material infrastructure (October) Finalized main details for implementing the 2024 Brand Expo in the Middle East
Support Phase	1 Supported implementation costs for the 2024 Brand Expo in the Middle East (October–November), including venue setup and local operating expenses 2 Strengthened SME sales channel support by securing additional funding through Large, Medium and Small Win-Win Cooperation Fund and internal cooperation budget (October–November) Provided total of KRW 315 million (KRW 35 million from Win-Win Cooperation Fund, KRW 280 million from KEPCO E&C internal cooperation budget)
Execution Phase	1 Held 11 export consultation sessions between Saudi local buyers and participating SMEs (October), total of 271 consultations conducted 2 Hosted SME product exhibition and evaluation session for Dubai outlet mall employees (November) - Finalized detailed plans including project size and number of supported SMEs

Expanding Mutual Growth Through Rationalizing Partner Company Selection

KEPCO E&C is committed to reinforcing fairness and transparency in the partner company selection process by operating under the “Partner Company Operation Procedure” regulation. In 2024, we revised the relevant guidelines to promote mutual growth with partners. By improving evaluation criteria, recommendation forms, and scoring templates, we eased registration restrictions and expanded the partner pool to 218 companies—up from 2023. We also removed subjective elements, such as department head recommendations, to ensure a more objective and fair selection process. Going forward, we will continue to foster a mutual growth ecosystem based on impartial and transparent partner company selection.



* ITER: International Thermonuclear Experimental Reactor
** BNPP: Barakah nuclear power plant

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

►SOCIAL

Occupational Safety and Health
Mutual Growth

Social Contribution and Regional Economic Revitalization

Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

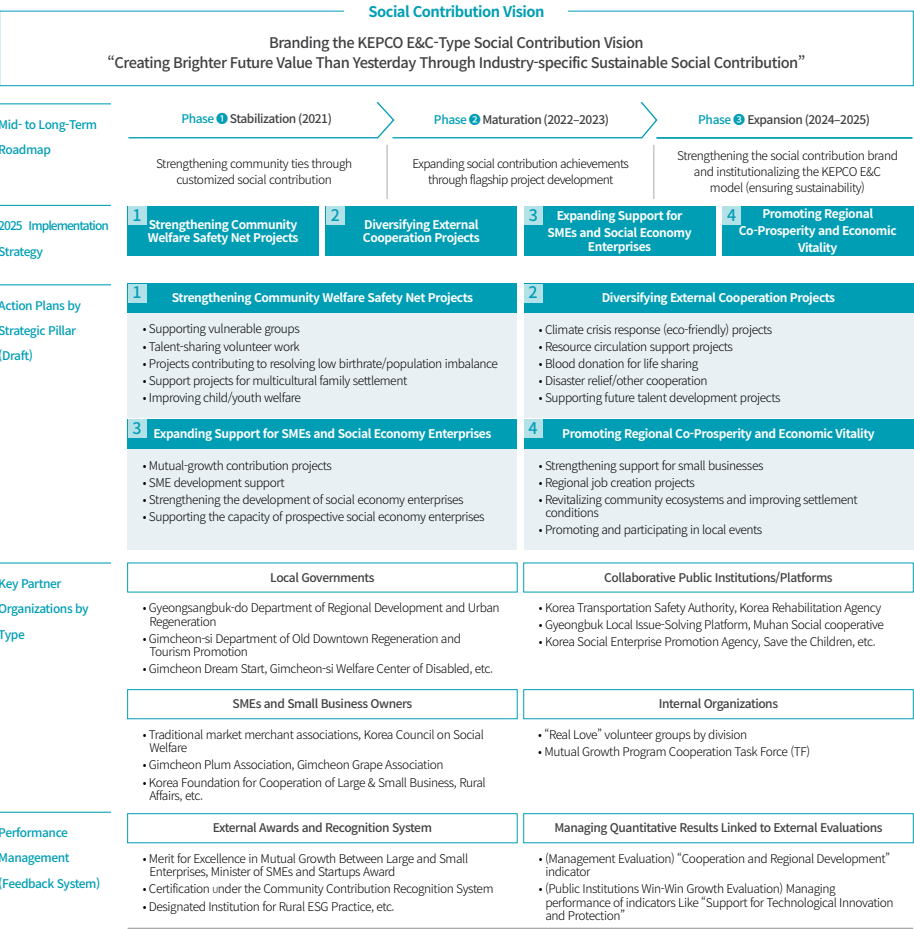
Appendix

Technology for Earth,
Energy for Human

Social Contribution and Regional Economic Revitalization

Advancing the Implementing Framework for Co-Prosperity Activities Focused on Local Issues

In response to growing disparities between Gimcheon Innovation City and the old downtown, and the resulting local economic downturn caused by population decline, KEPCO E&C recognized the need to expand its social contribution efforts through engineering expertise. We are actively identifying and addressing local issues, and will continue to collaborate with local governments, residents, public institutions, and various councils to improve living conditions and lead local development through dedicated communication channels.

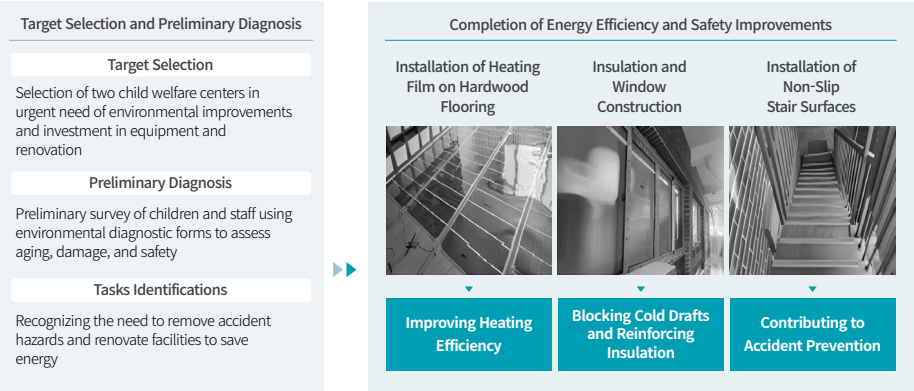


Supporting Child Welfare and Rights Protection Through Public-Private Partnerships

Providing Learning Spaces and Career Education for Minors of Legal Protection Recipients
KEPCO E&C is working to support minors of legal protection recipients who face poor caregiving environments and economic, emotional, and social difficulties due to the absence of guardians. Many such children suffer from limited learning opportunities and social isolation. To address this, we have provided learning spaces and career mentoring for 100 minors, aiming to bridge the welfare gap for vulnerable children.

Establishing Learning Spaces	Supporting University Student Mentoring
- Establishing youth learning facilities in Gimcheon (December) - Providing installation and operating costs (managed by Korea Rehabilitation Agency)	- Mentoring and academic support for minors of legal protection recipients by university student volunteers - Awarding scholarships to outstanding university volunteers (18 students, KRW 9 million)
Achievements	Provided learning and career education spaces for 100 minors of legal protection recipients

Supporting Green Remodeling of Local Child Welfare Centers
KEPCO E&C supported green remodeling for under-resourced local child welfare centers to improve welfare infrastructure. Projects included installing heating film, energy-efficient windows, and non-slip stair surfaces to enhance energy efficiency and safety. As a result, average power consumption at centers decreased by about 100 kWh annually. In 2024, we allocated a total of KRW 1.586 billion to these efforts, which now serve as a sustainable welfare model that goes beyond one-time support to address long-standing service gaps in local communities.



KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth

Social Contribution and Regional Economic Revitalization

Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Social Contribution and Regional Economic Revitalization

Diversifying Businesses to Revitalize the Local Economy

Promoting Win-Win Marketing for Local Agricultural Products

KEPCO E&C is contributing to revitalizing the local economy by promoting win-win marketing initiatives to encourage consumption and stabilize the prices of agricultural products from Gimcheon. In response to overproduction and climate-related challenges, we focused on developing new sales channels. Through a KRW 2,000 discount per box of Shine Muscat grapes sold at Hanaro Mart, we helped generate KRW 114 million in sales. Additionally, to support tangerine farms impacted by prolonged heat, we organized a “1+1 pack” event in partnership with 7-Eleven, resulting in KRW 40 million in sales. Win-win marketing refers to initiatives where sponsorship funds are used to support discounts, allowing farmers to receive fair prices while consumers purchase at lower costs.

* Win-win marketing refers to a program in which companies or institutions provide sponsorship funds to support discount promotions. Farmers receive fair prices for their produce, while consumers benefit from lower purchase costs.

Win-Win Marketing for Shine Muscat Farmers	Win-Win Marketing for Tangerine Farmers	Outcomes
- Increased financial burden due to overproduction and difficulty in securing sales channels: Provided KRW 2,000 discount per box at Hanaro Mart - Sponsorship amount: KRW 33 million (16,383 boxes)	- Increased heat damage due to prolonged high temperatures (15.1%p increase year-on-year)- Launched a 1+1 pack tangerine event at convenience stores - Sponsorship amount: KRW 9.5 million (17,000 packs)	Increased farm income through sales promotion (contributed KRW 155 million in total)→ Contributed to revitalizing the local economy and stabilizing prices by promoting agricultural consumption

Hosting Direct Markets Using Idle Space at Headquarters

KEPCO E&C hosted direct trade markets using idle space at its rural headquarters to support local farmers' sales. We also supported local market revitalization by sponsoring booths and supplies worth KRW 19 million. Through these efforts, we received the “Commendation from the President of the Gyeongsangbuk-do Social Welfare Council” at the 2024 Gyeongsangbuk-do Social Contribution Workshop and Awards. Since 2019, we have been recognized for six consecutive years as a certified contributor to community social responsibility, and for three consecutive years as an excellent institution under the ESG Practice Certification for Rural Communities . Moving forward, we will continue to discover new projects that reflect local needs and grow together with rural areas.

* The Corporate Social Responsibility in the Community program is jointly managed by the Ministry of Health and Welfare and the Korea National Council on Social Welfare. It recognizes companies and public institutions that contribute to revitalizing local communities
** The ESG Practice Certification for Rural Areas recognizes organizations that comprehensively implement environmental (E), social (S), and governance (G) initiatives for the sustainable development of agriculture, fisheries, and rural areas.

Improving Residential Environments and Creating Local Attractions

To address infrastructure gaps between innovation cities and old downtown areas, KEPCO E&C has worked to improve energy-related living environments in rural regions. We applied in-house technologies to reduce disparities and built resident-participatory village gardens and mural towns to enhance cultural infrastructure. In Namsan-dong, Gimcheon, we supported the creation of a photo zone with native plants, merging nature with local history. As a result, tourist visits to the Namsan area rose by 23% compared to the previous month. As a public institution, we will continue to enhance social value through community-based initiatives.

Widening Energy and Environmental Gaps Between Innovation Cities and Old Downtown Areas	Population Decline Due to Worsening Residential Environment Gaps Between Innovation Cities and Old Downtown Areas
Residential and Fire Safety Establishing a Public-Private Partnership System Pre-inspection of electrical facilities and fire hazards in aged homes and declining rural houses Replaced outdated piping/wiring and lighting in 300 households Replaced circuit breakers in 76 aged homes → KRW 877 million Provided to 1,413 Households Over 6 Years	Improving the Local Environment KEPCO E&C-Community Co-Created Gardens Creating trumpet creeper flower beds in visually vulnerable areas Purchasing local flowers and partnering with social enterprises Creating Photo Zones in Mural Villages Park development projects led by Namsan urban regeneration council members, village activists, and resident volunteers Signing MOUs for Village Garden Environmental Management Establishing a management system through MOUs with resident councils, village management associations, and nature conservation groups



ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth

Social Contribution and Regional Economic Revitalization

Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

Social Contribution and Regional Economic Revitalization

Opening Facilities and Equipment for Community Use

KEPCO E&C has fostered a sustainable shared environment where all members of the local community can easily access and use our facilities and equipment by actively opening up our resources. In particular, to increase utilization of the shared system, we have dualized the reservation system (1. ALIO Plus, 2. Gongyounuri(eshare.go.kr)) and actively promoted improvements to enhance user satisfaction. Through this system, we recorded more than 40 reservations annually. By incorporating user feedback, we identified and promptly addressed user inconveniences related to the open facilities, thereby improving satisfaction. For better facility management, we systematically monitored the opening status and pilot-opened previously unlisted facilities—such as the outdoor performance hall and the unused basement space at headquarters—in 2024, based on user requests. To reflect user-centered opinions, we simplified the reservation process and continuously improved operations by incorporating feedback on event planning. We also strengthened promotional efforts and cooperation with local governments, which led to a significant increase in usage—from 6 cases to 48 year-on-year.

Meeting Diverse Community Needs Through Facility Opening

Improvement Compared to Previous Year					
Increase in Public Facility Usage			Increase in Local Community Event Hosting		
2023 4 cases	2024 40 cases	Increases +36 cases	2023 2 cases	2024 8 cases	Increases +6 cases

External Facility Operation Process (ALIO Plus and Gongyounuri (eshare.go.kr) Cases)

① Simple Reservation	② Reservation Facility Usage Notification	③ Using Open Facilities
• Reservation date and time selected → reservation notification sent to administrator's mobile phone	• Reservation checked through in-house system → usage guidance provided	• Facility used by applicant → events to be coordinated separately
Processing by the person in charge	Confirming weekday (real-time) reservations	Using open facilities by the reservation holder

In terms of meeting various community demands through open access to public resources, we divided access between internal facilities (indoor auditoriums, libraries) and external ones (stadiums, parking lots), thereby satisfying diverse needs of local residents. This approach enhanced communication with the local community, and through co-hosted events and active promotion, increased utilization of shared facilities. Representative examples include large auditoriums, gyms, multipurpose conference rooms, and parking lots being used for local festivals and youth career exploration programs—drawing hundreds of residents annually. Additionally, we expanded year-round, 24-hour convenience facilities accessible to all, including cyclists, electric vehicle (EV) users, and the general public. For instance, we installed air pumps for bicycles, indoor car wash stations, EV chargers, and always-open parking areas, resulting in more than 5 daily uses and a cost-saving effect of approximately KRW 1.825 million annually. We also addressed past inconveniences from phone- and email-based reservations by transitioning to the ALIO Plus and Gongyounuri platforms, strengthening real-time monitoring. This has laid the foundation for systematically collecting post-use feedback and conducting satisfaction surveys.

Enhancing Public Satisfaction Through Facility Opening

Category	Open Facilities	Achievements	Usage Record
Cultural Sharing	• Outdoor performance hall • Ground-level parking lot	• Jazz (Disney, Ghibli) live band performance National youth hip-hop dance competition held (Gyeongbuk Province)	More than 200 users
Regional Co-prosperity	• Large auditorium • Ground-level parking lot	• KBS KEPCO concours special performance • Unnam Middle School wind orchestra regular concert	More than 500 users
Quality of Life Improvement	• Soccer field • Open library	• Gimcheon Sangmu FC children's soccer class launched (free field use) • Free English Lexile reading proficiency test provided	More than 100 users
Convenience Enhancement	• EV charging station	• More than 5 daily visits for EV charging	Open at all times

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

Diversity and Inclusion

Supporting Inclusion Through Institutional Measures

Expanding Equitable Hiring Practices
KEPCO E&C provides tailored support to help socially disadvantaged groups secure employment opportunities. By developing suitable roles linked to our core business functions, we have expanded employment for people with disabilities. We also lowered entry barriers for young adults preparing for self-reliance by offering extra points and preferential treatment in the recruitment process. In addition, we awarded additional points to applicants from veteran, low-income, and multicultural family backgrounds and eased the passing criteria for separate recruitment tracks to promote employment. As a result of these efforts, in 2024 we hired beyond 100% of the mandatory quota for veterans and individuals with disabilities, thereby contributing to job creation for underrepresented groups.

People With Disabilities

1 Identifying suitable job positions

Identifying design document management roles such as design service deliverables

2 Recruiting trainees

Using employment agency talent pool to recruit nationwide trainees with disabilities → 10 recruited

3 Conducting job training

Job competency training (ethics, office automation) + job-specific training → 10 completed

4 Hiring for suitable job roles

Hiring program completers and operating mentor-mentee program → 7 hired

Implementation result

First-ever development of industrial-specific jobs and 7 new hires

Exceeded mandatory employment quota through expanded disability hiring

Young Adults Preparing for Self-Reliance (New)

1 Preferential hiring

New 5% extra points for young adults preparing for self-reliance → applied to all hiring stages

2 Separate recruitment track

Conducting separate hiring for young adults preparing self-reliance → recruiting separate experiential interns

Implementation result

Implementation result: First-ever hiring of two interns preparing self-reliance

Underrepresented Groups			
Expanded hiring through broader preferential groups and continued equity-based extra points			
• Relaxed criteria for preferential points for women with career breaks (based on actual economic activity) • Continued application of equity-based extra points for low-income groups (applied uniformly to all hiring stages)			
Hiring Performance	Target	Hired	Note
	2 people	6 people	300% increase compared to target

Veterans			
Expanded recruitment for job assistance beneficiaries and continued participation in job briefings			
• Continued participation in online/offline job briefings led by the Ministry of Patriots and Veterans Affairs • Successful hiring expansion through raised full-time recruitment target			
Hiring Performance	Target	Hired	Note
	20 people	22 people	10% increase compared to target

People With Disabilities			
Largest-ever hiring through raised targets and streamlined processes			
• (Target setting) Hiring targets set to meet mandatory disability employment quota • (Hiring result) Mandatory disability quota met by increasing full-time and intern recruitment targets			
Full-Time Employees	Target	Hired	Note
	10 people	11 people	10% increase compared to target
Experiential Interns With Disabilities		5 people	
	11 people		

※ As of the end of 2024, exceeded mandatory disability hiring quota (Target: 81 / Actual: 82)

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

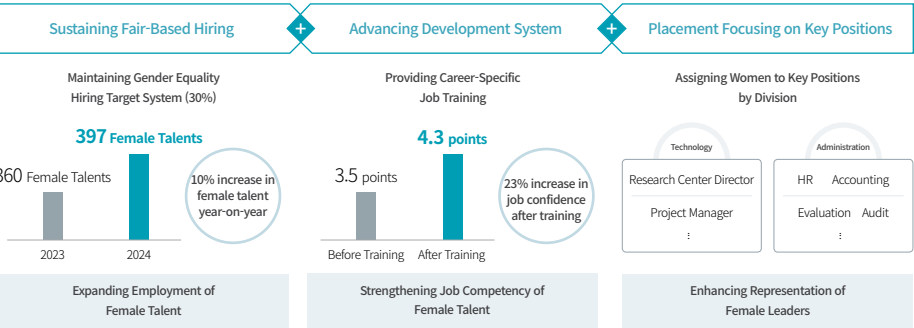
Appendix

Technology for Earth,
Energy for Human

Diversity and Inclusion

Supporting Diversity Through Institutional Measures

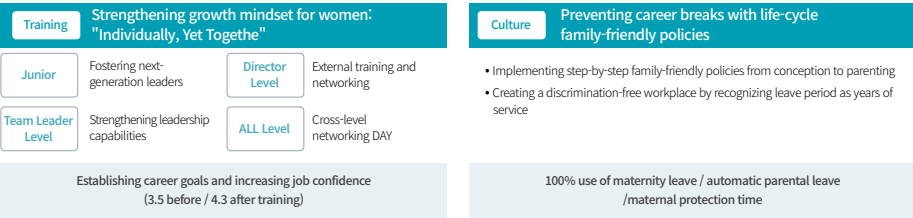
Advancing the Development of Female Talent
KEPCO E&C is committed to creating a supportive work environment where talented women in the engineering field can thrive, overcoming historically low female representation. We have maintained a gender equality hiring target of 30% and provided career-specific training and various maternity and childcare benefits to prevent career interruption. To foster female leadership, we assigned women to key positions and offered development programs. As a result, the number of female employees increased by 10% year-on-year (360 in 2023 → 397 in 2024), and five women were recognized as engineering leaders by external bodies such as the Korea Nuclear Society.



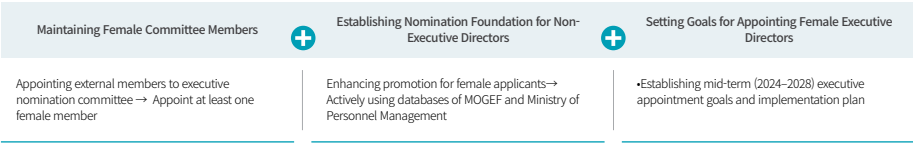
Winning the "Minister of Trade, Industry and Energy Award" at the 2024 Women in Engineering Conference

Supporting the Growth and Work Environment of Female Professionals

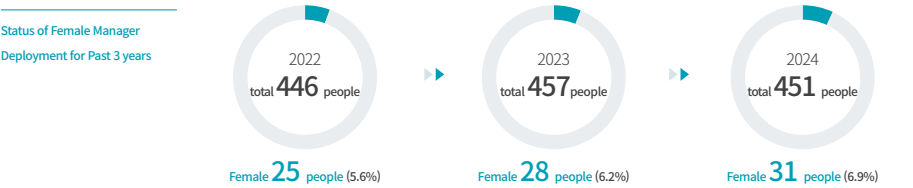
KEPCO E&C promotes female talent development and work environment improvement. We ran a customized training program called Together Yet Independent to foster a gender-equal culture and enhance corporate competitiveness. Programs included next-generation leadership training, women's leadership development, and networking mentorship. We expanded family-friendly policies by stage—from pregnancy to childbirth, return, and parenting—leading to greater use of maternity leave, automatic parental leave, and maternity protection hours. We also laid the groundwork for increasing female representation in executive roles, including outside and inside directors. Recognized for these efforts, we received the Minister of Trade, Industry and Energy Award for excellence in supporting female engineers at the 2024 Women in Engineering Industry Conference hosted by the Association of Women Scientists and Engineers. We will continue partnering with businesses to discover and empower female talent who will drive technological and economic advancement.



Expanding Female Non-Executive Directors and Laying the Foundation for Appointing Female Executive Directors



Achieved 33% female representation in committee Supported recruitment of 2 registered female candidates for non-executive director Promoted nomination of at least one female among applicants



* According to internal HR policy, managers refer to team leaders at level 3 or higher

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

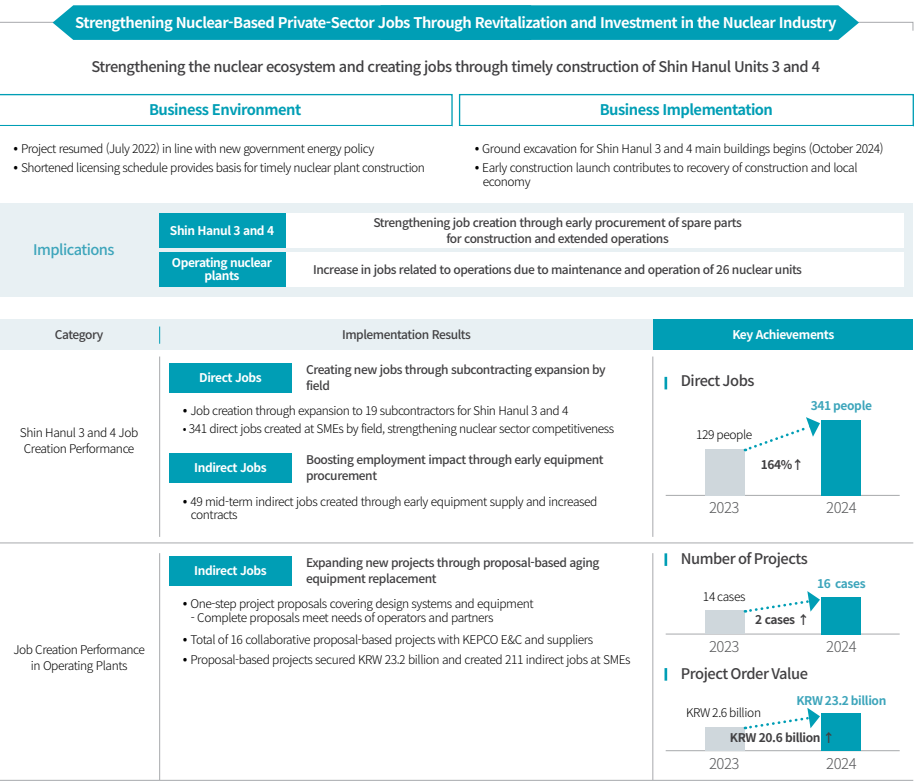
Technology for Earth,
Energy for Human

Diversity and Inclusion

Creating Jobs in the Private Sector

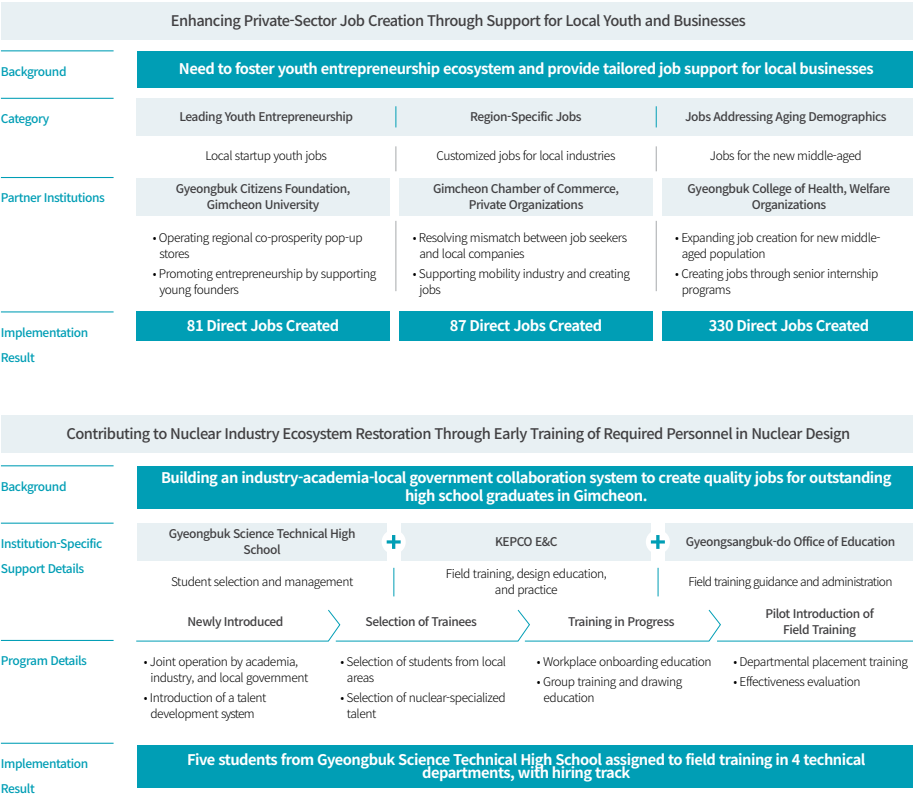
Generating Local and Private-Sector Employment Based on Core Operations
KEPCO E&C is focused on creating jobs in the private sector by revitalizing the nuclear power industry in line with expansion policies, participating in new eco-friendly energy projects with the private sector, and running region-specific employment programs. As part of these efforts, we created tailored local jobs to promote balanced regional development and generated 341 new positions in nuclear-related SMEs. Altogether, we achieved a record high of 1,935 jobs created across core operations, R&D, and local private-sector employment, contributing to economic revitalization in local communities and private industry.

Strengthening Cooperative Private-Sector Jobs Through Core Business Expansion



KEPCO E&C also promotes youth entrepreneurship and customized employment through region-specific job programs. In collaboration with organizations such as the Gyeongbuk Citizens Foundation and Gimcheon University, we are nurturing a startup ecosystem in the Gyeongbuk region, resulting in 81 new jobs. To address aging demographics, we also implemented stable employment programs for middle-aged and senior interns. For early training of skilled personnel in nuclear design, we partnered with Gyeongbuk Technical High School, offering field training and design education to support quick adaptation to the industry. Through newly introduced practice labs and pilot programs, we are fostering site-ready talent. Five students from Gyeongbuk Technical High School have already joined on-site training, contributing to the restoration of the nuclear industry ecosystem.

Creating Results by Region-Specific Job Programs

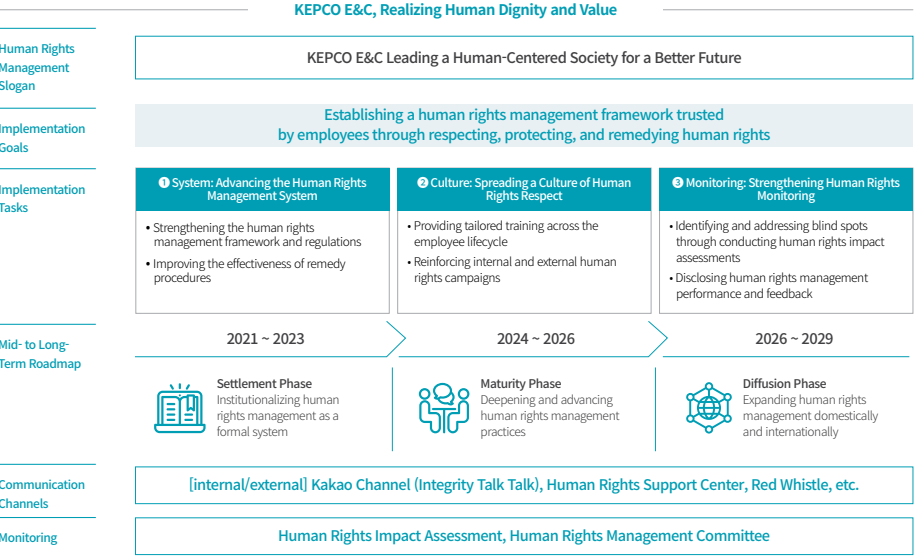


Human Rights Management

Human Rights Management Framework

KEPCO E&C has established a mid- to long-term human rights management system under the vision of "KEPCO E&C, Realizing Human Dignity and Value." To fulfill this vision, we operate a human rights management committee led by the CEO and joined by external experts, while also implementing campaigns and training programs to foster a culture of mutual respect. Beginning with our membership in the United Nations Global Compact (UNGC), a global sustainability initiative, we are progressively advancing our human rights practices in alignment with international standards. Our implementation roadmap is divided into three phases: the foundation phase, growth phase, and expansion phase. During the foundation phase, we focused on building systems and raising awareness of human rights. The growth phase emphasized enhancing management practices, spreading a human rights-oriented culture, and strengthening monitoring systems. In the expansion phase, we aim to reach a global level of human rights management, thereby reinforcing our accountability as a public enterprise.

Human Rights Management Framework



2024~2026 Key Initiatives (New)					
Advancing the Human Rights Management System		Spreading a Human Rights-Oriented Culture		Strengthening Human Rights Monitoring	
Board of Directors	Appointment of an employee representative to the highest decision-making body	Support	Conducting Human Rights Due Diligence for subsidiaries and partner companies	Risk Management	Advancing the human rights impact assessment procedure and checklist
	Communication channel between labor and management and incorporation of human rights in strategic planning		Selecting 4 companies based on stakeholder relevance		Strengthening the identification and review of human rights risks and enhancing monitoring procedures
Remedy System	Establishing the Workplace Harassment Review Committee	Trainin	Supporting human rights training for subsidiaries and partner companies	Reporting Channels	Operating a participatory KakaoTalk reporting channel for the public and employees

Human Rights Management Implementing Organization

Implementing Organization	Committee Composition	Roles
Human Rights Management Committee	Chairperson: President/CEO Internal members: Head of Human Rights Department, Head of Human Resources and Labor Affairs Department, 1 union-recommended member, human rights expert External members: representative of partner companies, human rights expert, labor attorney, representative of vulnerable groups	Key decision-making items related to human rights management (e.g., review of Human Rights Impact Assessments)
Human Rights Management Working Council	Chairperson: Head of Human Rights Department Secretary: Team leader of Human Rights Department Members: Human Rights Department, team leaders and officers of Ethical Management at Headquarters and Business Divisions	Company-wide participation for efficient execution and strengthened implementation of human rights management tasks Serving as a central body for collecting opinions and promoting company-wide implementation of human rights management

Human Rights Management

Human Rights Management Policy

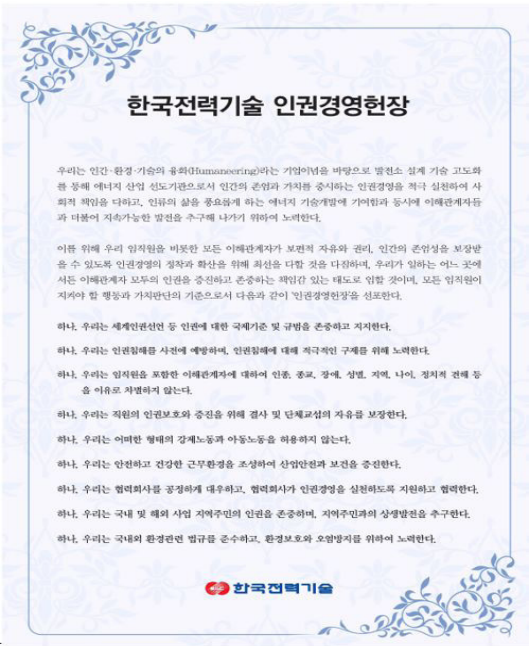
On October 23, 2018, KEPCO E&C established the Human Rights Management Guidelines and the Human Rights Charter based on the Human Rights Management Manual for Public Institutions. The Human Rights Charter declares the standards of conduct and value judgments that all employees must uphold so that every stakeholder—including employees—can enjoy universal freedoms, rights, and dignity, and have their human rights respected and promoted in all settings. To ensure compliance with the Charter and to protect and promote the human rights of employees and all stakeholders, We formalized relevant policies and implementation procedures through the Human Rights Management Guidelines.

Human Rights Management Implementation Guidelines

Category	Details
[Chapter 1] General Provisions	Purpose, scope of application, and definitions
[Chapter 2] Operating Principles of Human Rights Management	Establishing a human rights management system, prohibiting employment discrimination, ensuring occupational safety, prohibiting workplace harassment, etc.
[Chapter 3] Human Rights Management System	Human Rights Management Committee, Human Rights Management Working Council, other responsible department for human rights management, etc.
[Chapter 4] Investigation and Remedy of Human Rights Violations	Remedy procedures for human rights violations, human rights violation review committee, and workplace harassment review committee, etc.
[Chapter 5] Training and Assessment	Human rights training, Human Rights Impact Assessment, etc.
[Chapter 6] Supplementary Provisions	Others

Human Rights Management Charter

The Human Rights Management Charter of KEPCO E&C consists of nine declarative statements outlining the company's commitment to human rights and ethical management practices. It affirms support for the Universal Declaration of Human Rights, the protection of local communities, the right to a healthy environment, non-discrimination in employment, and the guarantee of occupational safety. Based on the Human Rights Management Manual for Public Institutions, the Charter was established by the Human Rights Management Committee chaired by the CEO, and its direction was formalized through a public declaration ceremony. Internally, the Charter is shared via the company's regulations management system, and externally, it is made publicly available on the company website.



Human Rights Management

Human Rights Impact Assessment

Since 2018, KEPCO E&C has conducted human rights impact assessments to identify and evaluate both actual and potential risks to stakeholder rights arising from its operations. We divide these assessments into two categories: evaluations of institutional operations and evaluations of specific business activities. Through the 2024 assessment, we identified the need for more responsible management of partner companies and the development of occupational safety policies based on expert input. We were also found to have established an adequate normative and institutional foundation for systematic human rights management. Previous weaknesses—such as mechanisms for gathering feedback from partner companies and implementing protective systems—were appropriately addressed. As a public institution, we plan to continue improving areas in need by reflecting them in our 2025 Human Rights and Ethics Management Plan, thereby reinforcing our leadership in public-sector human rights practices.

2024 Human Rights Impact Assessment Diagnostic Results



Details and Methods of the Human Rights Impact Assessment

Evaluation Method	Step		
	Step 1	Step 2	Step 3
	Submit checklist responses and supporting documents by department	First review by the responsible department for human rights management (Legal Affairs Office, Ethics and Compliance Team)	Deliberation by the Human Rights Management Committee (second review)
Evaluation Content	Grounds for Selection		
	Institutional operations 201 detailed indicators across 12 fields including the human rights management system and occupational safety	Institutional operations 33 detailed indicators across 5 fields including design, procurement contracts, and project management	Institutional operations Jeju Hallim offshore wind power complex construction EPC project
	• The EPC project, among the company's main business models (design services, EPC, and licensing support), was selected for its significant human rights impact on stakeholders • The largest ongoing EPC project was selected • To ensure objectivity and continuity of evaluation, the same project has been evaluated for three consecutive years		

2024 Human Rights Impact Assessment Diagnostic Results

	Field	Detailed Indicators	Evaluation Comments (Points for Improvement)
Institutional Operations	1 Establishing a HumanRights Management System	• Strengthening the effectiveness of Human Rights Due Diligence • Certification by external institutions	Efforts are being made to analyze actual and potential human rights risks. However, in order to enhance the human rights impact assessment and its effectiveness, efforts such as obtaining certification from external institutions and conducting in-depth interviews are required.
	2 Ensuring Occupational Safety	• Policy development through expert consultation	Various efforts are being made to establish safety measures and create a safe working environment. However, it is necessary to further develop the operation of industrial accident prevention policies by incorporating external expert input and internal/external environmental analysis.
	3 Managing Partner Companies Responsibly	• Supporting the execution of Human Rights Due Diligence for partner companies	Appropriate actions are being taken to prohibit forced labor, ensure safety, and support training for partner companies. However, support is needed for partner companies to establish human rights management systems and conduct human rights impact assessments to identify potential and actual human rights risks.
	4 Responding to Major Human Rights Issues	• Education for the prevention of digital sexual crimes	Appropriate training is being provided to prevent human rights violations such as workplace abuse and unjust work orders. However, additional training is needed to prevent new types of human rights violations, such as digital sexual crimes.
Key Business Activities	5 Respecting Partner Companies' Human Rights	• Supporting the execution of Human Rights Due Diligence for partner companies	Appropriate actions are being taken to prohibit forced labor, ensure safety, and support training for partner companies. However, support is needed for partner companies to establish human rights management systems and conduct human rights impact assessments to identify potential and actual human rights risks.

Overview

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero

Environmental Management

▶SOCIAL

Occupational Safety and Health

Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion

Human Rights Management

Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors

Ethics and Compliance

Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Human Rights Management

Enhancing Human Rights Management Based on the 2024 Human Rights Impact Assessment

KEPCO E&C appointed its first-ever labor director to represent workers in the highest decision-making body, thereby strengthening our commitment to human rights in business strategy and addressing vulnerable areas such as establishing a human rights management system and responsible partner company oversight. We continuously monitor human rights risks by supporting Human Rights Due Diligence (impact assessments) and operating diverse communication channels. To align our system with global standards, we revised our human rights assessment checklist and procedures based on the UN Guiding Principles on Business and Human Rights and UNGC (United Nations Global Compact) guidelines—streamlining from 201 items across 12 areas to 115 items in 7 areas. We also expanded stakeholder engagement from a staff-centric model to include partners and local residents, launching “Integrity Talk Talk,” a KakaoTalk-based communication channel to enhance accessibility and convenience.

Key Improvements in Human Rights Management in 2024

Improved	Advancing the Human Rights Impact Assessment	Improved	Expanding Communication Channels	New	Victim-Centered Remedy System
Integrating Indicators	- Analysis and adoption of UN supply chain due diligence guidelines and UNGC guide - Integrating similar and overlapping checklists and enhancing them to global standards	Internal and External	- Expanding communication channels* and introducing dialogue-based communication programs * Expanded to include KEPCO E&C partner companies, local residents, etc.	Victim-Centered	- Connecting EAP* psychological services and providing post-case victim care * EAP: Employee Assistance Programs
Integrated Management	Integrated management of high-risk departments and the human rights supervisory department	Online	Establishing a KakaoTalk reporting channel to enhance accessibility and convenience	Diversification	Experiential online/offline therapy programs including art therapy

Establishing a Joint Human Rights Management System With Subsidiaries and Partners

KEPCO E&C promotes sustainable human rights management by supporting Human Rights Due Diligence (Human Rights Impact Assessments) for not only our subsidiaries but also our partners, in response to the growing emphasis on social responsibility within the supply chain. We selected four entities based on contract volume and the level of stakeholder engagement and supported their human rights assessments. In addition, we established a Human Rights Management Council to facilitate continuous communication and proactively mitigate potential human rights risks arising in contractual relationships. Based on the assessment results, 21 out of 80 indicators were found to be insufficient, leading us to improve our institutional systems and offer support from senior executives, thereby building a joint human rights management framework.

Step 1	Supporting the implementation of Human Rights Impact Assessments (Human Rights Due Diligence) in the supply chain	Step 2	Analyzing results of supply chain Human Rights Impact Assessment (Identifying Issues)
Impact Assessment	Conducting the assessment for 4 subsidiaries and partner companies	Assessment Results	21 of 80 indicators from 4 companies were found deficient
Target	Selecting subsidiaries and partner companies closely linked to the organization based on contract size and duration	System	Insufficient institutionalization in areas such as human rights management systems and norms
Checklist	Using UNGC human rights due diligence guidelines to provide 20 checklists in 6 areas	Senior-Level	Lack of senior-level commitment in risk identification, management, and monitoring areas
Step 3	Supporting the establishment of a human rights management framework	Step 4	Establishing a joint human rights management system (achievements)
System Improvement	- Supporting the establishment of a human rights management system - Supporting the creation of codes of conduct, charters, and grievance mechanisms	Joint Framework	- Establishing regular partnerships with executive participation - Holding “Quality Day” events and strengthening communication through committees
Senior-Level	- Supporting the emphasis of senior-level commitment to human rights management - Expressing commitment through CEO messages, proclamation revisions, etc.	System	- Establishing the KEPCO E&C–subsidiary–partner human rights management working council - Building a sustainable communication system through training and operational consultations

Conducting Human Rights Activities for Employees and the Public

KEPCO E&C carries out various human rights-related activities targeting both employees and the public. We held the 2024 Integrity and Human Rights Slogan Contest to raise awareness of human rights and promote integrity and human rights management. The contest provided an opportunity to make human rights issues more relatable, and the winning slogans were displayed on the stairs of our headquarters, creating an environment where people can easily engage with human rights concepts in everyday spaces.

Contest Topic ①



The fair and honest image I hope for us

Contest Topic ②



The respectful and caring image I hope for us

Contest Topic ③



My everyday experiences with integrity and human rights

2024년 한국전력기술 청렴·인권 포어 공모전

청렴, 인권에 관심있는 임직원 및 국민 누구나(개인만)

2024. 11. 8(금) ~ 11. 22(금)

공모주제

- ① 내가 바라는 공정한 세상과 희망하는 우리의 모습
- ② 내가 바라는 서로 존중하고 배려하는 우리의 모습
- ③ 일상에서 내가 경험한 청렴, 인권 이야기

포상

2024년 12월 중 * 자세한 사항은 안내문 참조

문의사항 | 한국전력기술 법무실 윤리준법팀 담당자 ☎ (054) 421-5234

한국전력기술 주.

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

Talent Management

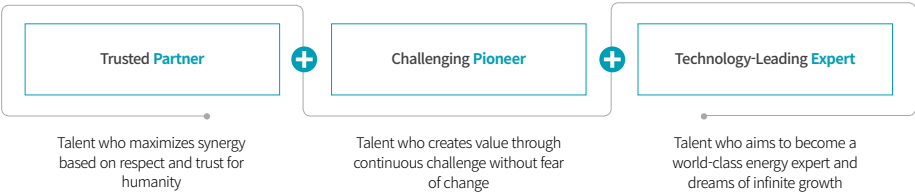
Establishing a Talent Development Strategy for Sustainable Competitiveness

KEPCO E&C defines its ideal talent as “a passionate talent aspiring to become an energy expert” and implements a structured HRD strategy centered on three pillars: “developing job-specific expertise,” “maximizing educational effectiveness,” and “enhancing corporate culture,” in order to nurture trusted (Partner), driven (Pioneer), and technically leading (Expert) professionals. As major global economies announce new nuclear power plant construction plans, the competition among nuclear design firms to gain the upper hand has intensified. Amid this business environment, KEPCO E&C faces the urgent task of filling the technological gap created by the retirement of senior engineers who contributed to the self-reliant design of Korean nuclear power plants, while rapidly training junior design personnel. In response, we established and implemented a comprehensive HRD strategy to ensure a successful generational transition in nuclear design engineering. This talent development system—aimed at both stable transfer of existing technologies and reinforcement of future capabilities—serves as a foundation for KEPCO E&C’s sustainable growth and for enhancing the global competitiveness of K-Nuclear Power.

Developing an HRD Strategy for Joint Growth of Employees and the Company

HRD Environment and Implications	Business Environment Need for training experts due to retirement of skilled workers and revitalization of domestic and global nuclear industry	Employee Needs Need for training and programs reflecting employee preferences and technical knowledge transfer	HRD Trends Emphasizing leadership and organizational culture in changing workstyles and generational shift
	Fostering Job Experts - Upgrading technical training for core business - Expanding training for global and future business	Maximizing Training Effectiveness - Improving workflow learning environment - Introducing learning journey-based education	Improving Corporate Culture Introducing organizational culture improvement programs based on employee experience (EX)
	Performance Measurement Training Completion Rate + Satisfaction Rate + Capability Index + Organizational Culture Index → Feedback → Establishing next year’s training plan		

KEPCO E&C’s Ideal Talent



Enhancing Training for Engineering Career and Job Expertise

To promote the joint growth of employees and the company, KEPCO E&C has fully revised and advanced its technical training curriculum. In line with changes in our business landscape, we have established tailored development strategies and support systems, setting capability-building goals for both organizations and individuals. We create detailed action plans to meet these goals, operate customized training programs, and aim to enhance employee engagement and satisfaction, improve human resource capacity, and achieve long-term outcomes such as organizational culture improvements. We have continuously trained technical experts to enhance competitiveness in our core business and operated a comprehensive education system to strengthen engineering expertise. This includes enterprise-wide lifecycle-based training, department-specific advanced training, as well as customized study groups and mentoring. As a result of these efforts, our engineering capability assessment score increased by 1.8 points compared to the previous year. (2023: 83.7 points → 2024: 85.5 points)

Career-Tailored Technical Training 253 trainings	Introductory Course Year 1 - Reflecting changes in energy policy and power generation sources 4 new, 13 removed	Basic Course Years 2 to 4 - Strengthening post-nuclear management and combined cycle sectors 20 new, 34 removed	Intermediate Course Years 5 to 7 - Expanding training in nuclear instrumentation and post-management 24 new, 33 removed	Advanced Course Years 8 to 10 - Expansion across all areas of combined cycle, CHP, and nuclear 23 new, 27 removed
	Topic-Specific Technical Training 250 trainings	Nuclear System Training Improving Understanding of Related Fields - Understanding functional roles and interconnection between power systems 23 subjects, 65 trainees (2024)	Design Criteria (Code) Training Learning the Latest Code Requirements - Preventing design errors through code training 22 courses (including 3 new), 184 graduated (2024)	Specialized Training Resolving Issues by Department - Field-based knowledge transfer training 205 courses, 2,868 graduated (2024)

Nurturing Future-Oriented Job and Technology Experts

KEPCO E&C is strengthening its global education and expanding training in emerging technologies to foster future-oriented job and technology experts in alignment with our mid- to long-term strategy. We offer practical courses in global project risk management, language, financing, digital innovation, future energy, and hydrogen-ammonia—designed to meet the needs of employees involved in overseas projects and prepare them for global or future-oriented industries. In the field of Small Modular Reactors (SMRs), we have appointed internal instructors to provide more hands-on training, and in the hydrogen-ammonia sectors, we have launched customized programs in collaboration with overseas specialized institutions through MOUs.

Global Business	Comprehensive Global Training for Global Business Experts								
Strengthening Practical Competency for Field Operations	Training Candidates for Overseas Branches Operations	Strengthening Global Networking Operations							
8 courses including "Practical Training Reflecting the Needs of Overseas Business Practitioners," "Global Project Risk Management" and etc., 107 graduated (increased 83 and 5 courses year-on-year)	- Specialized program for selected trainees (12 graduated); 3-month program on specialized duties + language - Advanced training award for outstanding trainees to encourage motivation	Master's program to strengthen export network and expertise (4 in 2024, total 37)							
New Technologies	Expanding Practical Courses to Internalize and Advance Future Business Capabilities								
Digital Transformation	5 digital transformation courses by job level (executives-managers-staff), 130 participants - Implementing practical training by skill level (beginner to advanced); 42 graduated from KEPCO digital academy, 8 earned master's degree in digital convergence engineering								
SMR	- Appointed internal instructors to expand SMR training - Expanded design training (7 → 10 courses) / Held 3 introductory courses for office staff								
Hydrogen Ammonia	- Signed MOU with overseas institutes and offered tailored courses, 3 graduated - Added 3 internal technical courses / 1 study group and 2 specialized trainings								
			Completed Development of Generative AI New Business Capability Index Improved <table><thead><tr><th>Year</th><th>Index</th></tr></thead><tbody><tr><td>2023</td><td>3.2 points</td></tr><tr><td>2024</td><td>3.5 points</td></tr></tbody></table>	Year	Index	2023	3.2 points	2024	3.5 points
Year	Index								
2023	3.2 points								
2024	3.5 points								

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth

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Economic Revitalization

Diversity and Inclusion
Human Rights Management

Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Talent Management

Improving Educational Infrastructure to Enhance Learning Effectiveness

KEPCO E&C actively utilizes its internal education management platform, “KEPCO E-learning Knowledge Power Plant,” to help employees create personalized learning plans aligned with their career goals and achieve competency development through self-directed learning. The platform offers essential internal job training courses, language programs for global capability building, and monthly recommended content on AI, data, and other topics. In 2024, we enhanced our educational infrastructure to improve learning efficiency and work immersion by producing 128 new job training videos and building a hybrid system that integrates online and offline formats. In technical fields, the “Technical Mentoring Program” achieved a 95% positive response rate regarding knowledge transfer. We also support new employees through phased training programs that promote stable integration and growth.

Upgrading the Learning Environment for Workflow Learning and Work-Study Balance

Job Training Video Content	On-the-Job Technical Mentoring	Mobile Daily Insight
• Establishing online and offline hybrid education through production and delivery of job training videos → 2024: 305 participants, 920 total learning hours	• Establishing field-focused mentoring system with 25 departmental teams → 2024: 95% positive response on effectiveness	• Delivering daily microlearning content on humanities and trends via mobile → 2024: 7.6%p increase in microlearning time

Maximizing Training Effectiveness Through “Memorable” Learning Journey-Type Education

New Employees Phased training after entry to support stable settlement, emotional engagement, and growth				
Entry	1 Month After Entry	3 Months After Entry	100 Days After Entry	1 Year After Entry
Introductory Common	Job Introduction	OJT Training	On-Site Training	Retention Training
Organizational understanding + communication and collaboration	Technology basics + key company systems	Team-specific collaboration training	Site visit + motivation	Reflection + redesign

Leadership Strengthening field application of training content through pre and post learning				
Training Preparation	Pre Session (1 Month Before)		Main Session	PPost Session (2 Months After)
Pre-Training Interview	Leadership pre-diagnosis	Microlearning	Reading education	2-day offline workshop
				Online 1:1 coaching
				Online standard training
				Offline training reminder letter

Performance Outcomes	Increase intraining completion hours	23,470 hours, 16.1%p increase year-on-year	Satisfaction with new employee training	2023 4.5 points → 2024 4.8 points	Effectiveness of leadership training	Before 2023 training 3.5 points → After 2024 training 4.2 points
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Enhancing Employee Experience (EX) and Revitalizing Organizational Culture

KEPCO E&C fosters collaboration and communication among employees to enhance performance and continuously improve our organizational culture. Alongside existing efforts such as the in-house newsletter “KEPCO E&C Family” and cross-department “Cross Meetings,” we launched new programs like the “CHEER-UP Coffee Truck” to promote open workplace culture. This program allows employees to nominate teams or individuals who supported them or made a strong impression, providing drinks, snacks, and messages of thanks or encouragement. In 2024, it was conducted three times, contributing to a culture of cooperation. We also organized five guest speaker lectures with 1,043 participants, reading initiatives like book markets, talks, and reviews, as well as community-linked tour programs. Moving forward, we will continue expanding these efforts to build a vibrant and empathetic culture.

EX Enhancement Programs (2024)

Experience of Communication	• Programs to encourage communication across departments, ages, and teams – Communication and empathy education program (5 sessions, 200 participants) – Cross-department communication program “cross meeting” (20 times)
Experience of Consideration	• Educational events reflecting employee needs – KEPCO E&C guest lecture academy (5 times per year, 1,043 participants) – Book education promotion programs (book market, book talk, book picnic, book review fair) – “1-day Gimcheon Tour Program” for new employees’ local adaptation
Experience of Recognition and Growth	• Feedback, coaching, and inclusive leadership training to support team growth and engagement – 4 sessions for team leaders, 120 completed • Growth in voluntary study groups (72 → 77 groups) • Monthly course promotion and notification services to prevent missed opportunities



“CHEER-UP” Coffee Truck Cross-Team Communication Program

Overview

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

▶SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Talent Management

Employee Benefits

Fostering a Work-Family Balance Culture

KEPCO E&C actively addresses social issues through family-friendly welfare programs. To support childbirth and childcare and address declining birth rates and women’s career interruptions, we offer various policies such as infertility treatment leave, reduced working hours during childcare, flexible commuting, childbirth bonuses, and family care leave. We allow up to three years of parental leave per child and promote a culture of paternity leave, resulting in a 27% year-on-year increase in usage. We also received the Family-Friendly Certification from the Ministry of Gender Equality and Family for 12 consecutive years. Going forward, we will continue to build a work environment where employees can fully engage in both work and family life.

Building a DEI-Oriented, Family-Friendly Organizational Culture

KEPCO E&C is making efforts to establish family-friendly policies that resonate with our employees by conducting, for the first time among institutions, in-depth interviews and a company-wide survey in the field of work-family balance. To promote a DEI (Diversity, Equity, Inclusion) culture, we identified “diversity,” “equity,” and “inclusion” as three strategic pillars and selected nine core action tasks. As a result of these efforts, the number of male employees taking paternity leave increased by 13 in 2024, and more employees used two-hour paid childcare time, contributing to a more flexible and employee-driven work culture. We will continue to implement diverse programs to support work-family balance and help address Korea’s low birthrate challenges.

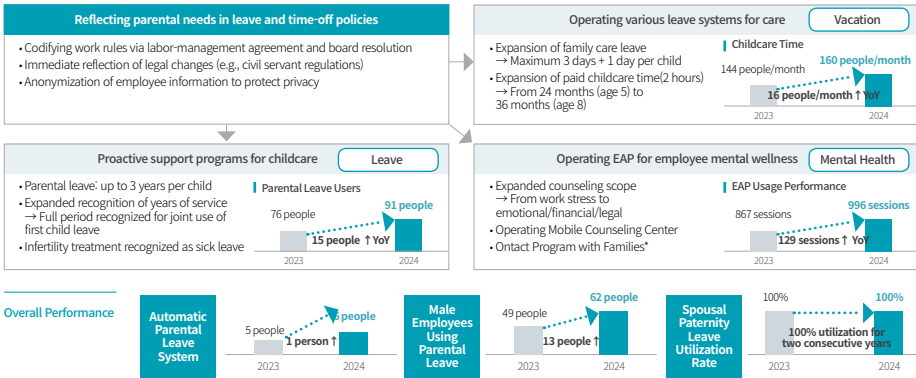
Establishing a DEI (Diversity, Equity, Inclusion) Organizational Culture Framework



Family-Friendly Policies for Each Stage of the “Pregnancy-Birth-Return” Life Cycle

Expanding and Sustaining Life Cycle-Based Support Systems	Pregnancy	Operating various leave systems year-round (infertility, health, miscarriage, maternity, fetal checkups, etc.)
	Childbirth	Significant increase in childbirth bonuses (1st: KRW 500,000 → KRW 1 million, 2nd: KRW 1 million → KRW 2 million, 3rd: KRW 1.5 million → KRW 3 million)
	Leave	Hiring 21 replacement workers to alleviate workload of staff on leave
	Return	Achieving work-family balance culture through various flexible work systems

Creating a Workplace Free From Childcare Concerns



Expanded childcare time system: up to 2 hours paid daily for children aged 8 or below (up to 3rd grade)
2023: monthly use within 24-month limit; 2024: daily use within 36-month limit, average monthly usage: 160 employees

* Ontact program: After-work activities such as online DIY program for individual and family participation

Creating a Supportive Work Environment

KEPCO E&C is fostering a positive work environment through initiatives like flexible work hours and a relaxed dress code. To support employees’ emotional well-being and reduce work-related stress, we operate “the Employee Assistance Program,” which offers personal counseling not only to employees but also to their immediate family members. In 2024, we provided 996 counseling sessions to 479 participants, helping employees and their families manage emotional issues and parenting challenges, and supporting a healthier work-life balance.

Enhancing psychological stability, emotional well-being, and stress coping ability of employees		Category	
Eligible Participants	All employees and their immediate family members (spouse, children)	- One-on-One Counseling - Mobile Counseling Center - Expert Lectures - Ontact Programs - Satisfaction Rate (Out of 5 Points)	
Counseling Methods	In-person, phone, and video counseling		
Operational Performance	Operating various EAP programs: Mobile Counseling Center, expert lectures, Ontact programs		

Talent Management

Family-Friendly Culture and Work-Life Balance Policies

KEPCO E&C offers a range of welfare programs that support work-life balance, such as flexible clock-in/out by the hour outside of core working hours, on-site childcare, and school holiday programs at the in-house open library. In compliance with the 52-hour workweek, we introduced a PC-OFF system to help employees maintain healthy boundaries between work and personal life. To encourage on-time departure, overtime now requires separate approval, and computers automatically shut down after a certain time to ensure efficient time management. We will continue working to build a vibrant and trusted workplace through strong labor-management cooperation.

Customized Work and Life Balance System

Health Support	Work Arrangements
- Operating employee-tailored psychological counseling (EAP) programs - Introducing employee health management booklets and closely monitoring those with health concerns	- Flexible work system - PC-OFF system
Childcare Support	Maternity Protection
- Shortened working hours during childcare period - Maintenance of workplace daycare facilities (playground, sunshades) - Special paid leave to secure childcare time (when raising children)	- Expanding designated parking spaces for pregnant employees in the office building - Implementing restrictions on long-distance business trips for pregnant employees - Improving special paid leave system for miscarriage or stillbirth - Improving family care leave for children
Commuting	Capacity Building
Adjustment of weekend commuter bus routes and operation of premium buses	Launching KEPCO E&C mobile e-learning platform

Work-Life Balance Innovation	- Automatic PC shutdown outside working hours through flexible hours and PC-OFF system - Flexible commuting hours: enabling 1-hour units of flexible, intensive, or discretionary work - Available work-from-home system for seniors, online training, and virtual meetings							
Work Innovation	- Enhancing individual and company-wide productivity through core working hours (10:00–15:00) - Automating simple/repetitive tasks and developing GPT-4o-level generative AI service NEXA							
Pleasant Work Environment	- Preventing after-hours work orders through campaign against unfair instructions - Reducing parenting burden through open library vacation lecture programs in the office - Providing the largest single-site daycare (capacity 350) and new hire dormitories (2 years, single rooms)							
Right to Rest	- Promoting work-life balance through expanded hourly leave (beyond half-day/quarter-day), easier short leave and early departure - Offering compensatory leave in hourly units for non-working days / leave savings system (3 years) / encouraging use of leave on bridge holidays							
Family Care System	<table><tr><td>Family (Child) Care Leave</td><td>• Up to 10 days of paid or unpaid family (child) care leave per year: 623 employees in 2023 → 622 employees in 2024</td></tr><tr><td>Family Care Leave of Absence</td><td>• Up to 3 years of leave for care of children, parents, or grandparents: 3 employees in 2023 → 10 employees in 2024</td></tr><tr><td>Reduced Working Hours During Pregnancy and Childcare</td><td>• 15 employees in 2023 → 5 employees in 2024 (more employees opting to use paid childcare time first)</td></tr></table>	Family (Child) Care Leave	• Up to 10 days of paid or unpaid family (child) care leave per year: 623 employees in 2023 → 622 employees in 2024	Family Care Leave of Absence	• Up to 3 years of leave for care of children, parents, or grandparents: 3 employees in 2023 → 10 employees in 2024	Reduced Working Hours During Pregnancy and Childcare	• 15 employees in 2023 → 5 employees in 2024 (more employees opting to use paid childcare time first)	
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Reduced Working Hours During Pregnancy and Childcare	• 15 employees in 2023 → 5 employees in 2024 (more employees opting to use paid childcare time first)							

Operating Various Flexible Work Systems That Meet Employee Needs

Remote Work	Reduced Working Hours	Flexible Working Hours
Working outside the office using ICT, with daily task log submitted	Working fewer hours than the standard workday, such as for childcare	Employees freely choose their start and end time based on monthly average working hours

Operational Results by Type

Category	2023	2024	증감
Remote Work	130	124	▲ 6
Reduced Working Hours	249	261	▲ 12
Flexible Working Hours	2,563	2,689	▲ 126

※ Based on ALIO disclosure; one employee may be counted multiple times if using multiple systems

Key Achievements

- 배우자 출산휴가 **100%** 사용 (2년 연속 / 이하 2024년 기준)
- 육아휴직자 **91명**
 - ~ 전년 대비 20% 상승
- 아빠 육아휴직자 **62명**
 - ~ 전년 대비 27% 상승
- 육아시간 단축 근무 사용자 **160명**
 - ~ 전년 대비 11% 상승
- 여성가족부 **가족친화기업** 인증 (2년 연속)
- 고용노동부 **일·생활 균형 캠페인 참여기업** 선정 (6년 연속)
- GPTW 주관 **일하기 좋은 100대 기업** 국내기업 1위



KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

►SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Labor-Management Relations

Advancing Participatory and Cooperative Labor-Management Relations Through Diagnostic Assessment

KEPCO E&C analyzes internal and external labor environments and gathers employee feedback to diagnose labor-management Relations and identify areas for improvement. In 2024, we reviewed labor-management evaluation indicators to establish a mutually beneficial partnership and derive key insights. We introduced new indicators to assess employee understanding of working conditions and further refined labor-management Relations improvement metrics. To implement these strategies effectively, we adopted the PDCA (Plan-Do-Check-Act) feedback system to identify issues, plan and execute corrective actions, and evaluate and share results, thereby enhancing the impact of institutional reforms. We aim to build a law- and principle-based labor culture founded on participation, cooperation, and harmony.

Establishing a Blueprint for Advancing Participatory and Cooperative Labor-Management Relations

Key Issues	Compliance With Government Guidelines	Expanding Employee Participation in Management	Improving the In-House Employee Welfare Fund System	Building a Win-Win Relationship Among Members
Implementation Goals	Establishing a law- and principle-based participatory, cooperative, and win-win labor-management relationship			
Implementation Strategies and Tasks	Reasonable and Lawful Labor-Management Relations - Joint implementation of government guidelines - Joint establishment of labor-management strategy - Expanding employee participation bodies	Forming Consensus and Strengthening Labor Capability - Communication-centered preventive conflict management - Joint operation of the Special Fund Committee - First year of implementing strategic long-term training plan	Substantial Improvement in Working Conditions - Concluding reasonable agreements for labor-management coexistence - Improving working conditions based on employee needs - Efforts to improve subsidiary working conditions	
Feedback System (PDCA)	(P) Planning - Collecting opinions on areas needing improvement - Selecting action tasks by strategy - Activating tailored labor-management consultative bodies	(D) Execution of Tasks Turning cooperation agendas into tasks	(C) Checking and Managing - Checking and managing performance indicators - Continuing communication between labor and management - Collaborating on institutional improvement	(A) Feedback and Circulation - Sharing and jointly reviewing labor-management performance (joint labor-management meetings) - Joint discovery of future improvement items
Common Channels	Collective bargaining (main, working-level, and intensive bargaining: total of 10 times), Labor-Management Council (institutionalized quarterly, total of 4 times)			
Tailored Channels	By Task and by Member Compliance with government guidelines Stakeholders Generational conflict job-based pay task force (9 times), special fund committee (8 times) Grievance Handling Committee (3 times), Childcare Center Operation Committee (4 times) Department-level meetings (6 times), etc. Goal of implementing government policies through joint TFs and committees Communication for managing potential and current issue risks		By Task and by Member Subsidiary cooperation Safety Soft channels Joint Labor-Management Council With Subsidiaries (3 times) Occupational Safety and Health Committee (4 times), Human Rights Management Committee (1 time) DNew employee pairing, CHEER-UP coffee truck, etc. Directly expressing opinions for work improvement through employee participation in management Creating an inclusive atmosphere through soft channels (corporate culture)	
Operational Direction of Consultative Bodies	Overall Performance (By Labor-Management Relations Indicators and Analysis)			
Consultative Bodies	Job-Based Pay Task Force	Special Fund Committee	Childcare Center Operation Committee	Joint Labor-Management Council With Subsidiaries
Key Performances	Completed expansion of job-based pay system and established continuous improvement framework	100% compliance with government guidelines on fund soundness and fairness	Established additional class for infants and held parenting law lectures	Efforts to improve subsidiary working conditions and identify win-win initiatives
Outcomes	Expanded and advanced the job-based pay system	Improved the in-house employee welfare fund system	Improved the operation of childcare facilities	Promoted subsidiary cooperation and prevented conflicts

Labor-Management Communication Channels and Achievements

Labor-Management Council Operation and Dialogue With Senior Leadership

KEPCO E&C is committed to building a collaborative labor-management framework through active employee engagement. We operate a Labor-Management Council, Joint Labor-management Councils with subsidiaries, Joint Labor-management Task Forces, and various committees to encourage direct employee involvement in management and ensure sustainable cooperation across all levels.

Labor-Management Council	Held four times (March, June, September, December) - 100% compliance with legal obligation to hold labor-management council meetings under labor laws - Agenda: Discussing business status sharing and improving working conditions between labor and management
Joint Labor-Management Council With Subsidiaries	Held three times (improving subsidiary working conditions / exploring win-win initiatives)
Joint Labor-Management Task Force on Job-Based Pay System Improvement	Held nine times (completed expansion of job-based pay system / established continuous improvement framework)
Committees	1. Human Rights Management Committee: Held once 2. Grievance Handling Committee: Held three times 3. Childcare Center Operation Committee: Held four times 4. Special Fund Committee: Held eight times 5. Occupational Safety Committee: Held four times

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Labor-Management Relations

Labor-Management Communication Channels and Achievements

Fostering Open Dialogue Through SOFT Channels
KEPCO E&C promotes a healthy labor-management culture and open communication by operating diverse channels that help prevent generational and hierarchical conflicts. We expand communication opportunities through department-level meetings, the CHEER-UP Coffee Truck, and the new employee pairing program, which contributed to an improvement in our communication index from 3.36 in 2023 to 3.66 in 2024.
We also operate the Labor-Management Grievance Committee to provide a formal structure for resolving internal conflicts. This committee jointly addresses HR and labor-related grievances, and in 2024, held three sessions with participation from in-house labor attorneys. We will continue to build an environment where all employees can engage and communicate freely.

SOFT Channel Operation Performance

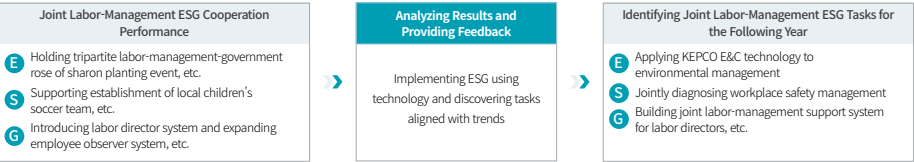
Key Details	- Department-level meetings (6 times) - Meetings to listen to department-specific issues and derive solutions	- CHEER-UP coffee truck (3 times) - Beverages and support messages delivered to teams/individuals who provided work support	- New employee pairing (1 time) - Strengthened camaraderie through shared mission activities - Supporting rapid organizational adaptation for new employees
Expected Effects by Member	- Regular collection and expression of opinions - Enhancing understanding between generations	- Promoting a culture of mutual respect across teams - Encouraging a culture of gratitude and encouragement among departments	- Improving organizational adjustment and satisfaction - Gathering opinions from the MZ generation → promoting intergenerational understanding

Advancing Labor-Management Grievance Handling

Direction	ExistingEmployee complaints of a civil complaint nature were handled by each responsible team ImprovedAdvanced HR and labor issues are addressed jointly by the committee
	-2023Grievance handling in 2023 focused on civil complaint-type issues 2024In 2024, advanced HR and labor-related issues were addressed
	- The responsible department only served as a referral channel for civil complaint-type grievances - Grievance Handling Committee convened three times and was substantively enhanced (equal labor-management representation)
Achievements	Substantively enhanced the previously ineffective grievance handling system and actively handled grievances through labor-management cooperatio

Promoting Joint ESG Activities by Labor and Management

KEPCO E&C promotes ESG management through collaborative labor-management efforts aimed at fulfilling social responsibility. In response to rapid shifts in the business environment, we established a joint ESG strategy by incorporating feedback from labor, management, and external experts. The strategy reflects evolving social demands for ESG, internal and external environmental changes, and a growing MZ generation-driven workplace culture. Based on shared goals, labor and management now play an active role in corporate decision-making. As a result, we achieved tangible outcomes across ESG domains: in the environment sector, a joint labor-management-government tree planting event; in the social sector, support for a local children's soccer program; and in governance, the introduction of the Labor Director system and expansion of employee observer participation.



Holding Rose of Sharon Planting Event

Diversifying Observers and Management Participation Channels to Expand Employee Involvement

Background	- Recognizing the need for pre-briefings by key departments to support understanding during board observation - Increasing company-wide interest through management participation of MZ generation delegates and union members		
Implementation Goal	Increasing Employee Observation of Board Meetings - Encouraging observation through sharing all board agendas and execution plans - Observation rate: 10% in '23 → 58.3% in '24	Diversifying Observers of the Board - Diversifying employees participating in board meetings - Planning to expand board observation by union members and delegates - Enhancing transparency of corporate governance	Diversifying Employee Management Participation Channels Direct participation in improving working conditions through the Human Rights Management Committee and the Occupational Safety and Health Committee
Achievements	- Communication channel effectiveness of employee board observation system: 3.60 points in 2023 → 3.80 points in 2024 - Diversified direct participation channels (15 observations across 7 committees) → trust in management information: 2.84 points in 2023 → 3.75 points in 2024		

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth

Social Contribution and Regional
Economic Revitalization

Diversity and Inclusion
Human Rights Management
Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Labor-Management Relations

Mutual Growth-Based Labor-Management Relations

KEPCO E&C approaches wage and welfare agreements not simply as labor-management negotiations, but as a strategic tool to realize “labor-management mutual growth values” that enhance employee quality of life and support the company’s sustainable growth. To this end, we established a fair and collaborative bargaining framework aimed at both meaningful institutional reform and fulfillment of social responsibility. Negotiations to achieve shared goals were based on a thorough analysis of the bargaining environments and needs of both the union and management. The union emphasized work-life balance, safety, and union value realization, while management prioritized government guideline compliance, cooperation, and public responsibility. Against this backdrop, negotiations focused on strengthening collaborative labor-management Relations to respond proactively to a rapidly changing labor environment.

Communication for Shared Goals Between Labor and Management

① Analysis of Bargaining Environment and Needs		② Joint Establishment of Bargaining Strategy	
Labor Union	Company	Bargaining Direction	Keywords
• Work-life balance and safety • Realizing the value of labor respect	• Compliance with government guidelines and labor-management cooperation • Execution of public interest and social responsibility	• Implementation of government guidelines and social value • Harmony between union member wellbeing and public good	• Law and principles, cooperative labor-management relations • Improving working conditions, mutual prosperity of members
(+ Labor-management cooperation for rapid response to changing labor environment)		(+ Producing public results through compliance with law and principles)	



2024 Wage and Welfare Agreement Signing Ceremony

Conducted within a framework of legal compliance and shared values, the negotiations aimed to achieve public interest outcomes. To support this, we adopted an empathy-based bargaining strategy and operated multiple communication channels to coordinate interests while adhering to government policies. We shortened the intensive bargaining period and combined working-level discussions with regular sessions to reach strategic agreements. As a result, the total negotiation period was reduced by eight days compared to the previous year, and collaboration between bargaining teams helped establish a rational negotiation environment. Additionally, we fully implemented 100% of innovation support measures, expanded internal welfare fund operations, and introduced systems to promote social value and counter low birthrates. These included strengthened flexible work systems, enhanced childbirth incentive standards, expanded educational programs for local high schools, and the creation of a Trust Recovery Center and review committee to preemptively address workplace bullying and restore organizational trust.

Improving Compensation and Welfare Systems Through Win-Win Agreement

Promoting labor-management consensus for reasonable wage agreement & Deriving rational job-based pay system through job-based pay task force operation	Wage increase and expansion of job-based pay system within institutional scope	• Compliance with government guidelines through 2.5% total labor cost increase agreement • Expansion of job-based compensation system for national policy implementation
Raising awareness on the need for government guideline compliance and public responsibility	Ensuring public interest in welfare system through compliance with government guidelines	• 100% implementation of innovation plan
Establishing low birthrate measures within government policy scope	Efforts to overcome low birthrate through company system improvement	• Agreement to add the parental reduced working hours system • Increase in childbirth congratulatory payment (within civil servant standards)
Preparing social contribution measures for the local community	Support for local middle and high school programs	• Agreement to support the Social Problem-Solving Project (tentative name)
Establishing committees through benchmarking other institutions	Prevention of workplace harassment and creation of reconciliation atmosphere	• Agreement to establish Workplace Harassment Review Committee

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

►SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management

Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Labor-Management Relations

Improving Working Conditions at Subsidiaries

KEPCO E&C operates a joint labor-management council with its subsidiaries to promote mutual growth and strengthen fairness and cooperation between parent and subsidiary companies. Through regular meetings, the council has generated proposals and ideas to improve psychological work environments, establish safe workplaces, and share operational know-how to address challenges and support independent management at subsidiaries. In particular, we provided technical consultations to support the development of a joint safety and health management system, helping subsidiaries enhance their safety levels. We also shared expertise on the Win-win Payment System to facilitate early adaptation and contribute to a fairer transaction environment. In 2024, we held three council sessions and implemented various cooperation programs to improve working conditions at our subsidiaries.

Searching for Mutual Prosperity Between Parent and Subsidiary Companies Through Improvement of Working Conditions at Subsidiaries

Key Achievements of the 1st (Regular) Joint Labor-Management Council With Subsidiaries	Key Achievements of the 2nd (Ad Hoc) Joint Labor-Management Council With Subsidiaries	Key Achievements of the 3rd (Ongoing) Joint Labor-Management Council With Subsidiaries
• Support for dedicated office space for subsidiary labor unions to improve labor administration efficiency • Improvement of psychological working environment through Mobile Counseling Center for subsidiary employees	• Efforts for emotional care through Forest Healing Camp programs for customer-facing employees at subsidiaries • Capacity-building support through customized, demand-based training for subsidiary employees	• Support for health risk prevention through health check programs for subsidiary employees • Capacity-building support using KEPCO E&C e-learning platform on integrity, mutual growth, and human rights • Discussion of win-win measures including expansion of subsidiary work scope and improvement of living conditions for parent company

Various Win-Win Programs to Improve Working Conditions at Subsidiaries

Category	Details	Expected Effect
Improvement of Psychological Working Environment	• "Forest Healing Camp" for customer-facing subsidiary employees • "Mobile Counseling Center" program for emotional laborers at subsidiaries	• Promoting emotional stability among subsidiary employees → Reducing conflict factors among members
Creating a Safe Workplace for Parent and Subsidiary Companies	• Providing technical consultation for building integrated safety and health management systems across parent and subsidiary • Conducting safety and health training across parent and subsidiary (supervisor training, risk assessment training, etc.) • Conducting self-inspections on labor law compliance in subsidiary working environments (with labor attorney support)	• Building safety and health management systems in subsidiaries and strengthening related capacities → Synchronizing safety levels
Operational Know-How	• Sharing know-how for introducing the Win-win Payment System in subsidiaries • Win-win Payment System: A method enabling cash collection on or before the settlement date	• Promoting fair trade practices → Building a foundation for joint growth across parent, subsidiaries, and partners
Expanding Subsidiary Business Scope	• Expanding subsidiary work scopes to help improve residential conditions at the parent company → Identifying win-win initiatives between parent and subsidiary	• Establishing symbiotic relations between parent and subsidiary and strengthening subsidiary independence
Securing Independence of Subsidiary Labor Unions	• Relocating office spaces to support the autonomy of subsidiary labor unions	• Improving efficiency in labor administration at subsidiaries



Governance

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

▶ GOVERNANCE

Board of Directors

Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Board of Directors

Structure and Operation of the Board of Directors

KEPCO E&C aims to establish a stable governance structure by pursuing checks and balances among members of the board of directors. To ensure the independence of the board and its ability to effectively oversee management, we maintain a majority of outside directors on both the board and its committees. We strive to protect the interests of all stakeholders by forming a board that is both professional and independent. The board consists of 11 members: 5 executive directors and 6 non-executive directors. In accordance with the company's Articles of Incorporation and relevant laws, the president also serves as the chairperson of the board. In addition, the board monitors management activities objectively and enhances fairness and transparency in operations. It is composed of experts from various fields with a deep understanding of the company's business.

BOD Composition

As of April 2025

Category	Name	Gender	Term in Office	Position and Role	Professional Experiences
Executive Directors	Kim Tae-kyun	Male	2025.04.15. ~ 2028.04.14.	President/CEO	Former) Head of the Technology Innovation Division, KEPCO Former) Director of the Technology Planning Office, KEPCO
	Yoon Sang-il	Male	2023.02.01. ~ 2025.01.31.	Executive Auditor	Former) Head of the Jungnang (Eul) District Party Committee, People Power Party Former) Member of the 18th National Assembly of the Republic of Korea
	Kim Seon-gwan	Male	2023.03.09. ~ 2025.03.08.	Executive Director	Former) Head of the Daejeon/Chungnam Division, KEPCO Former) Director of the Win-Win Cooperation Department, KEPCO
	Park Beom-seo	Male	2021.09.16. ~ 2023.09.15.	Executive Director	Former) Director of the Nuclear Business Management Office, KEPCO E&C Former) PM of Shin Kori Units 3 and 4, KEPCO E&C
	Kim Il-bae	Male	2023.03.09. ~ 2025.03.08.	Executive Director	Former) Head of the Energy Division, KEPCO E&C Former) Head of the New and Renewable Environment Group, KEPCO E&C
Non-executive Directors	Na Gi-bo	Male	2022.09.27. ~ 2025.12.26.	Non-executive Director	Former) Chairman of the Special Committee on Budget and Accounts and the Agriculture and Fisheries Committee of the Gyeongsangbuk-do Provincial Council Former) Member of Gyeongsangbuk-do Provincial Council
	Kwon Tae-heung	Male	2023.01.16. ~ 2025.01.15.	Non-executive Director	Former) Executive Director, Korea Credit Guarantee Fund Former) Director of the Management Support and Management Planning Division, Korea Credit Guarantee Fund
	Lim Chae-gyun	Male	2023.01.16. ~ 2025.01.15.	Non-executive Director	Former) Auditor of Hanwha Solutions Co., Ltd. Former) Protocol Secretary to the Director of the National Intelligence Service
	Lee Su-kyeong	Male	2023.01.16. ~ 2026.02.27.	Non-executive Director	Former) Member of the Gyeongsangbuk-do Provincial Council(Standing Chairman of the Committee of the Agriculture and Fisheries Committee) Former) Member of Seongju County Council
	Lee Dong-jin	Male	2024.05.10. ~ 2026.05.09.	Non-executive Director	Current) Deputy General Manager, Nuclear Technology Research Department, KEPCO E&C Former) Deputy General Manager, Smart Convergence Research Department, KEPCO E&C
	Jang Jae-kwon	Male	2025.04.01. ~ 2027.03.31.	Non-executive Director	Current) CEO, JJ Health & Care Former) Legislative Assistant to a Member of the National Assembly

Advancing the Board Governance System

KEPCO E&C has established a board-centered decision-making system based on the “Articles of Incorporation” and internal “Board Regulations” to ensure that the board can effectively fulfill its core role in corporate governance. In 2024, we enhanced the board governance system compared to the previous year, supporting the strategic direction of the management, strengthening the independent oversight function of the non-executive directors, and improving transparency by expanding information disclosure, activating subcommittees, and operating a performance evaluation process for board activities. These efforts aim to build a sustainable management system and position the company as a trusted public institution.

BOD Operational Framework

Operational Objectives Implementing Tasks Implementing Direction	Activating Board Functions and Enhancing Non-executive Directors' Accountability		
	Enhancing board diversity and transparency	Expanding participation in management and operating evaluation processes	Improving board accountability and transparency
	• Appointment of the first employee director based on laws and principles and strengthening capabilities to encourage stable participation in management	• Improving feedback efficiency by operating a performance evaluation process for board activities • Strengthening the substantive deliberation function on agenda items	• Enhancing transparency through expanded information disclosure • Promoting policies and generating outcomes by leveraging the expertise of non-executive directors

Strengthening Board Committees' Operation, Expertise, and Diversity

KEPCO E&C strives to maximize the expertise of non-executive directors, support rational decision-making by the board, and encourage in-depth deliberation by dividing responsibilities through board committees. When evaluating non-executive director candidates, we consider their knowledge and experience in professional fields to ensure diverse expertise. Currently, one non-executive director with experience in engaging local stakeholders and related capabilities is serving on the board. We also provide regular capacity-building training, including on the internal accounting control system, to strengthen the board's expertise. The ESG Committee was voluntarily established to advise on ESG management plans and major policies. The Management Strategy Innovation Committee conducts pre-reviews, performance evaluations, and feedback on major strategies such as mid- to long-term management innovation plans, with two non-executive directors participating. By activating board committees in this way, we secure diversity in decision-making on major management issues, manage risks from an objective perspective, and effectively utilize the expertise of non-executive directors through participation in practical decision-making stages.

As of December 2024

Category	Members	Key Agenda Items / Operational Performance
ESG Committee	2 non-executive directors, 2 executive directors	• Report on the 2023 ESG Evaluation results by the Korea Institute of Corporate Governance and Sustainability • Review of 2024 ESG implementing task performance
Management Strategy Innovation Committee	2 non-executive directors, 2 executive directors	• Deliberation on the draft strategy for national policy tasks, etc.- Agenda deliberation, participation in judging the national policy task best practice competition

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

▶ GOVERNANCE

Board of Directors

Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

Board of Directors

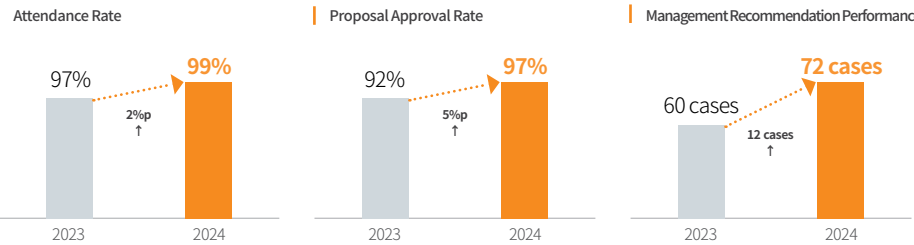
Advancing Board Governance Through Evaluation System for Non-Executive Directors

KEPCO E&C evaluates non-executive directors (outside directors) to enhance the board's accountability and to establish an advanced management culture by identifying areas for improvement in board-centered governance. The evaluation is conducted based on a quantitative composite scoring system: participation in board activities (50%), contribution (30%), and expertise (20%). The results of this evaluation serve as a basis for diagnosing performance, identifying areas for improvement, and incorporating findings into the following year's evaluation and feedback process through board-level sharing and discussion. In addition, by conducting a satisfaction survey for non-executive directors, we identify areas for improvement and insights to further advance the board's operations. This systematic evaluation foundation strengthens responsible decision-making by the board and reinforces the basis for promoting sustainable management.

Evaluation System and Feedback Mechanism for Non-executive Directors

Establishing Evaluation System for Non-executive Directors		Enhancing Effectiveness in Board Feedback Mechanism	
		Evaluation Type	Evaluation Result
• (Performance Evaluation) Evaluation criteria and weights for non-executive directors – Board participation (50), contribution (30), expertise (20) • (Feedback) Establishing a performance evaluation and feedback process for board activities – Performance evaluation (early next year) → result analysis and identification of areas for improvement → Sharing with the board and discussing improvement plans for reflection in the following year • (Utilization of Results) Report on non-executive directors' performance, etc. → Submitted to the government prior to end of term (referenced for reappointment decision)		Satisfaction Evaluation (Evaluator: Non-executive Directors)	4.85 points in 2023, 4.70 points in 2024 (out of 5.0 points)
		Activity Evaluation (Evaluator: Heads of Key Departments)	Participation 49/50, Contribution 24/30, Expertise 13.5/20
		Implications and Feedback Plan	
		Need to enhance effectiveness of prior briefing sessions → Promote customized briefings by director	
		Need to improve contribution and expertise → Promote training to enhance job understanding and on-site visits	

Board Operation Performance



Appointing Labor Director for the First Time in the Company History and Strengthening Expertise to Ensure Board Diversity

In 2024, KEPCO E&C appointed its first-ever labor director to fulfill its public responsibilities and enhance the board's diversity and stakeholder representation. To strengthen the expertise and accountability of the labor director, we provide necessary management capacity through education and participation in the council of labor directors. Going forward, we will continue expanding the participation of various stakeholders to respond to the evolving ESG management environment, while reinforcing the board's representativeness and accountability to realize a sustainable governance structure.

Efforts to Strengthen the Expertise of the Labor Director

Participation in External Training

- Participation in Korea University Labor Director Academy Course (May–December 2024)
 - Fostering social dialogue and conflict resolution skills
 - Enhancing management expertise and expanding public and social value
- Participation in government-led workshop on national accounting theory and practice (August 2024)

Labor Director Council Activities

- Attendance at 3 regular meetings of the Council of Labor Directors for National Public Institutions
 - Enhancing institutional and board transparency and exploring democratic governance measures
- Participation in labor director workshop for national public institutions
 - Enhancing management expertise and expanding public and social value

Understanding Industry Trends

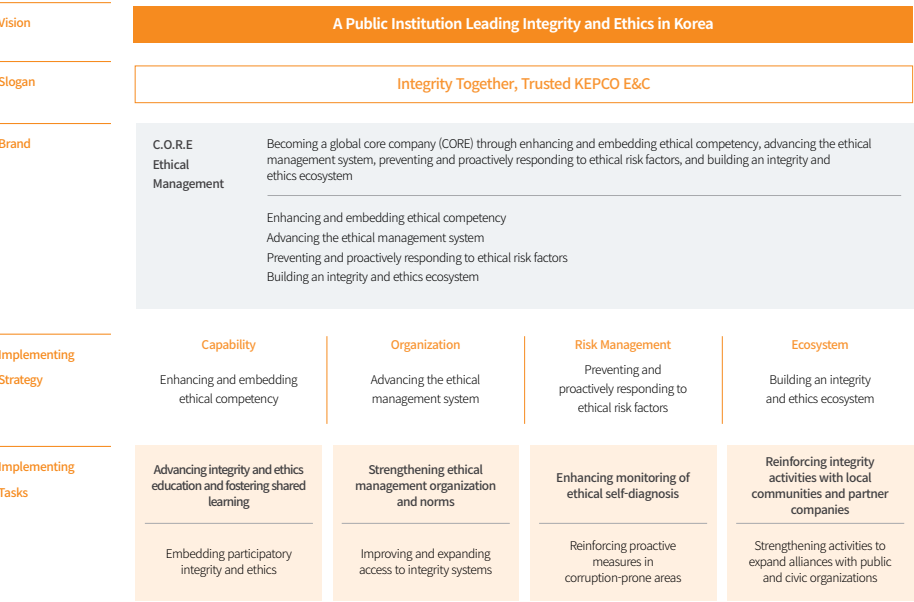
- Attendance at power group board meetings and site visit to Western Power (July 2024)
 - Cultivating on-site awareness through power plant field visits
- Participation in the Future Energy Forum / Energy Innovation Technology Forum
 - Reviewing the current state of the energy industry and future market outlook

Ethics and Compliance

Ethical Management Implementing Framework

KEPCO E&C is building an ethical management system to promote a culture of integrity and ethics, thereby advancing the company's sustainable growth and development. The highest decision-making body for ethical management is the Ethical Management Committee, which is composed of the Chief Executive Officer (CEO), division heads, the head of the department in charge of ethical management, and the team leader responsible for ethical management. To proactively prevent ethical risks, we identify and assess internal risk factors such as abuse of authority, improper solicitations, and embezzlement. Based on this assessment, we implement control activities to minimize ethical risks and establish a culture of integrity throughout the organization.

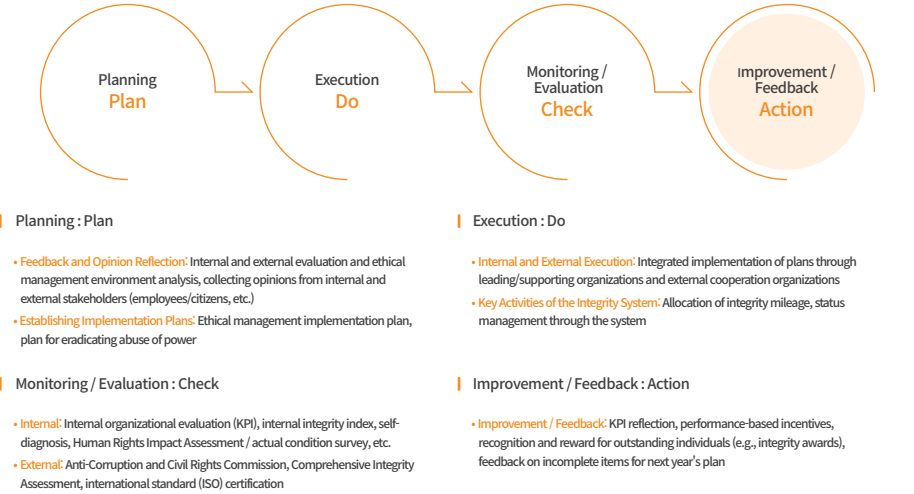
Ethical Management Implementing Strategy



Ethical Management Roadmap



Implementing Process



ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

▶ GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Ethics and Compliance

Ethical Management Implementing Framework

KEPCO E&C operates a systematic implementing organization to enhance the effectiveness and internalization of ethical management. To establish ethical management as a core management strategy, we operate the Ethical Management Committee, the Ethical Management Practice Council, and the Citizen Integrity Ombudsman system based on an organically connected structure from top management to frontline operations. The Ethical Management Committee, chaired by the President and composed of executives including the officer in charge of ethical management and division heads, serves as a decision-making body that deliberates and resolves key matters related to ethical management. The committee determines policy directions for ethical management and establishes strategic initiatives for major issues, acting as the central axis for spreading a culture of integrity. The Ethical Management Practice Council is chaired by the head of the ethical management department and includes team leaders from business units, the ethics support department, and key related departments as working-level participants. This council focuses on discussing company-wide action plans to expand the practical application of ethical management across departments and devising implementation strategies by organizational unit. Through this, we strengthen autonomous, field-based practice and interdepartmental collaboration.

Ethical Management Implementing Organization

Implementing Organization

Implementing Organization	Composition	Role
Ethical Management Committee	- Members: Division heads, Head of the Power Technology Research Institute, non-executive director in charge of ethical management - Secretary: Head of the department in charge of ethical management	Key decisions related to ethical management (e.g., deliberation on implementing strategies, adoption of implementing tasks)
Ethical Management Practice Council (Integrity and Ethics Leaders)	- Chair: Head of the department in charge of ethical management - Secretary: Team leader in charge of ethical management - Members: Department in charge of ethical management, integrity leaders and team leaders from headquarters and business divisions, departments related to overall integrity (contracts, HR, budgeting, etc.)	Company-wide consultative body to expand the execution of ethical management, serving as a central hub for gathering opinions and disseminating company-wide initiatives
Citizen Integrity Ombudsman	Up to three members including one chief citizen integrity ombudsman	- Conducting monitoring, investigation, and improvement recommendations for corruption-prone areas - Performing ombudsman functions related to abuse of power

Anti-Corruption and Integrity Implementing Framework



Certification and Adoption	- Maintaining ISO 37001 and ISO 37301 certification - Introduction of the 2024 Anti-Corruption and Civil Rights Commission Compliance Program (K-CP) for Ethical Management - Implementation of Ethical Management Level Diagnosis based on the Ethical Management Standard Model
Future Plans	- Renewal of ISO 37001 and ISO 37301 certification - Continuous implementation of Ethical Management Level Diagnosis based on the Ethical Management Standard Model

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

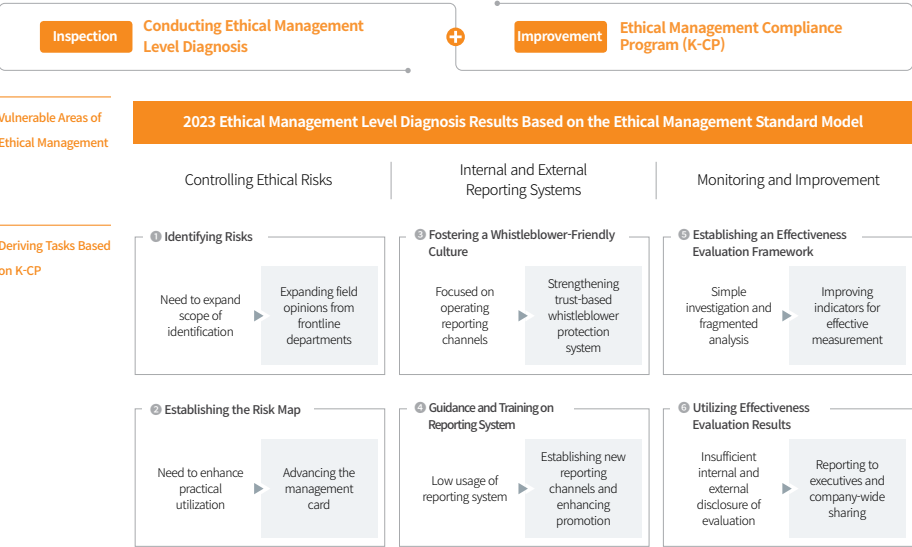
Technology for Earth,
Energy for Human

Ethics and Compliance

Ethical Management Standard Model and Applying the Compliance Program (K-CP)

KEPCO E&C focuses on improving and advancing its management system to practice ethical management in a systematic manner. Based on the ethical management standard model, we are spreading a culture of autonomous ethics while strengthening the internal reporting system and risk management framework to enhance the effectiveness of integrity management. In particular, we analyze internal and external environments to reflect evolving ethical demands and identify improvement tasks for integrity, thereby continuously improving the ethical standards across the organization. Additionally, we incorporate findings from ethical management assessments to systematically review the organization’s risk identification and control levels. To foster a whistleblower-friendly culture, we provide training and guidance, and continuously monitor the effectiveness of our management indicators through evaluations. This structured approach ensures that ethical management is established as a sustainable management practice, rather than a one-off initiative.

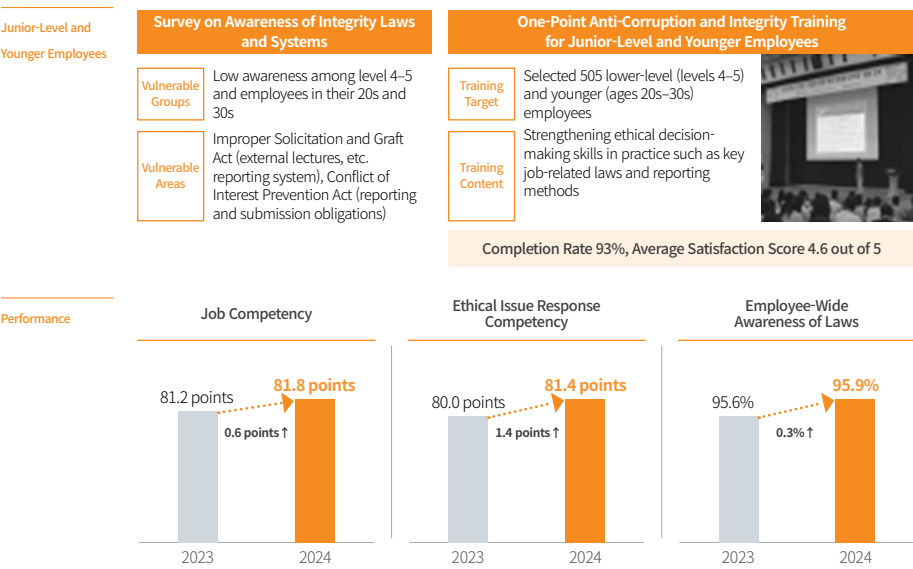
Advancing Use of the Ethical Management Standard Model



Strengthening Integrity Competency Through Targeted Training for All Employees

KEPCO E&C is expanding human rights and fair trade education to strengthen employees’ integrity awareness and has launched a “Weekly Ethics” program that regularly shares internal and external ethical issues and legal updates to improve the practical capabilities of the ethics department. To promote a culture of fair trade and mutual human rights management, we provide the Fair Trade Compliance Program (CP) and human rights training to employees in procurement departments, administrative teams within each division, and those in contact with external stakeholders. Customized education is also provided for junior-level and younger employees with low awareness of integrity laws, effectively raising ethical awareness. As a result of these efforts, our ethical issue response competency improved by 1.4 points compared to the previous year, and overall employee awareness of applicable laws has also increased. Notably, one-point anti-corruption and integrity training sessions targeted at employees in their 20s and 30s—previously low in legal awareness—have significantly contributed to improving overall integrity competency.

Ethical Management Training Program



ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Ethics and Compliance

Identifying Ethical and Fair Trade Risks Through a 5-Step Risk Management Framework

KEPCO E&C identifies ethical and fair trade risks through a five-step process to continuously detect corruption factors in advance and evaluate the effectiveness of its risk control activities. We preemptively identify and assess risk elements to establish a structured risk management system. In particular, we manage risks thoroughly by dividing the process into five distinct steps, which enables us to systematically control enterprise-wide risks. In the first step—risk identification—we analyzed the company-wide business process, internal and external environments, and corruption-prone areas based on industry characteristics. Through this, we identified a total of 288 risks, including 20 newly detected ones. These risks are evaluated based on their significance and vulnerability to control, and are categorized into high, medium, or low risk. Based on this evaluation, we implement targeted control measures to mitigate them. In particular, we revised and implemented the operational guidelines for forming bid evaluation committees to mitigate risks in contract management, and conducted internal training to strengthen competencies related to procurement and contracting. Through this structured approach, we were awarded the "Ethical Leadership Award" under the Internal Control Management Awards by the Korea Society for Transparent Management, recognizing our integrity as a public institution.

Strengthening the Internal Control System Through a 5-Step Risk Management Framework



[Ethical Risk Identification and Control]
Recognized Risk Management System Through Systematic Identification and Control
Reinforced control activities through rigorous risk assessment and improvement using the 5-step risk management framework

	Frontline Departments	All Employees	Internal Cases	External Evaluation
① Risk Identification	Ethical code and institutional innovation crew workshop	Internal control operation status survey	Audit results, disciplinary records, internal environment, etc.	Integrity evaluation, internal control certification audit results, etc.
② Risk Assessment	Risk grading based on three-tier evaluation (frontline → Ethics & Compliance Team → Audit Office) considering importance and control vulnerability			
	High Risk 57 cases including inadequate information security	Medium Risk 144 cases including inaccurate disclosures	Low Risk 87 cases including preferential treatment in advisory contracts	
③ Risk Control	• Preparation of control management cards for high-risk ethical risks and key audit recommendations • Detailed risk mapping (key checklist items, control measures, person in charge, etc.) and pledge signatures from responsible staff			
④ Risk Improvement	• Self-Assessment: Monitoring and compliance check of 106 key checklist items for 57 high-risk cases (100% compliance rate) • Capacity Building by Job Level: Internal control capacity-building workshops for "managers and responsible persons," company-wide training for "all employees"			
⑤ Monitoring	• Audit Office: Audits on internal control operation and compliance in high-risk areas, continuous monitoring, and internal audits conducted • Executive Reporting: Improved credibility through reporting internal control status and performance to the internal control committee and the board • Company-Wide Disclosure: Raised awareness by sharing evaluation results via the Integrity Portal "Ethical management traffic light"			
Performance	Received "Ethical Leadership Award" in Internal Control Management Excellent Awards by the Association of Certified Fraud Examiners Korea (ACFE KOREA) (only recipient in its category)			

Declaration of Commitment to Voluntary Compliance



Enhancing the Preventive Management System in Ethical Management Through Institutional Authority and Accountability

In 2024, we focused on institutional improvements to advance the internal control system. We revised the internal control regulations to elevate the chief officer for internal control operations from the Head of Strategic Planning Division to the President, upgraded the Ethical Management Committee from an ad hoc committee to a standing committee, and introduced internal control performance indicators as part of the company-wide management evaluation KPIs. These changes have strengthened our organization-wide preventive management system. Additionally, we developed and implemented two types of internal control operation manuals—one department-specific and one company-wide—to standardize our internal control practices and further enhance our ethical and transparent management system.

Expanding Authority Through Committee Elevation	Assigning Accountability Through Evaluation Linkage	Strengthening Roles and Responsibilities by Organizational Entity
Ethical Management Committee	Elevation in Status Temporary committee → Standing committee	Director of Divisions
Internal Control Committee	Chairperson changed Director of Strategic Planning Division → President/CEO	All Departments
Performance	(Self-assessment) 2024 Ethical Management Level Diagnosis: Increase in compliance rate for "Establishing Management System" from 88.6% in 2023 to 90.9% in 2024	

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

Ethics and Compliance

Strengthening Ethical Management Through Rigorous Risk Control for High-Risk Areas

KEPCO E&C operates various institutional mechanisms to ensure responsible management as a public institution and gain external trust by thoroughly managing and controlling high-risk areas. We have established and implemented specific response measures for major risk domains such as finance, accounting, transparent financial affairs, information security, internal and external integrity, human resources and recruitment, and records management. In finance and accounting, we have introduced systems to prevent individual misconduct, including regular checks for irregularities, job rotation, and the collection of integrity pledges. To enhance transparency in account management, we have adopted structured procedures such as automatic closure of long-unused accounts and mandatory account termination upon completion of tasks. As a result, we received an "unqualified opinion" in the 2024 external audit, demonstrating the effectiveness of these efforts. In terms of information security and internal integrity, we operate self-training and inspection systems for early risk prevention, and conduct regular simulations to prevent hacking and data leaks. Additionally, we promote a culture of integrity among partner companies and subsidiaries by operating integrity assessments and briefing sessions and by strengthening information security agreements, thereby improving transparency throughout the organizational ecosystem. These comprehensive actions led to our selection as an “Outstanding Institution for Industrial Information Security.” In human resources and recruitment, we have enhanced the credibility of the hiring process by requiring pre-signed anti-solicitation pledges, implementing a pre-pledge system, and mandating the pre-selection of interviewers. We have also established and implemented a fair recruitment process by expanding job-based interviews and reinforcing blind recruitment. As a result, we have maintained our public institution recruitment fairness certification for seven consecutive years.

Strengthening External Trust Through Rigorous Control Over High-Risk Groups



KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Ethics and Compliance

Establishing a Culture of Integrity

Naturally Embedding Integrity Across the Organization, “Integrity Seeps In”
KEPCO E&C is promoting the “Integrity Seeps In” campaign to naturally embed integrity awareness into employees’ daily routines. Informational posters introducing relevant laws and real-life cases are placed in break rooms and restrooms, while integrity-themed stickers are affixed in elevators and stairways to expose employees to integrity messages during movement. A pledge for integrity is also embedded in the internal portal login screen to encourage employees to reaffirm their ethical mindset as they begin work. Additionally, card news on laws and ethics related to work duties is produced and posted on the company bulletin boards to ensure that integrity-related information is easily accessible. Through these various methods, we aim to promote integrity not merely as a form of training but as a daily practice, thereby cultivating a mindset of integrity among employees through natural, everyday interactions.

Integrity Seeps In Even During Breaks

Distribution of integrity and ethics law cases via computer screensavers and in break rooms, restrooms, etc.

Integrity Seeps In at the Start of Work

Integrity pledge message inserted in internal portal login screen

Integrity Seeps In While Moving

Integrity-themed stickers and videos posted in headquarters elevators and stairways

Easily Accessible Integrity Campaign

Card news on integrity and ethics laws created and posted on company bulletin boards

Providing Experiential Integrity Programs That Emphasize Compliance

Strengthening Compliance Through “Specialized Training on High-Risk Prevention”
KEPCO E&C provides specialized training on high-risk prevention to accounting staff so they can identify and address legal risks during the settlement process. Additionally, we strengthen financial transparency through internal control system training (including ITGC training), and enhance information disclosure reliability by offering on-site public disclosure system education tailored to each division. These efforts collectively reinforce the foundation for integrity management.

Raising Legal Awareness! “Court Visit Program”

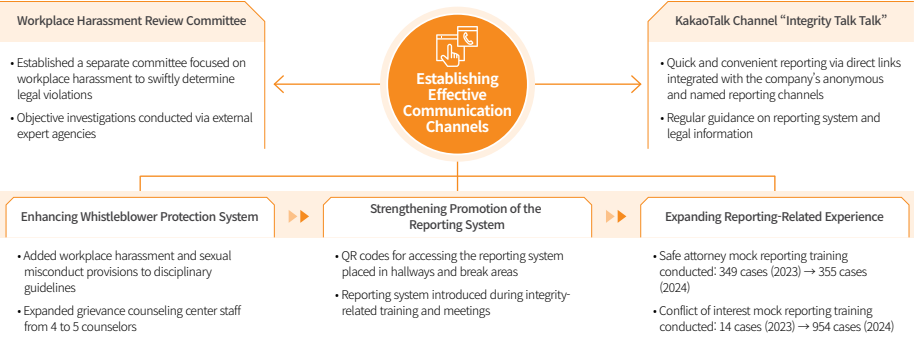
- Observing trials for crimes such as embezzlement and breach of trust and engaging in dialogue with judges
- Providing opportunities to experience legal procedures and fairness

Strengthening Compliance Management! “Specialized Training on High-Risk Prevention”

Business Settlement	Accounting settlement training and workshops for settlement staff
Internal Accounting	ITGC training* and division-specific education for accounting officers and practitioners
Disclosure	On-site public disclosure system training by division

* ITGC training: IT general controls training under the internal accounting control system

Expanding Communication Channels for Integrity and Ethics
KEPCO E&C operates various internal and external communication channels to foster a culture of integrity and create a safe environment for reporting. Among these is “Integrity Talk Talk,” a KakaoTalk-based platform designed to promote transparency. The channel shares legal guidance on conflicts of interest and publicizes institutional activities in a way that aligns with public expectations, reinforcing the company’s commitment to integrity. We are working to create a culture where employees feel safe to report misconduct by improving the effectiveness of the internal reporting system. In particular, a separate review committee has been established to swiftly determine legal violations related to workplace bullying and abuse of authority. We also ensure fairness through objective investigations involving external experts, taking active steps to resolve internal workplace issues. To further support a reporting-friendly culture, QR codes have been placed in hallways and break areas, enabling employees to easily access and use the reporting system.



ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

▶ GOVERNANCE

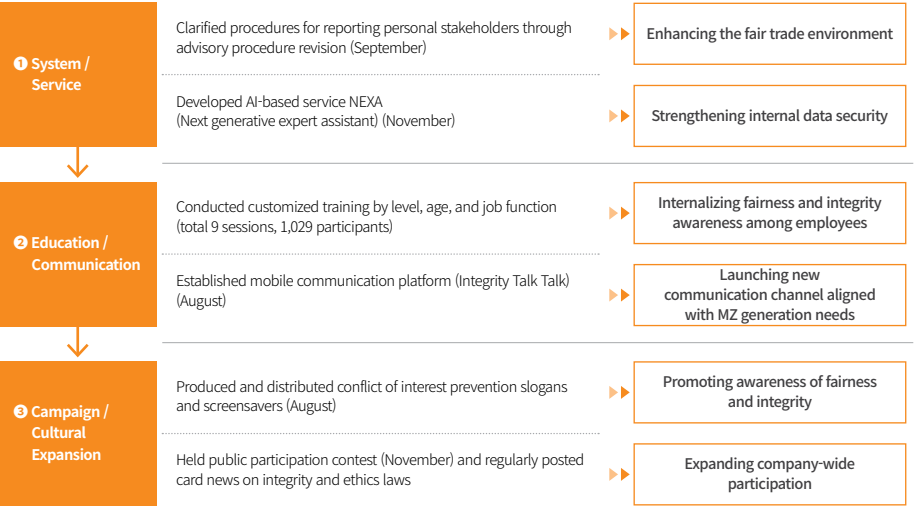
Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

Ethics and Compliance

Fair Trade

KEPCO E&C, as a public institution, fulfills its responsibility to establish a transparent and fair trading order, and is systematically spreading a culture of fair trade throughout the organization to strengthen the foundation for mutual growth with partner companies. We recognize that fair trade is not merely a contractual relationship, but a core value for building corporate trust and establishing a sustainable cooperative ecosystem. To this end, we continuously promote institutional improvements and internal awareness-raising efforts. First, we encourage the use of standard contracts to ensure fair and reasonable contract formation with partner companies, and have strengthened our internal monitoring system to preemptively prevent unfair practices during contract execution. We also enhance transaction transparency through prior review and fairness assessments before contract signing and bidding. In the partner company selection process, we apply fair and objective criteria, and after selection, we build mutual trust through regular evaluations and feedback during the transaction process.

Strengthening the Foundation for Fair Trade



Through the effective operation of the Fair Trade Compliance Program (CP), we promote employees' awareness of legal compliance by conducting regular education and workshops. We also encourage voluntary self-inspections of potential fair trade violations and conduct company-wide risk prevention activities. Training and briefing sessions for partner companies help spread a mutually beneficial contract culture, and we support partner companies in voluntarily internalizing fair trade values. In addition, we operate a "Fair Trade Voluntary Reporting and Counseling Center" to eradicate unfair practices, creating a safe environment for internal personnel and partner companies to report issues anonymously and without retaliation. This system enables swift and objective resolution of issues when they arise, along with institutional improvements to prevent recurrence.

Measures to Improve Fairness in Trade Practices

System Improvement	Internalizing Fair Trade Culture	Strengthening Communication Channels
- Facilitating regulation revisions through ongoing monitoring of institutional status - Improving the anti-corruption framework reflecting business characteristics	+ - Benchmarking campaigns and promotions from related companies to promote fair trade culture - Expanding customized fair trade-related training	+ - Ensuring sustainability by evaluating effectiveness of new and existing communication programs - Enhancing communication through collaboration platforms

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

▶ GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Ethics and Compliance

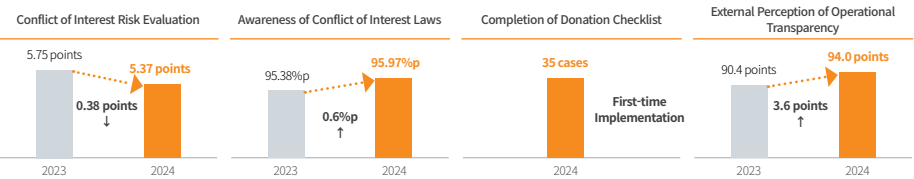
Establishing a Tailored Conflict of Interest Prevention System

Conflict of Interest Prevention System
KEPCO E&C has established a systematic approach to foster a culture of integrity and ethics, setting the goal of achieving “ZERO company-wide violations of conflict of interest through proactive measures.” Based on the CEO’s directive on integrity and ethics—“voluntary internal control activities and prevention of actions that damage public trust”—we conducted a comprehensive diagnosis of the current state through ethics risk assessments, employee awareness surveys on conflict of interest policies, and ethical audits. This process led to the development of three strategic directions: strengthening execution, internalization, and promotion and leadership. Key strategic tasks for 2024 include revising operational regulations and systems, establishing a process for embedding conflict of interest awareness, and expanding organizational culture. Through this structured approach, we are complying with laws and regulations while fulfilling our social responsibility as a public institution.

Strategic Directions	System	Strengthening Execution	Awareness	Internalization	Culture	Promotion and Leadership
Strategic Tasks	- Revising operational regulations and systems - Establishing tailored prevention system for high-risk areas		Embedding conflict of interest awareness (customized training, screensaver distribution, etc.)		Spreading conflict of interest prevention culture (communication channels, institutional cooperation networks)	
Implementation Goals	Achieving Zero Company-Wide Conflict of Interest Violations Through Proactive Response					

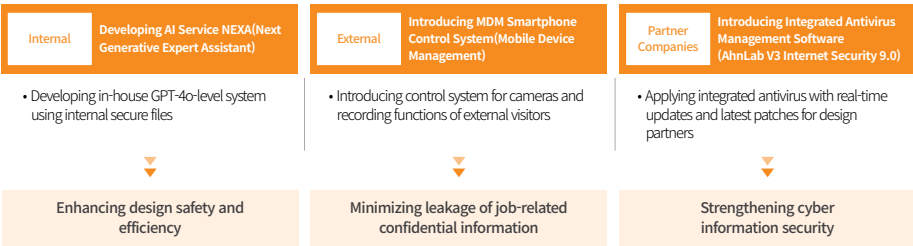
Reducing Conflict of Interest Risks and Improving Company-Wide Processes Through Preventive Measures

Expanding Targets	Expanding and Strengthening the Scope of Duties Subject to Legislation	+	Reporting	Enhancing Work Transparency by Encouraging Active Reporting
Advisory	• Requiring ethics pre-assessments and pledges from external members of all committees		Contracts	• Opening a reporting center for bid collusion and actively promoting it • Establishing procedures for handling reports and rewarding informants
Organization	• Clarifying reporting procedures for personal stakeholders and introducing restriction checks for discretionary contracts		Ethics	• Sending QR codes and distributing leaflets to stakeholders for reporting guidance
Partner Companies	• Setting procedures for excluding/recusing review committee members with personal interests • Adding duty to restrict personal contact for KEPCO E&C employees		Company-Wide	• Establishing mandatory reporting obligation for employee violations
Strengthened Controls	Creating an Environment for Pre-Inspection and Prevention	+	Utilization of IT	Improving the Usability of the Mandatory Pre-Reporting System
Donations	• Requiring completion of conflict of interest checklist		Ethics	• Displaying pop-up guidance when completing external lecture reports
Finance	• Establishing job rotation rules for accounting/finance staff to minimize financial risk		HR	• Displaying pop-up guidance during overseas travel applications and reporting



Establishing a Tailored Conflict of Interest Prevention System for High-Risk Areas

To prevent potential information leaks related to power plant design, KEPCO E&C has established a tailored Conflict of Interest Prevention System for high-risk areas. Due to the nature of the business, risks such as the private use of design documents and increased security threats caused by a rise in external visitors have led to growing awareness of the need for preemptive countermeasures. In response, we have strengthened data protection by implementing AI services and smartphone control systems. In particular, we introduced “NEXA,” an in-house AI service based on GPT-4o-level performance, to ensure both the security and efficiency of managing design data. To prevent security incidents caused by visitors, we established an MDM-based smartphone control system that strictly restricts video recording and data export. Furthermore, to enhance cybersecurity with our design partner companies, we adopted an advanced integrated antivirus management software and continuously apply the latest patches to raise our level of information protection.



KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth

Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion

Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance

Risk Management

Information Security
Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

Risk Management

Company-Wide Risk Management System for Risk Monitoring and Response

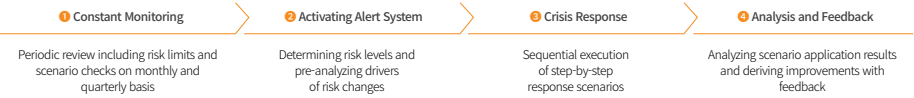
Continuously managing and proactively responding to risks is essential for minimizing potential business losses and ensuring management stability. In this regard, KEPCO E&C operates a company-wide Enterprise Risk Management (ERM) system in accordance with internal regulations, structured into two tracks: (1) Project Risk Management (PRM) and (2) Corporate Risk Management (CRM). Large-scale projects such as Shin Hanul Units 3 and 4 are designated as risk-managed projects* and are subject to regular monitoring based on a 37-item project delay checklist, along with biannual risk assessments. For corporate risks, we perform periodic revenue monitoring and response at the business division level to manage revenue realization risks caused by delays in project progress. In 2024, risks of slowed revenue growth and decreased profitability were raised due to global order delays and rising costs. To minimize risks associated with changes in the business environment and to maintain a stable financial structure, we introduced a new indicator, “Sales Growth Rate,” to strengthen growth and profitability metrics compared to 2023. Additionally, in liquidity management, we significantly improved liquidity risk indicators by segmenting the Liquidity Security Index stages from three in 2023 to four in 2024. Liquidity is now managed in four stages—“Risk,” “Watch,” “Stable,” and “Surplus”—and variables are reviewed monthly to enable monthly-level management. As a result, in 2024, the company maintained sales growth for 4 consecutive years and achieved a 7%p increase in gross profit margin year-over-year. Based on our advanced monitoring system, we conduct regular risk assessments and apply a step-by-step crisis response manual, thereby securing the “golden time” for timely response. KEPCO E&C will continue to pursue financial stability and sustainable growth through systematic risk response.

* Risk-managed projects: All domestic and overseas EP/EPC projects (KRW 50 billion or more), overseas design services (KRW 30 billion or more), and all investment projects

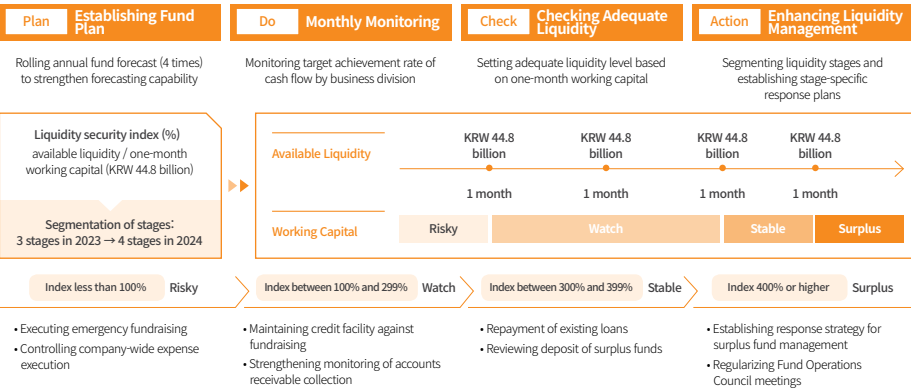
Improving Risk Management Indicators Reflecting the Business Environment

Environmental Assessment	Global Market				Energy Policy				Financial Market			
	Need to secure foundation for sustainable growth through revenue realization of new contracts in Czech Republic, Romania, etc.				Need to maintain and manage adequate profit margins when expanding into high-cost sectors such as renewable EPC and SMRs				Need to manage exchange rate, interest rate, and cost risks due to financial market volatility			
Risk Assessment	Category	Growth Risk		Profitability Risk		Liquidity Risk		Market Risk				
		Slowed Revenue Growth		Increased Costs and Decreased Profit Margins		Decreased Flexibility in Fund Management		Increased Volatility in Exchange and Interest Rates				
	KRI	Sales Revenue	Sales Growth Rate	Gross Profit Margin	Operating Profit Margin	Liquidity Index	Debt Ratio	FX Index	Interest Rate Index			
	Stable	90% ↑	10% ↑	90% ↑	90% ↑	1 Item ↓	140% ↓	1 Item ↓	1 Item ↓			
	Watch	90% ↓	10% ↓	90% ↓	90% ↓	2 Items ↑	140% ↑	2 Items ↑	2 Items ↑			
	Risky	80% ↓	0% ↓	80% ↓	80% ↓	3 Items ↑	160% ↑	3 Items ↑	3 Items ↑			
Process	① Constant Monitoring		② Activating Early Warning System		③ Establishing and Executing Response Plans		④ Analysis and Feedback					
	Regular monitoring of risk indicators on monthly and quarterly basis		Identifying and confirming risk levels		Implementing action plans by risk level		Reviewing implementation results and deriving improvements					
			Green Stable	Amber Watch	Red Risky							
Management System	Regulations and Guidelines				Organizations				System			
	• Risk Management Regulation • Corporate Operating Risk Management Procedure, etc.				• Management Review Committee, Business Review Committee • Internal Control Committee, etc.				• Corporate Risk Management (CRM) System • Internal Control (RCM), etc.			

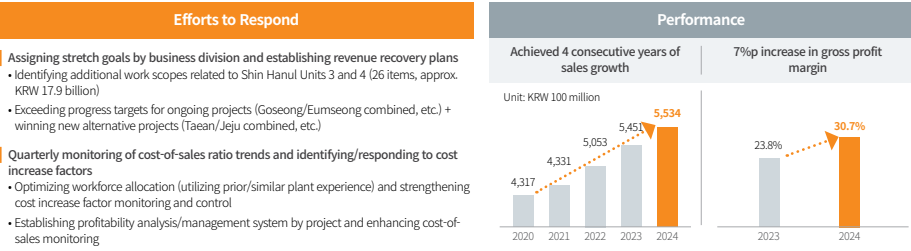
Risk Management System



Enhancing Management of the Institution's Unique "Liquidity Security Index" Using PDCA



Improving Risk Management Indicators Reflecting the Business Environment (Sales Growth Rate and Gross Profit Margin)



ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

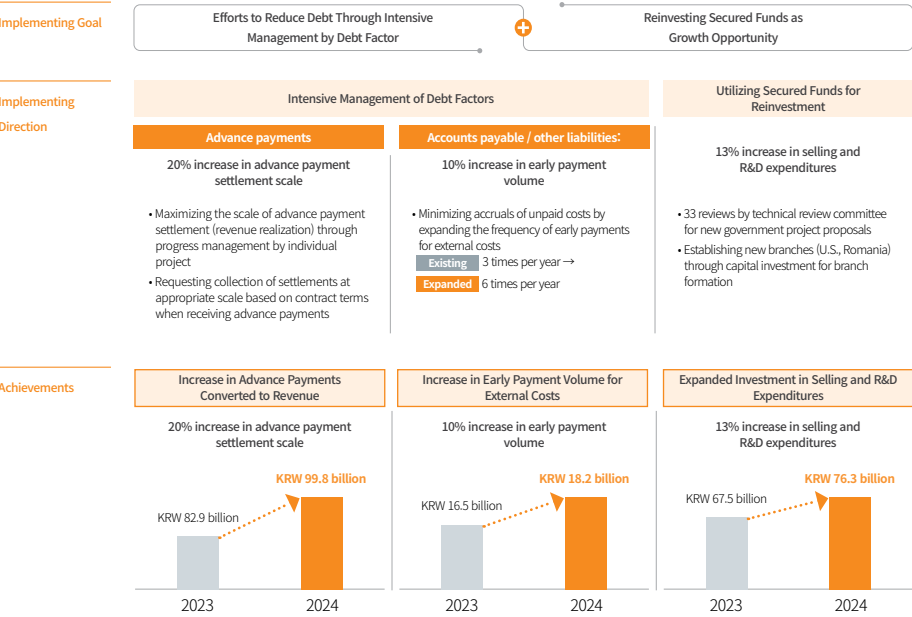
ESG Fact Book

Appendix

Risk Management

Maintaining a Stable Debt Ratio Through a Two-Track Management Strategy

KEPCO E&C has established and is operating a Two-Track management strategy to maintain a stable debt ratio and secure financial soundness through thorough analysis and intensive control of debt and foreign exchange positions. In a self-assessment conducted in 2023, it was found that 64% of the company's total debt was manageable. Of this, 36% was advance payments and 28% was accounts payable and other liabilities, while 36% of debt was classified as uncontrollable. Based on this, we increased the volume of advance payments settled through progress-based management by 20% compared to the previous year, and expanded the cycle of early payments for accounts payable from three times in 2023 to six times in 2024, thereby increasing the early payment volume by 10%. Each category is managed intensively. The secured funds are being reinvested in next-generation R&D projects such as innovative SMRs, resulting in a 13% year-over-year increase in selling and R&D expenditures, thereby establishing a virtuous cycle of growth-oriented resources.



Advancing the Foreign Exchange (FX) Risk Management Framework

As KEPCO E&C operates various overseas businesses, it is exposed to growing volatility and uncertainty in foreign exchange markets. In response, we are managing risks preemptively through indicator monitoring and continuously assessing FX risk levels using tools such as the FX INDEX and Value at Risk (VaR) analysis. To ensure exchange rate market stability, we establish response plans based on three risk levels—"Stable," "Watch," and "Alert"—and enhance strategic decision-making through the operation of the FX Risk Management Committee. Furthermore, we enhance professionalism and accountability by seeking advice from external experts. In actual hedge transactions, we minimize FX risks by referencing moving average trends and executing partial sales. As a result of these efforts, foreign exchange gains increased by KRW 190 million to reach KRW 630 million in 2023, while translation gains also rose to KRW 1.11 billion. By maintaining a debt ratio below 100% for three consecutive years, we have secured a stable financial structure and achieved an A2 (investment grade) international credit rating for four consecutive years.

Risk Detection–Plan Formulation–Execution: "Three-Phase FX Risk Response Framework"



Comprehensive Performance



ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

▶ GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

ESG Fact Book

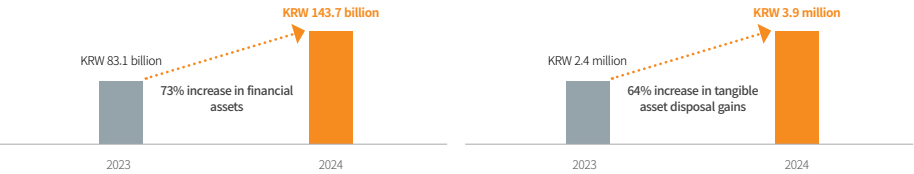
Appendix

Technology for Earth,
Energy for Human

Risk Management

Improving Financial Structure Through the Management of Financial and Tangible/Intangible Assets

KEPCO E&C is implementing a systematic asset management strategy to contribute to improving the company's financial structure through efficient asset operations. In the area of financial assets, we have maximized the efficiency of operating funds by enhancing cash flow forecasting and managing income and expenditures by business division. We also revised the Financial Asset Management Guidelines to strengthen the standards for asset operations. For tangible assets, we conducted an asset inventory and disposed of 4,024 outdated assets, including vehicles and IT equipment, resulting in disposal gains of KRW 39 million. Additionally, we developed an infrastructure plan for future growth using the proceeds from the sale of the old headquarters building to reinforce our long-term growth foundation. As a result of these efforts, our return on assets (ROA) improved by 2.3%p year-over-year to reach 6.2% in 2023. KEPCO E&C will continue to manage its financial and tangible/intangible assets in a stable and efficient manner to build a solid foundation for sustainable management.

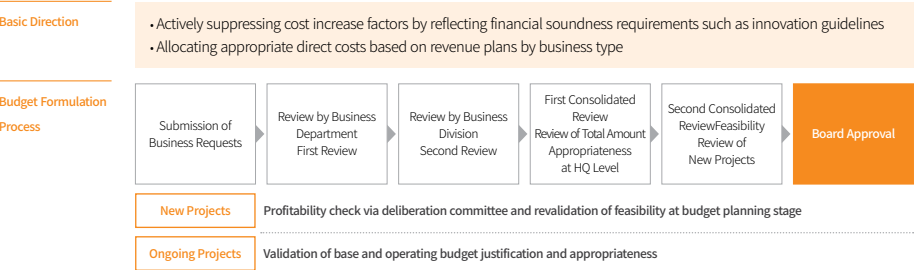


Successfully Executed Future Growth Projects Through Strategic Budget Allocation

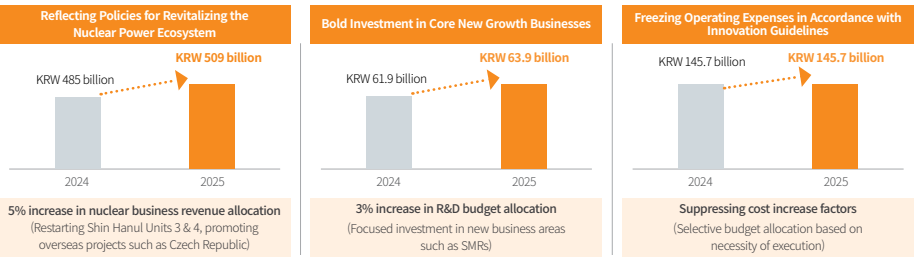
KEPCO E&C has promoted strategic budget allocation with the goal of enhancing financial soundness and securing momentum for sustainable growth. Reflecting both government policy directions and the company's internal growth strategies, we have prioritized budget allocation to future growth sectors such as energy transition, nuclear power ecosystem recovery, small modular reactors (SMRs), and hydrogen. As a result, the nuclear business budget was increased by 5% compared to the previous year, and the R&D budget for new business areas was increased by 3%, contributing to the securing of new growth drivers.

The budget process is structured into five stages, starting from target setting at the business unit level, followed by reviewing alignment with national policy and corporate strategy, and finalized through board deliberation to ensure validity and appropriateness. For new projects, budget allocation is reviewed through a committee to verify profitability and feasibility, while continuing projects are adjusted based on an evaluation of both base and operating budgets. In addition, common management expenses are strictly reduced based on importance and urgency, focusing on essential expenditures to ensure stable management of operating costs. KEPCO E&C will continue to strengthen budget deliberation and cost monitoring to reduce overall expenses and reinforce the foundation for the successful execution of future growth projects.

Securing the Foundation for Financial Soundness Through Strengthened Budget Validity Assessment and Review



Securing Growth Drivers Through Strategic Budget Allocation



ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management

Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Technology for Earth,
Energy for Human

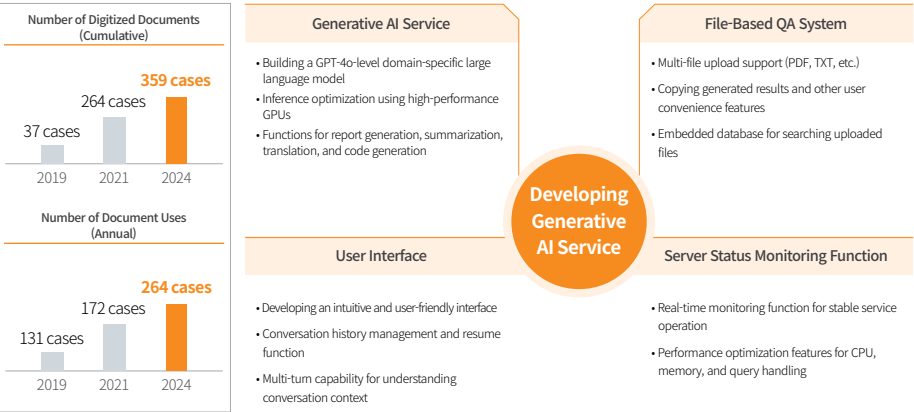
Information Security

Advancing the Security System

KEPCO E&C is continuously inspecting and improving its information security system to systematically protect its core capabilities—nuclear power plant design technologies and critical information assets—which are directly linked to national security. Given that nuclear design documents and data collected and utilized in advanced design environments are classified as national strategic technologies, we have established an “Integrated Management System for Core Nuclear Design Technology Documents” to ensure secure and systematic management. Since 2019, we have standardized design documents across ten core fields such as nuclear, mechanical, and piping engineering, digitizing “Knowledge, Know-how, And Processes,” and have reinforced access control and security through the use of the E-KSS (Engineering Knowledge Sharing System). Documents are categorized by security level based on their importance, and access is strictly restricted to authorized personnel only.

Additionally, we independently developed a closed-network AI-based service called “NEXA,” which operates solely within the internal network and provides specialized AI functions. This system learns from nuclear design data and technical information to automate high-value tasks such as search, summarization, and report generation, while server status monitoring functions ensure both security and stability. To promote internal awareness of security, we expanded employee training and conducted security checks and education for partner companies to prevent technology leaks. As a result of these efforts, we achieved zero security breaches or incidents and received a merit award from the Ministry of Trade, Industry and Energy in three key information security areas: information protection, cyber crisis training, and critical infrastructure protection. Moving forward, KEPCO E&C will continue to prioritize cybersecurity as a core task, enhancing digital security technologies to protect internal design technologies and processes while improving productivity.

Enhancing Security and Safety Through the Advancement of Digital-Based Design Technologies



Advancing the Cybersecurity Response Framework

KEPCO E&C has designated the protection of nuclear technology as a top priority for national energy security and is significantly strengthening its cybersecurity system to that end. With public institutions facing an average of 1.61 million cyberattacks annually and growing concerns over data breaches via partner companies, we are reinforcing a comprehensive security framework covering both internal and external domains to fully safeguard critical energy technologies. To enhance internal security capabilities, we benchmarked best-in-class institutions and advanced our Business Continuity Plan (BCP)*. We also conducted 17 scenario-based hands-on simulation drills and improved crisis responsiveness through system impact assessments and disaster recovery systems. A database-driven monitoring system has been built to predict and respond to system failures, and we are operating new systems in compliance with the Personal Information Protection Act, all with the goal of achieving zero security incidents.

Supporting Cybersecurity Capacity Building for Partner Companies

KEPCO E&C has also established multilayered measures for external partner companies to defend against indirect attacks on the public sector network. We developed a “Partner Security Plan” to protect design documents, conducted inspections and disseminated security measures to 37 companies with access to critical data, and delivered security training to 91 staff across 62 sessions. These efforts have focused on raising cybersecurity awareness and strengthening the operational capabilities of partner companies. In addition, we upgraded the overall IT security infrastructure by enhancing dedicated PC security for design systems, implementing VPN centralized management, and reinforcing controls over antivirus software and portable storage devices. As a result of these efforts, KEPCO E&C was awarded the top grade (Excellent) in the Cybersecurity Readiness Assessment conducted by the National Intelligence Service—the first time the institution has received this distinction. We will continue to strengthen our security capabilities and rigorously enforce information security policies to protect our core assets—nuclear design technology—which are also vital to the competitiveness of the nuclear industry.

* Business Continuity Plan (BCP): A plan to quickly recover and resume normal operations in the event of unexpected disruptions such as cyberattacks.

Advancing the Cybersecurity Response Framework

	Internal	Enhancing Security Framework Based on Business Continuity Plan (BCP)*	Expanding to Partner Companies	Strengthening Capabilities to Respond to Supply Chain Bypass Attacks
Planning	Identifying areas for improvement through benchmarking of seven excellent institutions		Establishing a "Partner Companies Security Plan" to protect design documents	
Strengthening Management	• 17 scenario-based hands-on simulation drills • System impact assessments and establishment of disaster recovery systems		• Security inspections and dissemination of measures to 37 companies handling critical data • Security training for partner company personnel (91 staffs from 62 companies)	
System	• Implementation of a database-driven monitoring system for failure prediction and response • Establishment of a new personal information access log management system		• Introduction of PC security systems for design system access • VPN centralized management, antivirus, and portable storage control	
Performance	Achieved Zero Security Incidents		Achieved Zero Security Breaches Among Partner Companies	
Achievements	• 4 ministerial commendations for improvements in information security and infrastructure protection • First-time achievement of the top grade (Excellent) in the Cybersecurity Readiness Assessment by the National Intelligence Service (79.7 points in 2022 → 84.3 points in 2023 → 88.8 points in 2024)			

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

▶ GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security
Protection of Shareholder Rights

Information Security

Strengthening Information and Technology Protection Through Win-Win Cooperation

KEPCO E&C is significantly expanding its support for technology protection to enhance win-win cooperation with small and medium-sized enterprises (SMEs) and improve the sustainability of the nuclear power ecosystem. In response to increasing demand for security systems and equipment, we have established a tailored support framework that provides practical measures for information protection and prevention of technology leaks, while alleviating financial burdens for SMEs.

The number of companies supported under the Information Security Assistance Program was expanded from 6 to 8, with support provided for the purchase and maintenance of security equipment to enhance SMEs' information protection capabilities. In addition, our technical escrow program, which safely stores and stabilizes core technology documents to prevent leaks, was expanded by 9% compared to the previous year to a scale of KRW 12 million. A newly introduced service, the "Technology Guardian Service," aims to preempt hacking and technology leakage through specialized surveillance, and was implemented this year for 12 SMEs. We have also strengthened awareness by conducting security inspections and workshops for security officers, which saw a 36% year-over-year increase, reaching participation from 99 companies. A total of KRW 34 million was provided in equipment and maintenance support to 55 SMEs, and as a result of these efforts, KEPCO E&C received a Ministerial Commendation from the Ministry of Trade, Industry and Energy at the Information Security Conference. We will continue striving to elevate the cybersecurity capabilities of our partner companies and protect critical design and technology assets.

Expanded Information Security Assistance Program - Supporting purchase and maintenance costs of security equipment → Enhancing technology protection level - Expanded by 2 companies year-over-year (6 companies in 2023 → 8 companies in 2024)	Expanded Information Security Assistance Program - Strengthening storage stability of core technology documents → Preventing technology leakage risks 9% increase in support volume year-over-year (KRW 11 million in 2023 → KRW 12 million in 2024)
New Information Security Assistance Program - Establishing specialized technology surveillance service → Preempting hacking and technology leaks - First institutional support for adopting "Technology Guardian Service" for 12 SMEs	Expanded Information Security Assistance Program - Security inspections and workshops for security officers → Strengthening security capabilities 36% increase in participating companies year-over-year (73 companies in 2023 → 99 companies in 2024)



Cybersecurity Capacity-Building Training for Partner and Service Companies in 2024

Security Campaign for the “13th Information Security Day”

To commemorate the 13th Information Security Day, KEPCO E&C conducted a company-wide security campaign with full employee participation. “Information Security Day” is a legally designated national day established by the government to raise awareness and promote daily practice of information protection, held annually on the second Wednesday of July. The campaign was designed to raise employees' security awareness and enhance the company's internal security posture. As part of the campaign, we hosted a special lecture on protecting design and technical documents, along with a security awareness quiz event. The lecture was delivered by a security expert and focused on emerging technology leakage trends, corporate risk response strategies, and preventive measures based on actual information breach cases. Over 150 employees attended and actively engaged in discussions on the importance of protecting design and technical assets—our key corporate resources. The internal portal-hosted quiz event saw participation from 740 employees, with 428 answering all 10 questions correctly. These activities demonstrate our ongoing effort to normalize cybersecurity awareness and foster a participatory security culture. KEPCO E&C will continue to enhance company-wide security capabilities and expand awareness activities to protect business secrets and critical information assets.



Security Campaign for the 13th Information Security Day

KEPCO E&C ESG Performance

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security

Protection of Shareholder Rights

ESG Fact Book

Appendix

Protection of Shareholder Rights

Systems for Protecting Shareholder Rights

KEPCO E&C strives to enhance shareholder value by protecting shareholder rights and fostering a shareholder-friendly management environment. To improve the convenience of exercising shareholder rights, we have adopted an electronic voting system and provide notifications of annual general meetings through mail and our website. Instructions on how to exercise voting rights are also posted on the website to encourage active participation. Furthermore, our Articles of Incorporation provide a formal basis for interim dividends, laying the groundwork for enhancing shareholder value. Dividends are issued in accordance with the Articles of Incorporation, based on resolutions of the Board of Directors and the general shareholders’ meeting. Our dividend policy aims to maintain a long-term and stable level of cash dividends based on business performance. In the future, we will balance growth and shareholder return policies while considering market conditions and the company’s financial health.

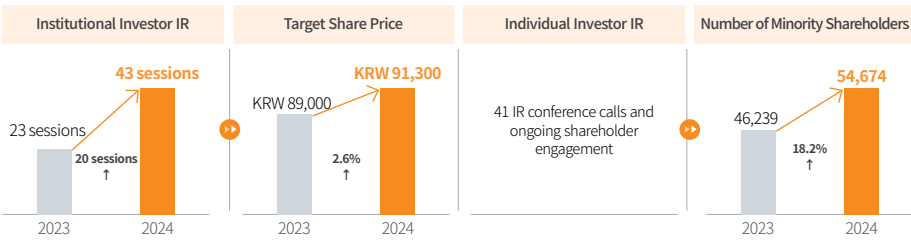
Establishing a Dividend Policy Based on Growth and Returns

To establish a sustainable dividend policy that reflects both growth and shareholder returns, KEPCO E&C became the first institution in Korea to adopt a dividend decision model based on the Adequate Payout Ratio (APR). Reflecting the institution’s growth potential and the unique characteristics of the nuclear industry, we are formulating a long-term and consistent dividend strategy through quantitative modeling based on the Dividend Discount Model (DDM), market statistics, and analysis of historical dividend trends. This model comprehensively considers internal and external factors and has produced a mid- to long-term dividend roadmap targeting a shareholder return ratio of 40% or higher. Notably, beginning in 2024, KEPCO E&C became the first among Korea Electric Power Corporation (KEPCO) affiliates to disclose a “Corporate Value Enhancement Plan,” clearly presenting shareholders with a strategy based on key financial indicators such as ROE and PBR. This initiative has significantly improved the transparency and predictability of dividend policy decisions. We will continue to operate a dividend policy that enhances shareholder trust while driving long-term corporate value growth.



Enhancing Protection of Shareholder Interests Through Communication and Information Disclosure

KEPCO E&C is committed to resolving information asymmetries through tailored information disclosure by investor type, promoting both minority shareholder protection and corporate value enhancement. Previously focused on non-face-to-face investor relations (IR) for institutional investors and analysts, we expanded communication channels for individual investors in 2024 by promoting IR-specific communication tools with higher accessibility. We also raised brand awareness through greater participation in investor presentations and “Corp Day” events, while organizing personalized IR events to broaden our investor base. As a result of these efforts, we increased the number of IR conference calls, saw an 18.2% rise in minority shareholders, and observed increased investor interest in individual IR activities. The share price also rose by 2.6% compared to the target price, showing a positive trend. These outcomes are seen as significantly contributing to improving the company’s image and enhancing minority shareholder trust. Additionally, to respond to the expansion of the global nuclear market and address the “Korea Discount,” we strengthened English-language information services for foreign investors. These include regular English versions of our IR book and earnings reports, as well as dedicated IR department contacts for foreign investors. We are also expanding communication with foreign investors through email inquiries and conference calls.



Efforts to Alleviate Information Asymmetry for Individual Investors

Ongoing Response	Establishing a dedicated response channel for individual shareholders by disclosing IR contact details on the website
Targeted Response	Conducting customized one-on-one IR calls for interested individual investors through outreach-based IR calls (December)
Enhancing Understanding of the Company	Providing multifaceted information to shift the company image from a simple design firm to Korea’s only engineering-specialized enterprise • Providing understanding of core business areas (nuclear plant construction, SMRs, offshore wind, etc.) and domestic/overseas business development status • Highlighting strengths such as simultaneous execution of primary and secondary nuclear system design and experience in offshore wind projects

ENVIRONMENTAL

Achieving 2050 Net Zero
Environmental Management

SOCIAL

Occupational Safety and Health
Mutual Growth
Social Contribution and Regional
Economic Revitalization
Diversity and Inclusion
Human Rights Management
Talent Management
Labor-Management Relations

▶ GOVERNANCE

Board of Directors
Ethics and Compliance
Risk Management
Information Security

Protection of Shareholder Rights

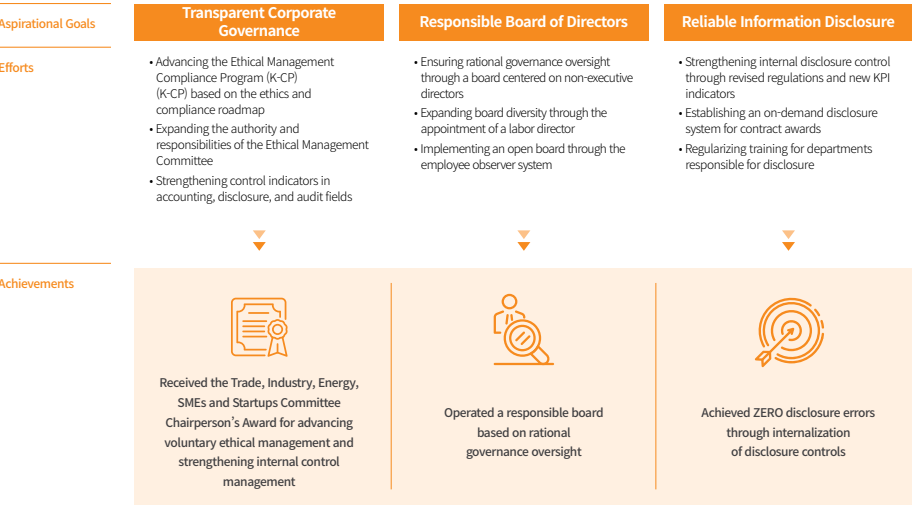
ESG Fact Book

Appendix

Protection of Shareholder Rights

Protection of Shareholder Rights

KEPCO E&C is committed to protecting stakeholder interests and building a governance system trusted by the public through transparent and sound corporate governance. We are reinforcing the substance of our governance structure by institutionalizing ethical and compliance-oriented management, while strengthening the company's sustainability based on ESG management principles. In particular, we have continued to enhance the institutional foundation for transparent management by advancing the "Ethics and Compliance Roadmap" and the "K-Compliance Program (K-CP)," and expanding the authority and responsibilities of the Ethical Management Committee. The Board of Directors functions as the central pillar of responsible governance and ensures effective oversight through a decision-making structure in which more than half of the directors are non-executive. The introduction of an employee observer system and the expansion of the labor director system have improved transparency and representation in board operations, contributing to a trustworthy decision-making culture. In terms of disclosure, we revised our disclosure regulations, introduced new KPI indicators, and improved our disclosure systems to establish a framework for providing accurate and reliable information. To achieve zero disclosure errors, we created an on-demand disclosure system for contract awards and provided regular training for disclosure personnel to internalize proper practices. As a result of these efforts, we received external recognition, including an "A" rating from the Korea Institute of Corporate Governance and Sustainability and a first-place ranking in the Korean Public Institution ESG Evaluation.



Joint Agreement to Strengthen Internal Controls for Augmenting Shareholder Value in Listed Public Corporations

In 2024, KEPCO E&C signed the "Audit Cooperation Agreement for Joint Enhancement of Internal Control Systems to Improve Shareholder Value in Listed Public Corporations" with six other listed public institutions. The agreement aims to promote responsible management in public institutions and strengthen transparent internal control systems. It was signed by 20 participants, including standing auditors and officials from seven institutions: KEPCO E&C, Kangwon Land, Grand Korea Leisure, Korea Gas Corporation, Korea Electric Power Corporation, Korea District Heating Corporation, and KEPCO KPS. Key elements of the agreement include exchanging information and technologies to advance internal control systems, sharing internal control strategies focused on balancing public interest with shareholder value in line with government policies, sharing identified risks between institutions, and cooperating in the provision of diagnostic information and requested materials related to internal control assessments. Through this collaboration, participating institutions have established a practical foundation to simultaneously enhance shareholder value and public accountability.

Signing Ceremony for Joint Enhancement of Internal Controls to Improve Shareholder Value in Listed Public Corporations



ESG Fact Book

- 92 Economic Performance
- 94 Environmental Performance
- 96 Social Performance
- 102 Governance Performance

ESG Fact Book

Economic Performance

Category	Unit	2022	2023	2024
Assets				
Current assets	KRW million	376,375	452,060	575,754
Cash and cash equivalents	KRW million	45,324	52,159	46,521
Liquid financial assets	KRW million	4,066	53,166	118,822
Trade and other receivables	KRW million	64,158	73,073	120,372
Unclaimed construction	KRW million	233,644	236,072	236,352
Current corporate tax assets	KRW million	0	0	0
Current non-financial assets	KRW million	12,403	20,810	36,907
Current assets scheduled for sale	KRW million	16,780	16,780	16,780
Fixed assets	KRW million	440,128	402,949	371,093
Non-current financial assets	KRW million	33,841	32,522	29,797
Long-term trade and other receivables	KRW million	10,160	9,796	10,190
Tangible assets	KRW million	257,280	247,422	237,583
Investment property	KRW million	-	-	-
Intangible assets	KRW million	26,925	24,980	21,057
Investment in affiliated companies and joint ventures	KRW million	4,361	4,314	4,021
Deferred corporate tax assets	KRW million	42,797	40,216	40,961
Non-current non-financial assets	KRW million	3,619	3,384	2,845
Net defined benefit assets	KRW million	61,145	40,315	24,900
Total assets	KRW million	816,503	855,009	946,847
Liabilities				
Current liabilities	KRW million	244,766	250,186	361,039
Fixed liabilities	KRW million	28,323	57,514	8,334
Total liabilities	KRW million	273,089	307,700	369,373
Equity				
Capital	KRW million	7,644	7,644	7,644
Other components of equity	KRW million	-10,842	-10,288	-10,276
Retained earnings	KRW million	546,462	549,053	580,106
Total stockholders' equity	KRW million	543,464	547,309	577,474
Total liabilities and equity	KRW million	816,503	855,009	946,847

ESG Fact Book

Economic Performance

Category	Unit	2022	2023	2024
Sales	KRW million	505291	545,092	553,363
Cost of sales	KRW million	394,304	417,207	386,168
Gross profit margin	KRW million	110,987	127,885	167,195
Selling and administrative expense	KRW million	97,047	99,322	112,389
Operating profit	KRW million	13,940	28,563	54,806
Other income	KRW million	12,745	1,018	17,402
Other expenses	KRW million	4,272	2,207	4,632
Other profit (loss)	KRW million	104	139	393
Financial return	KRW million	3,187	6,509	8,419
Financial cost	KRW million	440,128	402,949	81
Share of loss of associates and joint ventures	KRW million	419	147	-84
Net profit before income taxes	KRW million	451	198	76,223
Corporate tax	KRW million	7,782	11,419	17,711
Net profit	KRW million	17,964	32,654	58,212
Other comprehensive income after tax	KRW million	21,063	-17,994	-8,764
Total comprehensive income	KRW million	39,017	14,660	49,758
Status of patent holdings				
Patents (cumulative)	cases	217	316	360

ESG Fact Book

Environmental Performance

Category	Unit	2022	2023	2024	
				Target	Performance
Greenhouse Gas Emission*					
Scope 1	tCO ₂ eq	691	622	581	483
Scope 2	tCO ₂ eq	5,674	5,366	5,119	5,205
Total (Scope 1 + Scope 2)	tCO ₂ eq	6,365	5,988	5,700	5,688
Scope 3	tCO ₂ eq	-	-	-	-
Greenhouse Gas Intensity**					
Scope 1	tCO ₂ eq/KRW billion	1.6	1.44	-	1.11
Scope 2	tCO ₂ eq/KRW billion	13.1	12.39	-	12
GHG Reduction					
Standard emissions	tCO ₂ eq	11,164	11,427	6,567	6,567
Total greenhouse gas emissions	tCO ₂ eq	6,365	5,988	5,700	5,688
Total GHG emission reduction rate	%	43	47	13.2	13.4
Renewable Energy Consumption					
Geothermal	TJ	13.85	16.9	-	17.9
Solar power	TJ	9.16	8.76	-	7.68
Energy Consumption***					
Electricity	KWh	12,350,800	11,679,200	11,678,700	10,793,851
Gasoline	L	54,602	29,489	25,411	14,733
Diesel	L	-	-	-	-
City gas	Nm3	260,974	254,892	213,800	193,753
This institution	TJ	131.42	124.07	121	118
Energy intensity****	TJ/KRW billion	25.22%	22.77%	-	21.33%
Waste Generation*****					
Recycling	ton	104	61	-	32
Municipal waste	ton	127	110	-	104
Total waste generation	ton	232	171	-	135.6
Waste intensity*****	ton/KRW billion	45.74%	31.38%	-	24.00%

* Greenhouse gas emission calculation subjects: The head office in Gimcheon and the office building in Yongin
** Greenhouse gas intensity: Based on sales for the current year
*** Energy consumption calculation subjects: The head office in Gimcheon and the office building in Yongin
**** Energy intensity: Based on sales for the current year
***** Waste generation calculation subjects: The head office in Gimcheon and the office building in Yongin
***** Waste intensity: Based on sales for the current year

ESG Fact Book

Environmental Performance

Category		Unit	2022	2023	2024	
					Target	Performance
Water Usage						
Tap water		ton	80,598	94,790	-	81,839
Greywater		ton	2,777	2,213	-	2,376
Rainwater		ton	343	1,132	-	427
Total water usage		ton	82,711	98,135	-	84,642
Water intensity*		ton/KRW billion	372,080	396,505	-	341,987
Status of Low-emission Vehicles						
Status of purchase and lease of low-emission vehicles	Class 1 (electricity/hydrogen)	units	6	13	-	11
	Class 2 (hybrid)	units	18	6	-	7
	Class 3 (meets the emission standards)	units	0	0	-	0
General vehicle		units	18	8	-	8
Excluded vehicles		units	1	0	-	0
Total		units	43	27	-	26
Achievement of mandatory purchase ratio		-	Achieved	Achieved	Achieved	Achieved
Green Products Purchase						
Purchase performance		KRW million	279	719	755	1,260
Purchase ratio		%	72	100	-	92.5
Environmental Investment						
Budget for renewable energy and other environmental enhancement projects		KRW million	66,275	65,869	-	-
ISO 14001 certification		certification	Certified	Certified	Certified	Certified
Eco-friendly Technology Development						
Eco-friendly R&D personnel		M/M	384	242	-	-
Compliance with Environmental Regulations						
Number of sanctions		cases	0	0	0	0
Amount of sanctions		KRW million	0	0	0	0

* Water intensity: Based on sales for the current year

ESG Fact Book

Social Performance

Category			Unit	2022	2023	2024
Workforce Status						
Total employees			people	2,303	2,305	2376
By employment type	Regular employees		people	2,188	2,187	2199
	Indefinite contract employees		people	14	14	12
	Non-regular employees		people	101	104	166
By gender (executives and regular employees)	Male		people	1,856	1,827	1801
	Female		people	332	360	398
	Female ratio		%	15.10%	20%	18.09%
By position level (executives and regular employees)	Executives	Total	people	5	5	5
		Male	people	5	5	5
		Female	people	-	-	-
	Level 1	Total	people	82	81	77
		Male	people	78	77	74
		Female	people	4	4	3
	Level 2	Total	people	248	232	223
		Male	people	243	225	213
		Female	people	5	7	10
	Level 3	Total	people	1,238	1,216	1168
		Male	people	1,103	1,070	1019
		Female	people	135	146	149
	Level 4	Total	people	206	209	196
		Male	people	163	169	160
		Female	people	43	40	36
	Level 5	Total	people	409	444	530
		Male	people	264	281	330
		Female	people	145	163	200
	Contract employees	Total	people	115	118	178
		Male	people	64	68	113
		Female	people	51	50	65

ESG Fact Book

Social Performance

Category		Unit	2022	2023	2024
New Recruits					
Regular full-time	Male	people	60	85	131
	Female	people	38	39	54
	People with disabilities	people	2	2	11
	Local talents in non-capital regions	people	54	82	118
	Local talents in relocated regions	people	25	38	51
	High school graduates	people	5	5	6
	Total new recruits	people	98	124	185
Full-time (indefinite contracts)		people	-	-	-
Youth Internship					
Male		people	-	40	67
People with disabilities		people	-	3	4
Local talents in non-capital regions		people	-	48	87
Local talents in relocated regions		people	-	26	34
High school graduates		people	-	2	3
Turnover Rate by Gender (Number of Leavers / Total Headcount)					
Male		people	4.9	6.2	8.4
Female		people	4.3	3.4	4.8
Regular Employee Retirement					
Mandatory retirement		people	76	87	114
Voluntary early retirement		people	5	3	4
Resignation (voluntary turnover)		people	25	35	50
Voluntary turnover rate*		%	1.38%	1.75%	2.47%
Total retirees		people	106	125	170
Retirement Pension					
Number of subscribers by type	Defined benefit (DB)	people	1,623	1,568	1,609
	Defined contribution (DC)	people	536	546	488
	Total	people	2,159	2,114	2,097

* Voluntary turnover rate = (Resignations + voluntary early retirements) / total number of employees

ESG Fact Book

Social Performance

Category		Unit	2022	2023	2024
Average Tenure					
Regular employees (general)		months	217	212	198
Regular employees (indefinite contract)		months	137	148	159
Regular employees (part-time indefinite contract)		months	-	-	
Welfare Benefits Expenses					
In-house employee welfare fund		KRW 1,000	3,020,372	3,001,467	4,086,791
Welfare benefits expenses per person	Regular employees (general)	KRW 1,000	1,563	1,539	2,785
	Regular employees (indefinite contract)	KRW 1,000	1,646	2,642	3,367
	Non-regular employees	KRW 1,000	1,513	1,346	1,346
Education and Training*					
Number of trainees**		people	1,708	1,677	1,614
Training hours***	Total training hours	hours	140,197	124,659	132,985
	Training hours per person	hours	82.1	74.3	82.4
Training expenses	Total training expenses	KRW million	3,350	3,638	3,919
	Training expenses per person	KRW million	2	2.2	2.4
Training satisfaction level		points	4.18	4.24	4.25
Human Rights Training					
Number of participants		people	1,756	2,010	1985
Corrective Actions Related to Discrimination					
Number of discrimination cases and corrective actions		cases	0	0	0
Grievance Handling					
Number of cases received		cases	0	0	0
Resolution rate		%	0	0	0
Collective Agreement					
Total number of employees		people	2,305	2,364	2,409
Number of employees eligible for union membership (covered by collective agreement)		people	1,555	1,559	1,585
Number of union members (covered by collective agreement)		people	1,548	1,554	1,582
Union membership ratio (covered by collective agreement)		%	99.5	99.7	99.81072555

* Data for 2022-2023 revised due to changes in internal calculation standards
** Number of trainees: Those subject to the credit-based training system
*** Training hours: Based on training credits for all employees

Overview

KEPCO E&C ESG System

KEPCO E&C ESG Performance

ESG Fact Book

Economic Performance

Environmental Performance

Social Performance

Governance Performance

Appendix

ESG Fact Book

Social Performance

Category		Unit	2022	2023	2024
Usage Status of Reduced Working Hours During Pregnancy and Childcare Periods					
Reduced working hours during pregnancy		people	19	12	11
Reduced working hours during childcare		people	5	3	3
Parental Leave					
Number of users	Male	people	47	49	62
	Female	people	29	27	29
	Total	people	76	76	91
Number of returnees*	Male	people	26	31	30
	Female	people	16	10	11
	Total	people	42	41	41
Return rate**	Male	%	55.3	63.3	48.39
	Female	%	55.2	37	37.93
Number of retained returnees***	Male	people	25	29	28
	Female	people	13	10	11
	Total	people	38	39	39
Retention rate after return****	Male	%	96.2	93.5	93.3
	Female	%	81.3	100	100

[Number of users: Based on ALIO work-family balance support program data]
* Number of returnees: Users who returned to work as of the end of 2024
** Return rate: Returnees / Number of users
*** Number of retained returnees: Returnees excluding those who resigned
**** Retention rate after return: Retained returnees / Returnees

ESG Fact Book

Social Performance

Category		Unit	2022	2023	2024
Health and Safety					
Number of injuries	KEPCO E&C	people	0	0	1
	Partner Companies	people	0	0	1
Number of fatalities	KEPCO E&C	people	0	0	0
	Partner Companies	people	0	0	0
Occupational injury rate*	KEPCO E&C	%	0	0	0.02
	Partner Companies	%	0	0	0.26
Lost time injury frequency rate (LTIFR)	KEPCO E&C	%	-	-	-
	Partner Companies	%	-	-	-
Other occupational injury indicators (fatal accident frequency rate)**	KEPCO E&C	‰0 (per myriad)	0	0	0
	Partner Companies	‰0 (per myriad)	0	0	0
Public Institution Safety Activity Evaluation		grade	B	B	B
Safety and health training	Safety and health training for all employees	hours/person	2	2	3
ISO 45001 certification		certification	Maintained	Maintained	Maintained
Social Contribution Activities					
Number of volunteer activities		times	49	41	42
Employee volunteer participation	Total volunteer hours	hours	1,228	2,290	1,531
Donation amount		KRW million	1,190	1,153	1,586
Community Engagement Activities					
Performance in creating private-sector jobs		jobs	1,243	1,446	1,935
Status of Win-win Cooperation Initiatives					
Public Institutions Win-Win Growth Evaluation results		grades	Excellent	Excellent	Outstanding
Preferred purchasing performance		KRW 100 million	968.7	936.7	988.5
Number of partner companies		companies	67	184	218
Purchase amount from SMEs		KRW 100 million	968.7	936.7	988.5
Purchase amount from social enterprises		KRW 100 million	9.1	16.8	19.8
Purchase amount of technology development products		KRW 100 million	20.8	35.3	37.6
Purchase of Onnuri gift certificates		KRW 100 million	8.4	13.9	10.8
Education support performance for employees of partner companies		people	768	483	1,157

* Occupational injury rate = [Number of injured workers (accidents + illnesses) / Number of workers covered by industrial accident insurance] × 100
** Fatal accident frequency rate = (Number of fatal accidents / Number of workers covered by industrial accident insurance) × 100

ESG Fact Book

Social Performance

Category		Unit	2022	2023	2024
Complaint Handling Process for Partner Companies					
Business Growth Response Center	Number of complaint received	cases	6	40	16
	Number of cases processed*	cases	5	37	13
	Processing rate	%	83	93	81
Customer Satisfaction Survey Results					
External customer satisfaction score		points	96.3	96.4	91.7
Personal Data Protection					
Personal Data Protection Level Assessment results		grade	A	A	S
Number of information security breaches		cases	0	0	0

* Processed cases = Responses completed

ESG Fact Book

Governance Performance

Category			Unit	2022	2023	2024
Board of Directors						
Total number of directors			people	10	10	10
BOD Status	By gender	Male	people	8	9	9
		Female	people	2	1	1
	By age	30 and below y/o	people	0	0	0
		30~50 y/o	people	1	1	1
		50 and above y/o	people	9	9	9
BOD Operation	Number of BOD meetings		times	11	11	12
	Number of resolutions		cases	54	41	50
	Preliminary review rat		%	100	100	100
	Rate of non-executive directors		%	60	60	60
	BOD meeting attendance rate		%	100	98	90
	Attendance rate of non-executive directors		%	100	96.97	98.61
	Number of management suggestions		cases	56	60	72
ESG Committee operation	Number of ESG Committee meetings		times	0	2	1
	Number of resolutions		cases	0	4	0
	Number of management suggestions		cases	0	7	2
Total BOD remuneration	Registered directors		KRW million	885	882	904
	Outside directors		KRW million	180	180	180
	Executive directors		KRW million	705	702	724

ESG Fact Book

Governance Performance

Category		Unit	2022	2023	2024
Anti-corruption and Ethical Management					
Ethical management (integrity and anti-corruption) education	Number of sessions	times	5	9	9
	Participation rate of employees in training	%	89.32	90.89	92.25
Fair trade education for employees	Number of sessions	times	1	1	2
	Participation rate of employees in training	%	80.6	78.77	78.77
Integrity Assessment	Comprehensive Integrity Assessment	grade	Grade 2	Grade 3	Grade 4
	Perceived integrity score	grade	Grade 2	Grade 2	Grade 4
	Effort score for integrity	grade	Grade 3	Grade 4	Grade 4
Monitoring status	Status of sanctions for corrupt or unfair practices	cases	0	0	0
	Number of unfair trade violations	cases	0	0	0
	Disciplinary actions for ethical management violations	cases	2	0	3
	Number of reports filed via ACRC Clean Portal	cases	0	1	0
	Ethical Level Diagnosis	%	86	87.2	88.9

Appendix

- 105 GRI Standards Index
- 107 UN Global Compact / UN Sustainable Development Goals
- 108 TCFD Index
- 109 ISSB Index
- 110 K-ESG Implementation Evaluation Report
- 114 Third-Party Assurance Statement

GRI Standards Index

GRI	Disclosure	Page	Omission/Note
General Disclosures			
GRI 2: General Disclosure 2021	2-1 Organizational details	6-10, 14-16	
	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	2	
	2-5 External Assurance	114-115	
	2-6 Activities, value chains, and other business relationships	11-13	
	2-7 Employees	96-101	
	2-8 Workers who are not employees	96-98	
	2-9 Governance structure and composition	74, 102-103	
	2-10 Nomination and selection of the high governance body	74-75	
	2-11 Chair of the highest governance body	74-75	
	2-12 Role of the highest governance body in overseeing the management of impacts	19-21, 74-75	
	2-13 Delegation of responsibility for managing impacts	74-75	
	2-14 Role of the highest governance body in sustainability reporting	19, 26-27	
	2-15 Conflicts of Interest	84-86	
	2-16 Communication of critical concerns	26	
	2-17 Collective knowledge of the highest governance body	74-75	
	2-18 Evaluation of the performance of the highest governance body	75	
	2-19 Remuneration policies	75, 102	
	2-20 Process to determine remuneration	75	

GRI	Disclosure	Page	Omission/Note
	2-21 Annual total compensation ratio		Disclosure of executive compensation and average employee salary via ALIO
	2-22 Statement on sustainable development strategy	5	
	2-23 Policy commitments	37, 44, 51, 55, 58, 61, 65, 69, 74, 76, 84, 87, 89	
	2-24 Embedding policy commitments	37, 44, 51, 55, 58, 61, 65, 69, 74, 76, 84, 87, 89	
	2-25 Processes to remediate negative impacts	84-86	
	2-26 Mechanisms for seeking advice and raising concerns	84-86	
	2-27 Compliance with laws and regulations	95, 101	
	2-29 Approach to stakeholder engagement	22-25	
	2-30 Collective bargaining agreements	99	
	Material Topic & Topic Standards		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	27	
	3-2 List of material topics	26-27	
	3-3 Management of material topics	26	

GRI Standards Index

UN Global Compact / UN Sustainable Development Goals

TCFD Index

ISSB Index

K-ESG Implementation Evaluation Report

Third-Party Assurance Statement

GRI Standards Index

GRI	Disclosure	Page	Omission/Note
Economic Performance (GRI 200)			
GRI 201: Economic Performance	201-1 Direct economic value generated and distribute	92-93	
	201-2 Financial implications and other risks and opportunities due to climate change	30-42	
GRI 203 : Indirect Economic Impacts	203-1 Infrastructure investments and services supported	8-13	
	203-2 Significant indirect economic impacts	8-13	
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	84-86	
	205-2 Communication and training about anti-corruption policies and procedures	76-83	
	205-3 Confirmed incidents of corruption and actions taken	76-83	
Environmental Performance (GRI 300)			
GRI 302: Energy	302-1 Energy consumption within the organization	94	
	302-2 Energy consumption outside of the organization	94	
GRI 303: Water and Effluents	303-5 Water Consumption	95	
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	94	
	305-2 Energy indirect (Scope 2) GHG emissions	94	
	305-3 Other indirect (Scope 3) GHG emissions	94	
	305-5 Reduction of GHG emissions	94	
GRI 306: Waste	306-2 Management of significant waste-related impacts	94	
	306-3 Waste generated	94	
Social Performance (GRI 400)			
GRI 401: Employment	401-1 New employee hires and employee turnover	97	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time Employees	98	
	401-3 Parental leave	99	

GRI	Disclosure	Page	Omission/Note
Social Performance (GRI 400)			
GRI 402: Labor/Management Relations	402-1 Minimum notice periods regarding operational changes	69-72	
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	44-50	
	403-2 Hazard identification, risk assessment, and incident investigation	44-50	
	403-3 Occupational health services	44-50, 100	
	403-4 Worker participation, consultation, and communication on occupational health and safety	44-50	
	403-5 Worker training on occupational health and safety	100	
	403-6 Promotion of worker health	44-50	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	44-50	
	403-8 Workers covered by an occupational health and safety management system	100	
	403-9 Work-related injuries	100	
	403-10 Work-related ill health	100	
GRI 404: Training and Education	404-1 Average hours of training per year per employee	98	
	404-2 Programs for upgrading employee skills and transition assistance programs	65-68	
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	74	
	405-2 Ratio of basic salary and remuneration of women to men	75, 102	
GRI 406:Non-Discrimination	406-1 Incidents of discrimination and corrective actions taken	58-60	
GRI 413:Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	51-57	
GRI 418:Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	87-88, 101	

UN Global Compact (UNGC) / UN Sustainable Development Goals (UN SDGs)

KEPCO E&C supports the Ten Principles of the United Nations Global Compact (UNGC) in the areas of human rights, labor, environment, and anti-corruption, and transparently discloses its related activities and performance through the “2024 KEPCO E&C ESG Report.”

The Sustainable Development Goals (SDGs), adopted by the UN General Assembly as a global agenda to be achieved by 2030, comprise 17 common goals for humanity aimed at realizing the vision of sustainable development. These goals, along with 169 specific targets, are categorized into five key pillars: people, planet, prosperity, peace, and partnership. KEPCO E&C fully supports the UN SDGs and strives to ensure sustainability throughout its business operations.

Area	Number	Principle Details
Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and
	Principle 2	make sure that they are not complicit in human rights abuses.
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4	the elimination of all forms of forced and compulsory labour;
	Principle 5	the effective abolition of child labour; and
	Principle 6	the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges;
	Principle 8	undertake initiatives to promote greater environmental responsibility; and
	Principle 9	encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.



1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION

No Poverty

Zero Hunger

Good Health and Well-being

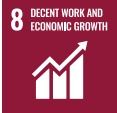
Quality Education

Gender Equality

Clean Water and Sanitation



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Affordable and Clean Energy

Decent Work and Economic Growth

Industry, Innovation, and Infrastructure

Reduced Inequalities

Sustainable Cities and Communities

Responsible Consumption and Production



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



Climate Action

Life Below Water

Life on Land

Peace, Justice, and Strong Institutions

Partnerships for the Goals

SUSTAINABLE DEVELOPMENT GOALS

TCFD Index

KEPCO E&C strives to comply with the 11 recommendations across the four core areas of the Task Force on Climate-related Financial Disclosures (TCFD).

TCFD Recommendations		Page
Governance	a. Describe the board’s oversight of climate-related risks and opportunities.	37
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.	
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	19, 37
	b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	
	c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management	a. Describe the organization’s processes for identifying and assessing climate-related risks.	30-42
	a. Describe the organization’s processes for identifying and assessing climate-related risks.	
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	
Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	30-42, 94
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	

- GRI Standards Index
- UN Global Compact / UN Sustainable Development Goals
- TCFD Index
- ISSB Index
- K-ESG Implementation Evaluation Report
- Third-Party Assurance Statement

ISSB Index

IFRS S1

Topic	Page
Governance	
(1) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities.	19-21
(2) management’s role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities,	
Strategy	
(1) the sustainability-related risks and opportunities that could reasonably be expected to affect the entity’s prospects	37, 44, 51, 55, 58, 61, 65, 69, 74, 76, 84, 87, 89
(2) the current and anticipated effects of those sustainability-related risks and opportunities on the entity’s business model and value chain	
(3) the effects of those sustainability-related risks and opportunities on the entity’s strategy and decision-making	
(4) the effects of those sustainability-related risks and opportunities on the entity’s financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity’s financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those sustainability-related risks and opportunities have been factored into the entity’s financial planning	
(5) the resilience of the entity’s strategy and its business model to those sustainability-related risks	
Risk Management	
(1) the processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks	84-86
(2) the processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities	
(3) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity’s overall risk management process.	
Metrics and Targets	
(1) metrics required by an applicable IFRS Sustainability Disclosure Standard	17, 19-21
(2) metrics the entity uses to measure and monitor that sustainability-related risk or opportunity, and its performance in relation to that sustainability-related risk or opportunity,	

IFRS S2

Topic	Page
Governance	
(1) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities	17, 19-21, 37
(2) management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	
Strategy	
(1) the climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects	17, 19-21, 37
(2) the current and anticipated effects of those climate-related risks and opportunities on the entity’s business model and value chain	
(3) the effects of those climate-related risks and opportunities on the entity’s strategy and decision-making	
(4) the effects of those climate-related risks and opportunities on the entity’s financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity’s financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity’s financial planning	
(5) the climate resilience of the entity’s strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity’s identified climate-related risks and opportunities	
Risk Management	
(1) the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks	30-42
(2) the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities	
(3) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity’s overall risk management process	
Metrics and Targets	
(1) information relevant to the cross-industry metric categories	20-21, 94-95
(2) industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry	
(3) targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets	

K-ESG Implementation Evaluation Report

Dear KEPCO E&C Executives and Stakeholders

Evaluation Criteria

The Institute for Public K-ESG developed the “K-ESG Implementation Evaluation Checklist for Public Institutions” based on the K-ESG Guidelines issued by the Ministry of Trade, Industry and Energy. The checklist consists of 66 items across four areas—disclosure, environment, social, and governance—and includes performance evaluations in each ESG area. To ensure the reliability and comparability of the evaluation, KEPCO E&C’s K-ESG implementation level was thoroughly evaluated.

Evaluation Scope

The Institute for Public K-ESG conducted an evaluation of KEPCO E&C’s mid- to long-term strategy, stakeholder communication, ESG management activities, and strategy implementation process. The evaluation was carried out through a comprehensive review from the stakeholder perspective of corporate disclosure information, government-released information, media, internal performance data, and output systems regarding ESG-related policies and activities.

Evaluation Method

The Institute for Public K-ESG conducted a first-round self-evaluation through internal stakeholders from each department related to public institution management evaluation and ESG management result reporting. The second-round evaluation involved the evaluation team visiting KEPCO E&C and conducting on-site due diligence by checking internal documents and interviewing the relevant personnel.

Evaluation Results and Improvement Recommendations

KEPCO E&C received an A grade as a result of the evaluation, confirming the excellence of its ESG disclosure level. This indicates that the level of awareness of ESG management activities among organizational members is high, and that the organization’s operational system, policies, and practices are well-organized and in an active stage.

I . Information Disclosure Aspect

The Institute for Public K-ESG developed the “K-ESG Implementation Evaluation Checklist for Public Institutions” based on the K-ESG Guidelines issued by the Ministry of Trade, Industry and Energy. The checklist consists of 66 items across four areas—disclosure, environment, social, and governance—and includes performance evaluations in each ESG area. To ensure the reliability and comparability of the evaluation, KEPCO E&C’s K-ESG implementation level was thoroughly evaluated.

II . Environmental Aspect

KEPCO E&C minimizes environmental impacts throughout the entire course of its business operations and pursues economically sustainable development. The organization has systematically established environmental management goals, development plans, implementation procedures, achievement tracking, review, and maintenance, and is evaluated to have excellent performance management in this regard. However, there is a need to strengthen management of Scope 3 data related to areas within the organization’s sphere of influence and control, such as supply chains and partner companies.

III. Social Aspect

Under the ESG management vision of “Building a Sustainable Future Together with KEPCO E&C,” the company continues to demonstrate its commitment to internalizing ESG management. In the social (S) area, KEPCO E&C shows relatively strong performance in goal-setting and disclosure, labor rights protection, occupational safety, and consumer protection. However, improvements are needed in areas such as voluntary turnover rate, the dissemination of ESG management among partner companies, and the effectiveness of ESG-related support and agreements. Going forward, the company should enhance systematic ESG risk management for partner companies while also making voluntary efforts to protect personal information and improve internal management systems.

IV. Governance Aspect

KEPCO E&C operates under a sound governance structure in accordance with the “Act on the Management of Public Institutions.” To further enhance governance, it is necessary to continue disclosing information on improvement efforts to prevent recurrence of ethical code violations, including details of any disciplinary actions. In addition, the company should expand disclosure related to departments responsible for audit functions and their respective roles. Strengthening the representation of female directors on the board is also essential to promote diversity and inclusion, thereby enhancing the balance and representativeness of the ESG governance system.

K-ESG Implementation Evaluation Report

K-ESG Guideline Index

Area	Category	Classification Number	Evaluation Items	Page	Remarks
Disclosure (P)	Disclosure format	P-1-1	Method of disclosure	About this report	●
		P-1-2	Frequency of ESG disclosure	About this report	●
		P-1-3	Scope of ESG disclosure	About this report	●
	Disclosure content	P-2-1	ESG key issues and KPIs	26-27	●
	Verification of disclosure	P-3-1	ESG disclosure verification	114-115	●
Environmental (E)	Environmental management goals	E-1-1	Establishment of environmental management goals	19, 21, 37	●
		E-1-2	Environmental management implementation plan	37	●
	Greenhouse gases	E-2-1	Greenhouse gas emissions (Scope 1 & Scope 2)	94	●
		E-2-2	Greenhouse gas emissions (Scope 3)	94	○
		E-2-3	Verification of greenhouse gas emissions	114-115	●
	Energy	E-3-1	Energy consumption	94	●
		E-3-2	Ratio of renewable energy usage	94	●
	Water	E-4-1	Water consumption	95	●
		E-4-2	Ratio of reused water	95	●
	Waste	E-5-1	Amount of waste generated	94	●
		E-5-2	Recycling rate of waste Purchasing	94	●
	Procurement	E-6-1	Purchase of low-emission vehicles	95	●
		E-6-2	Purchase of green products	95	●
	Violation of environmental law/regulations	E-7-1	Violation of environmental law/regulation	95	●
Social (S)	Goals	S-1-1	Goal setting and disclosure	19, 21	●
	Labor	S-2-1	New recruitment and employment retention	58-60, 97	●
		S-2-2	Ratio of regular employees	97	●
		S-2-3	Voluntary turnover rate	97	◐

K-ESG Implementation Evaluation Report

K-ESG Guideline Index

Area	Category	Classification Number	Evaluation Items	Page	Remarks
Social (S)	Labor	S-2-4	Training expenses	98	●
		S-2-5	Guarantee of freedom of association	69-72	●
	Diversity and gender equality	S-3-1	Ratio of female employees	96	●
		S-3-2	Ratio of female wages (compared to average)	ALIO disclosure	●
		S-3-3	Employment rate of persons with disabilities	ALIO disclosure	●
	Occupational safety	S-4-1	Occupational safety and health management system	44-45	●
		S-4-2	Industrial accident rate	100	●
		S-4-3	Safety management rating evaluation results	100	●
	Human rights	S-5-1	Establishment of human rights policy	61-64	●
		S-5-2	Human rights risk assessment	63-64	●
	Mutual growth	S-6-1	ESG management of partner companies	51-54, 100	●
		S-6-2	ESG support for partner companies	51-54, 100	●
		S-6-3	ESG agreement items with partner companies	51-54	◐
		S-6-4	Public Institutions Win-Win Growth Evaluation (by the Ministry of SMEs and Startups)	100	●
	Local communities	S-7-1	Strategic social contribution	55-57	●
		S-7-2	Incentive system for employee volunteering	55-57, 100	●
		S-7-3	Donation trends	100	●
		S-7-4	Win-Win Cooperation and ESG Activities in Rural and Fishing Communities (Balanced Regional Development)	55-57, 100	●
		S-7-5			
	Information protection	S-8-1	Establishment of information protection system	87-88	●
		S-8-2	Personal information breach and remedy	87-88	●
		S-8-3	Personal Information Protection Level Evaluation	101	●

K-ESG Implementation Evaluation Report

K-ESG Guideline Index

Area	Category	Classification Number	Evaluation Items	Page	Remarks
Social (S)	Consumers	S-9-1	Providing consumer information	Official Website disclosure	●
		S-9-2	Consumer safety	44-50	●
		S-9-3	Operating consumer complaint handling system	89-90	●
		S-9-4			●
		S-9-5			●
		S-9-6			●
		S-9-7	Customer satisfaction survey results	101	●
	Violation of social law/regulations	S-10-1	Violation of social law/regulations	ALIO disclosure	●
Governance (G)	Board composition	G-1-1	ESG agenda submission to the board	102	●
		G-1-2			●
		G-1-3	Gender diversity of the board	74, 102	◐
		G-1-4	Expertise of outside directors	74-75	●
	Board activities	G-2-1	Attendance rate of all directors	102	●
		G-2-2	Attendance rate of internal directors	102	●
		G-2-3	Board committees	102	●
		G-2-4	Handling of board agendas	102	●
	Ethical management	G-3-1	Disclosure of ethical code violations	76-83, 103	●
		G-3-2	Comprehensive Integrity Assessment results	103	●
		G-3-3	Compliance with ethical/anti-corruption rules and codes Audit organization	103	●
	Audit Organization	G-4-1	Establishment of internal audit department	ALIO disclosure	●
	Violation of governance law/regulations	G-5-1	Violation of governance law/regulations	ALIO disclosure	●

Evaluation Conclusion

KEPCO E&C received an A grade in the K-ESG level evaluation, confirming that it has established a solid foundation for ESG management. The company is systematically integrating ESG across the organization, with strong performance in disclosure, labor, human rights, shared growth, information security, consumer response, and ethical management. To further advance its public mission of improving quality of life and contributing to the national economy through advanced energy technology and sustainable infrastructure, it is recommended that KEPCO E&C align ESG with its business strategy, enhance implementation tasks, and actively communicate its role to stakeholders through transparent disclosure.

* The K-ESG implementation evaluation is categorized into seven grades(S, A+, A, B+, B, C, D) and is based on business reports, official websites, sustainability management reports, ALIO(Clean Eye), and evaluation questionnaires from the the Institute for Public K-ESG. For more details, please visit <http://www.esgpublic.or.kr>

Third-Party Assurance Statement

Dear Readers of the 2024 KEPCO E&C ESG Report

Foreword

The Institute for Public K-ESG was requested to provide independent assurance for the “2024 KEPCO E&C ESG Report” (hereinafter referred to as “the Report”). The assurance provider reviewed the validity of the data included in the Report and provided an independent assurance opinion. KEPCO E&C remains solely responsible for all claims and performance results presented in the Report.

Assurance Scope and Criteria

The Report outlines KEPCO E&C’s sustainability-related performance and activities. The assurance team applied the AA1000 Assurance Standard V3 (AA1000AS V3), a globally recognized assurance standard, and conducted a Type 2, Moderate Level assurance. Accordingly, the team assessed compliance with the principles of Inclusivity, Materiality, Responsiveness, and Impact, as defined in AA1000 AccountAbility Principles (AA1000AP:2018), and evaluated the reliability of the data and information disclosed under the following GRI indicators. Materiality was determined based on professional judgment by the assurance team.

The assurance scope also included verifying whether the Report meets the reporting requirements of the GRI Standards 2021. To do so, the assurance team conducted a review as outlined below.

- **Universal Standards**
 - GRI 2 : General Disclosure 2021 (2-1~2-30)
 - GRI 2 : General Disclosure 2021 (2-1~2-30)
 - GRI 3 : Material Topics 2021 (3-1~3-3)
- **Topic Specific Standards**
 - Management Approach to the Following Topic-Specific Standardsach)
 - GRI 203-1, 205-1~3, 302-1,2,4,5, 305-1,2,5, 306-3, 401-1,3, 403-1~5,9, 404-1~3, 405-1, 412-1,2, 413-1, 418-1

Please note that data and information related to entities outside the organization’s boundaries—such as KEPCO E&C’s partner companies and contractors—were excluded from the assurance scope.

Assurance Procedures

The assurance team from the Institute for Public K-ESG conducted the following procedures in accordance with the assurance criteria described above and within the agreed-upon assurance scope:

- Comprehensive review of the content presented in the Report
- Review of materiality assessment procedures and methodology
- Review of ESG management strategies and goals
- Review of stakeholder engagement activities
- Interviews with personnel responsible for preparing the Report
- Assessment of the reliability of information based on independent external sources and public databases

Assurance Results and Opinion

Based on document reviews and interviews, the assurance team held multiple discussions with KEPCO E&C regarding revisions to the Report and reviewed the final version to confirm whether the recommended changes and improvements had been properly incorporated. As a result, the assurance team did not identify any material non-conformities with respect to the principles listed below. In addition, no issues were found that would suggest the data within the assurance scope had been inappropriately presented. It is the opinion of the assurance team that the ESG Management Report of KEPCO E&C has been appropriately prepared in accordance with the GRI Standards 2021, and our assurance conclusions regarding the four AA1000 AccountAbility Principles (2018) are as follows.

Third-Party Assurance Statement

[The Four Principles of AA1000 AccountAbility Principles (2018)]

Inclusivity

Has KEPCO E&C included stakeholders in the process of strategic responses to sustainability?

It was confirmed that KEPCO E&C recognizes stakeholder engagement as essential in promoting sustainability (ESG) management and has made efforts to establish stakeholder participation processes. The company identified government ministries, nuclear-related industries, private enterprises, research institutions, related organizations, local communities, and shareholders as key stakeholder groups and maintains tailored communication channels with each group to collect diverse opinions.

Materiality

Has KEPCO E&C included material information necessary for stakeholders to make informed decisions?

It is the assurance team's judgment that KEPCO E&C did not omit or exclude material information relevant to stakeholders. The company conducted a materiality assessment based on internal and external environmental analysis and reported accordingly.

Responsiveness

Has KEPCO E&C appropriately responded to the needs and concerns of stakeholders?

It was confirmed that KEPCO E&C reflected stakeholder feedback in the Report and made efforts to respond to stakeholder needs and concerns. No evidence was found to suggest that KEPCO E&C inappropriately reported its responses to key stakeholder issues.

Impact

Has KEPCO E&C appropriately monitored the impacts of its business on stakeholders?

It was confirmed that KEPCO E&C monitors and identifies the impacts of its business activities on stakeholders and has appropriately reflected these impacts in the Report.

Independence of the Assurance Provider

The Institute for Public K-ESG has no commercial interests or financial relationships with KEPCO E&C beyond this third-party assurance engagement and maintains its full independence.



