A SUSTAINABLE
GROWTH OF

PULMUONE

FOR YOU. FOR THE PLANET.



2025 SUSTAINABILITY REPORT

Pulmuone

FOR YOU. FOR THE PLANET.

Pulmuone

About this Report

Pulmuone began publishing its Sustainability Report in 2007 and adopted integrated reporting in 2014 to transparently disclose both financial and non-financial performance. This 19th edition of the report provides a balanced account of the relationship between Pulmuone and its material ESG issues, covering both the risks and opportunities they present to our business and the impacts of our activities on society and the environment. This year, we renamed the report from the Integrated Report to the Sustainability Report to better reflect its purpose and content. Pulmuone also provides key corporate information through its corporate website and regulatory disclosure platforms, including the Financial Supervisory Service's Data Analysis, Retrieval and Transfer System (DART) and the Korea Exchange's electronic disclosure system.

Report Publication Date June 30, 2026

Principles and Standards

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and with reference to the disclosure framework of the Korea Sustainability Standards Board (KSSB) S1, which was developed based on the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB). Industry-specific disclosures are informed by the Sustainability Accounting Standards Board (SASB) Standards. Financial data has been prepared on a consolidated basis in accordance with the Korean International Financial Reporting Standards (K-IFRS). Significant changes, where applicable, are noted separately in the relevant footnotes.

Reporting Scope and Boundaries

This report covers Pulmuone Corporation and its 29 consolidated subsidiaries,[1] including operations in Korea and overseas. Any differences in reporting scope are noted separately. In 2025, Pulmuone Foods Europe B.V. was added to the reporting scope, while Pulmuone Health & Living Co., Ltd., Pumeiduo Health & Living Co., Ltd., and Saemsoseul Co., Ltd. were excluded following equity divestitures and a merger by absorption.

1) Pulmuone Foods, PPEC Chuncheon, PPEC Uiryeong, PPEC Eumseong Fresh Noodle, PPEC Eumseong Sprout, PPEC Global Kimchi, Exofresh Logistics, PTA Agricultural Union Corporation, Pulmuone Food & Culture, Foodmerce, Pulmuone Health & Living, Pulmuone Healthcare, Pulmuone Academy, Pulmuone USA, Inc., Pulmuone Foods USA, Inc., Nasoya Foods USA, LLC, Korea Biotech Investment Capital, Shanghai Pulmuone Foods, Beijing Pulmuone Green Foods, Pulmuone Vietnam, A-Service, Pulmuone Kibun, Asahico, Danone Pulmuone, Sinsun Natto, Pulmuone IN, Pulmuone Waters, Pulmuone Together, Pulmuone Foods Europe B.V.

Reporting Period and Cycle

This report presents our activities and performance for the 2025 fiscal year (January 1 to December 31, 2025). Key quantitative data are provided to illustrate trends over the past three years, including the two preceding years. To enhance the timeliness of the report, significant activities and performance up to June 2026 have also been included.

Third Party Assurance of the Report

To ensure the objective, fair, and reliable presentation of information in this report, we obtained third-party assurance from BSI Group Korea, an independent verification agency. The assurance statement is provided on pages 187–189 of this report.

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Pulmuone

Message from the General CEO



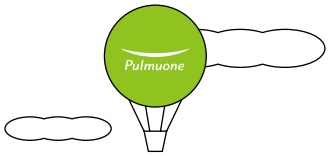
FOR YOU.
FOR THE PLANET.

Pulmuone

Pulmuone, paving the way for a sustainable future

Lee Woo-bong, General CEO
of Pulmuone Corporation

이 우 봉



Dear Stakeholders,

We are pleased to present the 2025 Pulmuone Sustainability Report, which provides a comprehensive overview of our achievements over the past year and our vision for the future.

First published in 2007, this 19th edition of the report is designed to help a wide range of stakeholders—including customers, shareholders, local communities, suppliers, and employees—better understand Pulmuone's financial and non-financial performance, with a focus on our ESG management activities.

This report is organized into four main sections: About Pulmuone, Key Topics, Material Issues, and Fact Book. About Pulmuone introduces our value system and business operations. Key Topics highlights our response to the ESG issues most critical to Pulmuone and the progress we have made. Material Issues provides a broader view of our ESG management frameworks and performance across the Environmental, Social, and Governance areas. Finally, Fact Book brings together economic, environmental, and social performance, and other sustainability-related information.

We hope this report helps our stakeholders understand Pulmuone's sustainability strategy and the progress we have made.

Despite theglobal economic slowdown and an uncertain business environment, Pulmuone maintained steady growth in both domestic and international markets, achieving approximately KRW 3.4 trillion in total revenue last year. In Korea, we continued to expand our business, led by the food manufacturing and distribution and food service and distribution divisions. Overseas, we made meaningful progress in restructuring our operations and restoring profitability, particularly in the U.S. and China.

We also continued to advance ESG management as a core strength, reinforcing Pulmuone's position as a global leader in sustainability. In the 2025 Corporate Sustainability Assessment (CSA) conducted by S&P Global, Pulmuone ranked third among food companies worldwide—the highest ranking ever achieved by a Korean food company—and remained in the global Top 5 for the third consecutive year. In Korea, we were named one of Korea's Most Admired Companies by Korea Management Association Consulting (KMAC) for the 20th consecutive year and were the only food company to receive this recognition. We also received an overall A+ rating in the ESG assessment conducted by the Korea Institute of Corporate Governance and Sustainability (KCGS), along with the Corporate Governance Excellence Award. We believe these achievements reflect our longstanding commitment to ESG, rooted in Pulmuone's identity as a for-profit company dedicated to the public good.

Despite continued uncertainty in the global economy and a challenging business environment, we will continue to advance our four mid- to long-term core strategies—Plant-Forward, Animal Welfare, Healthy Experience, and Eco-Caring to enhance shareholder value and fulfill our responsibilities to stakeholders.

In particular, Pulmuone will expand its Sustainable Diet business, rooted in the concept of Authentic Wholesome Foods, to promote a food culture that supports both personal and planetary health. Pulmuone defines Sustainable Diet as a concept that extends beyond sustainable foods such as plant-forward and animal welfare products to encompass broader dietary practices and food culture. We will extend this approach beyond products, services, and customer experiences to food culture as a whole, helping build a broader ecosystem for sustainable eating.

We will also embrace AI transformation (AX) as a key driver of future growth by strengthening data-driven management and accelerating innovation across our business processes. At the same time, we recognize the ethical responsibilities that come with AI and will establish human-centered, safe, and transparent AI governance to support sustainable innovation.

Building on the progress Pulmuone has made over the past 42 years, we will pursue new growth opportunities through Sustainable Diet and AX innovation. We will strengthen our leadership in K-food and continue our journey toward becoming the 'Global No. 1 Sustainable Diet Company' and a 'Global ESG Leader,' creating healthier and happier lives for people around the world. We appreciate your continued trust and support as we move forward.

Thank you.

June 2026 | Lee Woo-bong, General CEO of Pulmuone Corporation

PART.1

ABOUT PULMUONE

1







FOR YOU. FOR THE PLANET.

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018 ESG Fundamentals

Company Overview

Pulmuone is a leading Korean food company offering fresh and authentic wholesome foods, including tofu and beverages. Our business spans health functional foods, meal services and concessions, eco-friendly food distribution, drinking water, and fermented dairy products. With Sustainable Diet at the heart of our products and services, we have grown into a comprehensive food company, generating approximately KRW 3.38 trillion in consolidated revenue in 2025. Our global expansion began with the establishment of our U.S. subsidiary in 1991, followed by China (2010), Japan (2014), Vietnam (2019), and Europe (2025).

2025 General Information

Company Name
Pulmuone Corporation

Date of Foundation
May 31 1984

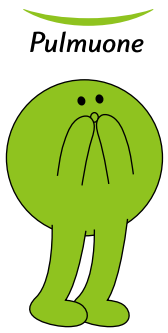
General CEO
Lee Woo-bong

No. of Employees
8,203[1] persons

No. of Subsidiaries
29 companies

Key Markets
Korea, U.S., Japan, China, Vietnam, Europe

Website



1) The figure has been corrected to address a tabulation error in the 2026 Pulmuone Open Shareholders' Meeting Report. Unlike the Business Report, this figure includes both regular and non-regular employees and excludes the CEO and executive directors.

2025 Financial Status

Total Assets	Credit Ratings[2]	
	Pulmuone Corporation	Pulmuone Foods
KRW 2,348.2 billion	BBB+	A-

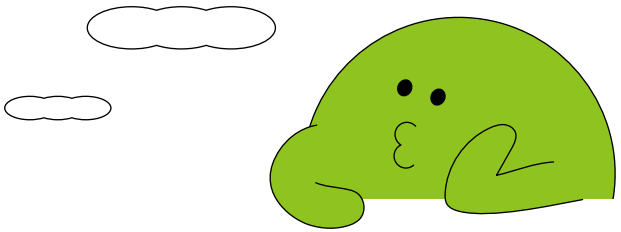
(Rated by Korea Investors Service & NICE Investors Service)

2) Credit ratings are as of December 31, 2025; ratings assigned by certain credit rating agencies have changed since April 2026.

Revenue	Operating Profit	Net Profit of Current Period	R&D Investment
KRW 3,380.2 billion	KRW 93.2 billion	KRW 15.2 billion	KRW 30.7 billion

2026 Pulmuone Open Shareholders' Meeting Report

For more information on Pulmuone's 2025 business performance, please refer to the 2026 Pulmuone Open Shareholders' Meeting Report.



2025 ESG Performance

Category		Rating	
S&P Global CSA		Food Industry: 3rd[3] Globally, 1st in Korea	Top 10% in the Food Industry
CDP	Climate Change	B	-
	Water	A-	-
KCGS	Overall	A+	Corporate Governance Excellence Award
	Environmental	A	
	Social	A+	
	Governance	A+	
Sustinvest		AA	ESG Best Companies 100

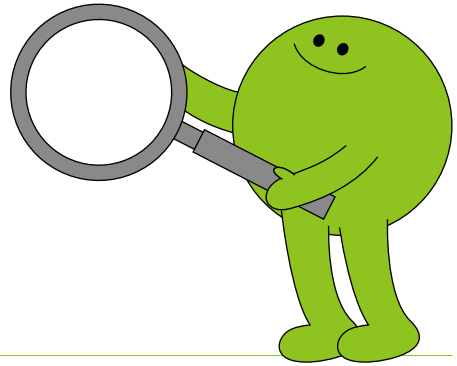
3) The ranking is as of June 30, 2026.

Company Overview

Ownership Structure

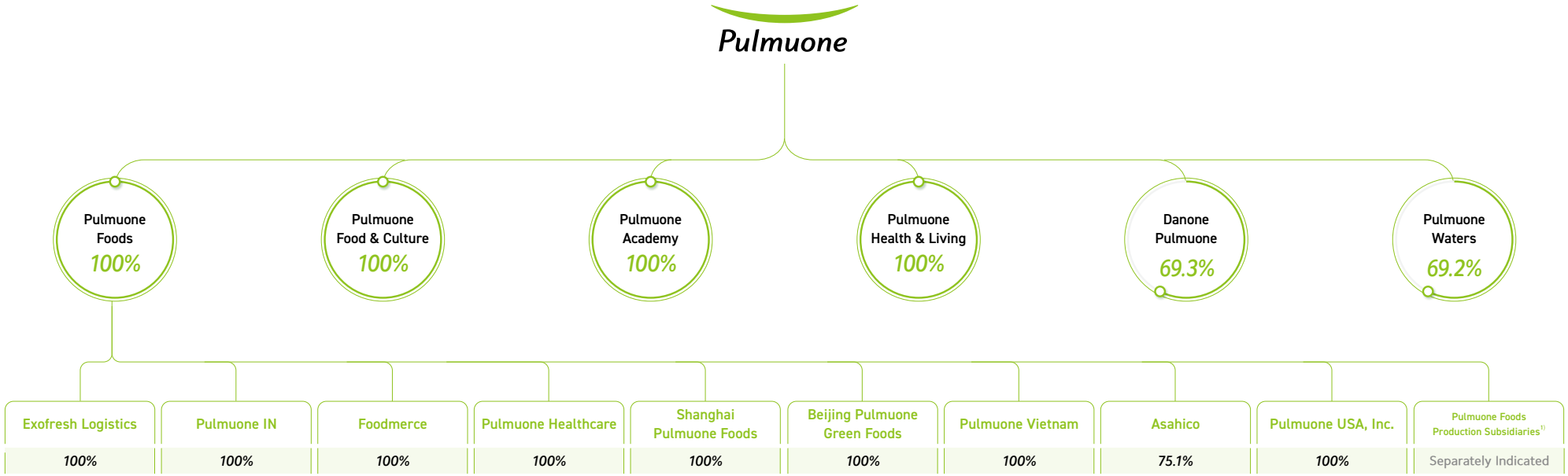
Pulmuone maintains a single-listed-company structure, with 100% ownership of all subsidiaries and sub-subsidiaries except joint ventures, ensuring clear ownership and governance. This structure helps prevent conflicts within the subsidiary structure, enables more focused use of management resources, and supports faster and more efficient decision-making. In line with this approach, Pulmuone acquired the remaining stake in Pulmuone Waters at the end of 2023, further streamlining its ownership structure and operations.

This ownership structure also supports a shared management philosophy and a consistent mid- to long-term growth strategy across the subsidiary structure.



Group Ownership at a Glance

(As of Dec. 31, 2025)



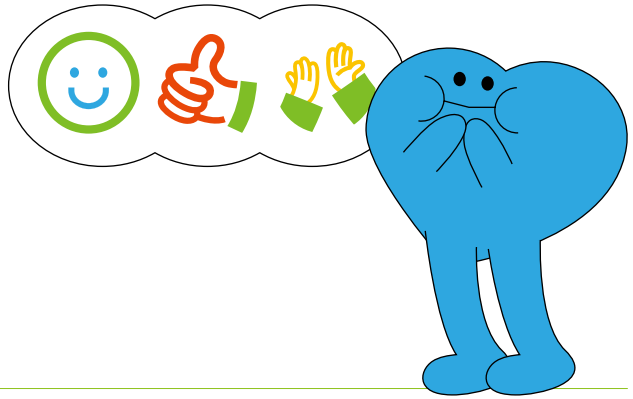
1) The companies included in Pulmuone Foods Production Subsidiary Group and the respective shares are as follows: PPEC Chuncheon, PPEC Uiryeong, PPEC Eumseong Fresh Noodle, PPEC Eumseong Sprout, PPEC Global Kimchi (100%), PTA Agricultural Union Corporation (99.9%), Sinsun Natto (81%), and Pulmuone Kibun (66%).'

Company Overview

Value System

In 2025, marking our 41st anniversary, we redefined our core values to drive a fundamental shift in organizational culture and the way we work. While the previous values of Trust, Passion, and Excellence reflected the qualities we aspired to, the new framework sets clear behavioral standards that employees can apply in their daily work.

Accordingly, we reinterpreted the Pulmuone Mindset, our longstanding cultural legacy, for today's workplace and established three new core values: Acting with Integrity, Driving Challenge, and Growing Together. We also introduced initiatives to embed these values throughout the organization.



2025 Revised Value System

Pulmuone Spirit

- Love for Neighbors
- Respect for Life

Mission

To Create a Healthier Tomorrow for People and the Planet through Authentic Wholesome Foods

Core Strategies & Values

Core Strategies

Plant-forward	Animal Welfare	Healthy Experience

Eco-Caring

New Core Values

Acting with Integrity

- We work honestly and transparently
- We treat each other with trust and respect
- We think and act with our customers in mind

Driving Challenge

- We think creatively and seize opportunities
- We embrace challenges boldly without fear of failure
- We make independent decisions and act responsibly to achieve our goals

Growing Together

- We lead healthy lives
- We work together to build a healthy community
- We create a healthier tomorrow for people, the company, and the planet

Our Business

Key Business Areas

Pulmuone's business spans four major areas: food manufacturing and distribution, food service and distribution, healthcare manufacturing and distribution, and future businesses.

Pulmuone is also exploring new business opportunities enabled by AX, looking beyond the expansion of its current business portfolio to develop new drivers of future growth.

Domestic Food Manufacturing and Distribution

This business division spans B2C (Business to Consumer) food manufacturing, B2B (Business to Business) food ingredient distribution, the production and sale of beverages and dairy products, and refrigerated logistics. In its B2C business, Pulmuone manufactures and sources fresh foods and home meal replacement (HMR) products, including tofu, vegetable side dishes, noodles, dumplings, and beverages, and distributes them through various retail channels. In its B2B business, Pulmuone supplies customized food ingredients and branded products to kindergartens, schools, companies, and foodservice operators. The division also produces and sells fermented dairy products and bottled water, expanding into everyday beverage categories to diversify its product offerings. In refrigerated logistics, Pulmuone uses its cold chain infrastructure to support fresh food distribution for affiliates and external customers.

Overseas Food Manufacturing and Distribution

We operate our global food business primarily in the U.S., Japan, China, and Vietnam, with production and distribution strategies tailored to local market conditions and consumer preferences. This localized approach strengthens our competitiveness in each market. In the U.S., we manufacture refrigerated Asian foods locally, including tofu, noodles, and dumplings, and distribute them primarily through major retail channels. In Japan, we supply plant-based foods such as tofu and fried tofu products to convenience stores and other retail channels, strengthening our position in the everyday food market. In China and Vietnam, we operate across a range of food categories, drawing on our tofu manufacturing capabilities, expertise in refrigerated and frozen processed foods, and local distribution networks.

Food Service and Distribution

The food service and distribution division focuses on institutional foodservice, concessions, and expressway rest area operations, providing services across diverse customer settings. Based on standardized cooking and quality management systems, it provides customized institutional foodservice to corporate clients, government agencies, the military, and healthcare facilities. At airports, leisure destinations, and mixed-use cultural complexes, the division develops brand concepts and operates concessions tailored to each location and its customers. At expressway rest areas, it operates food courts, cafés, convenience stores, and other convenience facilities, while developing menus featuring local specialties and improving facilities to provide a differentiated customer experience. Across these businesses, Pulmuone provides menus and services that respond to health and environmental trends, helping customers adopt Sustainable Diet in their daily lives.

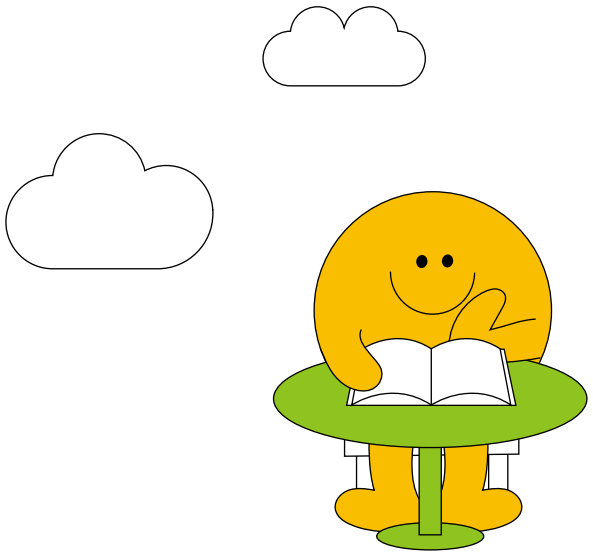
Healthcare Manufacturing and Distribution

Comprising Pulmuone Health & Living and Pulmuone Healthcare, the healthcare manufacturing and distribution division provides personalized health management solutions tailored to individual needs, supporting healthier lives for customers and their families. Its offerings include health functional foods, green juices, probiotic products, and health juices, as well as Design Meal, a personalized dietary management service. The business also offers Total Care Food[1)] solutions that integrate individual health information with dietary data.

1) Refers to a personalized dietary service that combines meal plans, health functional foods, and health beverages to design health routines tailored to each individual's lifestyle and health goals.

Future Business

Established in 2026, this business division leads Pulmuone's efforts to develop future businesses and create next-generation growth drivers through AX. It pursues new business opportunities in home appliances, pet-related businesses, Business-to-Employee (B2E) platforms, food tech, and in-house ventures, expanding Pulmuone's business into new areas beyond its food-centered portfolio.



Our Business

Key Business Areas

Business Activities by Major Subsidiaries

Subsidiaries									
Pulmuone Foods	Pulmuone Waters	Danone Pulmuone	Foodmerce	Pulmuone Food & Culture	Pulmuone Health & Living	Pulmuone Healthcare	Pulmuone USA, Inc.	Pulmuone Foods China	Asahico
Pulmuone 풀무원식품	Pulmuone 풀무원샘물	Pulmuone DANONE 풀무원다논	Pulmuone 풀무원푸드머스	Pulmuone 풀무원푸드앤컬처	Pulmuone 풀무원건강생활	Pulmuone 풀무원헬스케어	Pulmuone hasoya	圓美多	Asahico すこやかに食べよう
Business Areas and Activities									
Domestic Food Manufacturing and Distribution Healthcare Manufacturing and Distribution	Domestic Food Manufacturing and Distribution	Domestic Food Manufacturing and Distribution	Domestic Food Manufacturing and Distribution	Food Service and Distribution	Healthcare Manufacturing and Distribution	Healthcare Manufacturing and Distribution	Overseas Food Manufacturing and Distribution	Overseas Food Manufacturing and Distribution	Overseas Food Manufacturing and Distribution
Manufactures and sells fresh foods and beverages and provides personalized meal subscription services	Manufactures and sells bottled water and carbonated beverages	Manufactures and sells fermented dairy products	Supplies food ingredients to institutional foodservice, restaurants, and food manufacturers	Provides food and cultural space services through institutional foodservice, concessions, and expressway rest area operations	Manufactures and sells health functional foods, health-oriented foods, and skincare products	Manufactures and sells functional beverages	Manufactures and sells tofu, kimchi, meat alternatives, refrigerated and frozen snacks, sauces, and other food products	Manufactures and imports a range of food products, including noodles, rice cakes, kimchi tofu, frozen snacks, beverages, and snack foods	Manufactures and sells tofu and fried tofu products
Key Brands									
풀무원 풀무원지구식단 I'm Real	풀무원 샘물	풀무원요거트 풀무원다논 액티비아	풀스키친	PLANTUDE SKY HUB LOUNGE FLAVOUR6	풀무원 건강식물원 풀무원로하스	풀무원 녹즙 풀무원 프로바이오틱 DESIGN MEAL	plantspired Azumaya WILDWOOD	圓美多	Asahico TOFU PROTEIN

Our Business

Domestic and Global Network

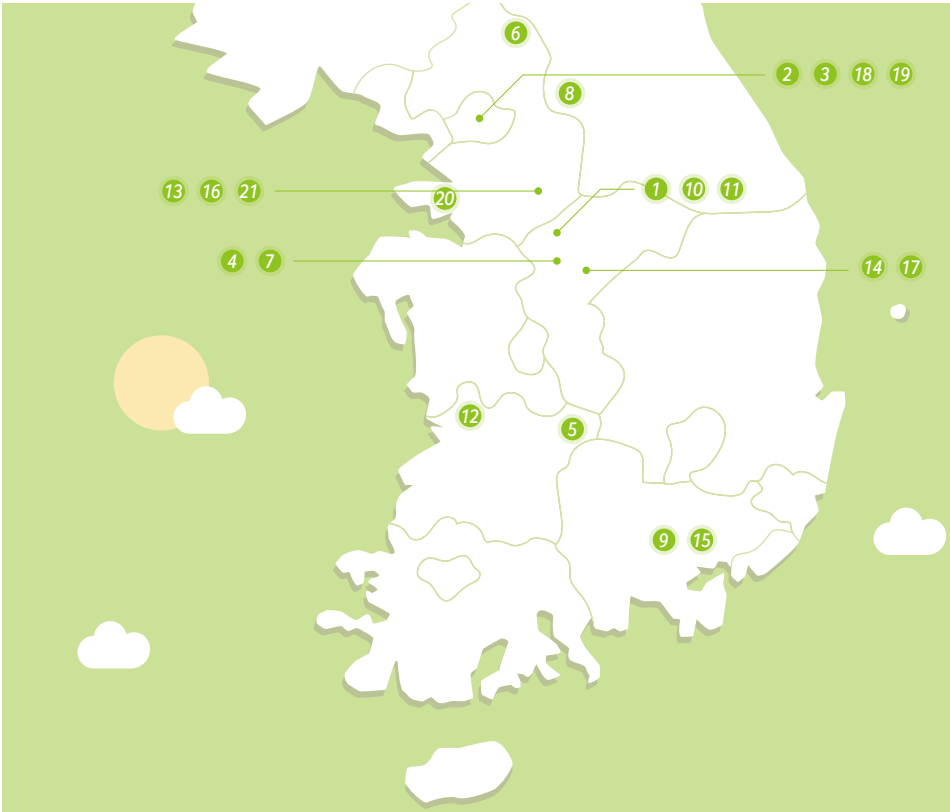
Domestic Business Sites

Pulmuone's Seoul-based holding company oversees the Group's mid- to long-term strategy and key management decisions, while its major domestic operating companies engage in businesses ranging from fresh foods and beverages to food service and concessions, health functional foods, and eco-friendly food distribution.

Across its manufacturing, distribution, and service operations, we strengthen our R&D and quality management capabilities and develop differentiated products and services based on our Authentic Wholesome Foods philosophy.

We are also strengthening our business portfolio around the Sustainable Food and Sustainable Diet categories to encourage healthier and more sustainable eating.

(As of December. 31, 2025)



No.	Subsidiary	Location	Business Areas	No. of Employees
1	Pulmuone Foods	Eumseong, Chungbuk	Food Manufacturing and Sales	7,030
2	Pulmuone Food & Culture	Seoul	Institutional Foodservice and Restaurant Operations	
3	Pulmuone Academy	Seoul	Real Estate Leasing and Education Services	
4	Pulmuone Health & Living	Jeungpyeong, Chungbuk	Manufacturing and Sales of Health Foods	
5	Danone Pulmuone	Muju, Jeonbuk	Manufacturing of Dairy Products	
6	Pulmuone Waters	Pocheon, Gyeonggi	Manufacturing and Sales of Beverages	
7	Pulmuone Healthcare	Jeungpyeong, Chungbuk	Manufacturing and Sales of Health Foods	
8	PPEC Chuncheon	Chuncheon, Gangwon	Manufacturing and Sales of Tofu and Other Food Products	
9	PPEC Uiryeong	Uiryeong, Gyeongnam	Manufacturing and Sales of Tofu and Other Food Products	
10	PPEC Eumseong Fresh Noodle	Eumseong, Chungbuk	Manufacturing and Sales of Noodles and Other Food Products	
11	PPEC Eumseong Sprout	Eumseong, Chungbuk	Manufacturing and Sales of Sprouts	
12	PPEC Global Kimchi	Iksan, Jeonbuk	Manufacturing and Sales of Kimchi	
13	Exofresh Logistics	Yongin, Gyeonggi	Logistics and Warehousing	
14	PTA Agricultural Union Corporation	Goesan, Chungbuk	Production and Sales of Agricultural Products	
15	Pulmuone Kibun	Uiryeong, Gyeongnam	Manufacturing and Sales of Fish Cake Products	
16	Foodmerce	Yongin, Gyeonggi	Wholesale Distribution of Food Ingredients	
17	Sinsun Natto	Goesan, Chungbuk	Manufacturing and Sales of Natto	
18	Pulmuone IN	Seoul	Staffing Services	
19	Korea Biotech Investment Capital	Seoul	Management Consulting	
20	A-Service	Ansan, Gyeonggi	Expressway Rest Area Operations	
21	Pulmuone Together	Yongin, Gyeonggi	Manufacturing of Ice Packs	

Our Business

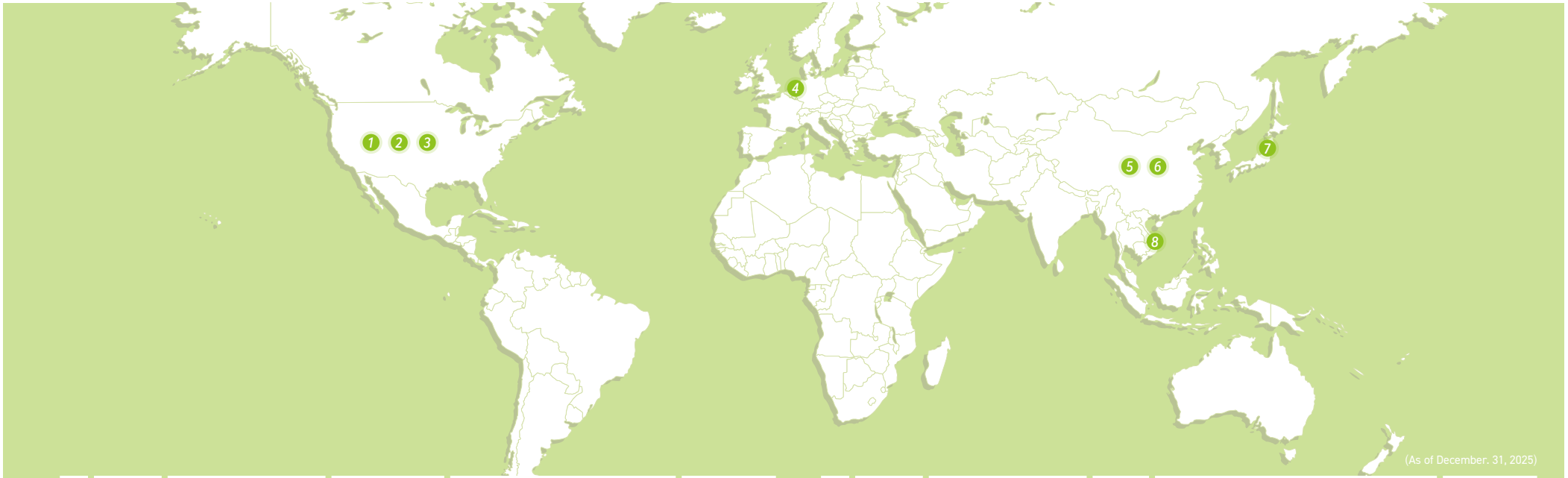
Domestic and Global Network

Overseas Business Sites

Pulmuone operates production facilities and business operations in key markets, including the U.S., Europe, China, Japan, and Vietnam, forming a global network that enables us to respond flexibly to local market demand.

Across these markets, we tailor our strategies to local market conditions and consumer trends to strengthen product competitiveness and operational efficiency, while working closely with local customers and business partners to expand our market presence.

Building on this foundation, we continue to explore new growth opportunities, particularly in plant-based foods, and pursue stable medium- to long-term growth.



(As of December. 31, 2025)

No.	Country	Subsidiary	Location	Business Areas	No. of Employees
1	U.S.	Pulmuone U.S.A., Inc.	Fullerton, California	Food and Beverage Manufacturing	575
2		Pulmuone Foods U.S.A., Inc.	Fullerton, California	Food and Beverage Manufacturing	
3		Nasoya Foods U.S.A., LLC	Ayer, Massachusetts	Food and Beverage Manufacturing	
4	Netherlands	Pulmuone Foods Europe B.V.	Amsterdam	Online Retail of Food and Household Products	1

No.	Country	Subsidiary	Location	Business Areas	No. of Employees
5	China	Shanghai Pulmuone Foods	Shanghai	Sales, Import, and Export of Agricultural and Food Products	259
6		Beijing Pulmuone Green Foods	Beijing	Sales, Import, and Exportof Packaged Foods	
7	Japan	Asahico	Saitama	Manufacturing and Sales of Food Products	337
8	Vietnam	Pulmuone Vietnam Co., Ltd	Hanoi	Manufacturing and Sales of Food Products	21

SPECIAL

Understanding Pulmuone's Sustainable Diet

Pulmuone is expanding its Authentic Wholesome Foods concept, traditionally centered on safety and trust, into Sustainable Diet, which incorporates health, nutritional balance, and sustainability. With the goal of developing products that are better for both people and the planet, we established our Sustainable Food framework in 2021. In 2024, we further defined Sustainable Diet and began developing new initiatives to help consumers adopt healthier eating habits. Sustainable Diet encompasses plant-forward, nutritionally balanced Sustainable Food and Sustainable Meals. It promotes four key eating practices: Start with Vegetables, Eat slowly, Eat a Variety of Foods, and Eat Lightly Seasoned Foods.

Expansion of Pulmuone's Authentic Wholesome Foods Concept



Pulmuone's Sustainable Attributes



Four Key Eating Practices for a Sustainable Diet

1 **Start with Vegetables**

Start your meal with vegetables, followed by protein-rich foods and whole grains. Eating in this order helps you get nutrients from vegetables first, including phytochemicals, vitamins, minerals, and dietary fiber.

2 **Eat Slowly**

Chew each bite about 30 times and take at least 20 minutes to finish your meal, giving yourself time to fully enjoy the texture and flavor of your food.

3 **Eat a Variety of Foods**

Enjoy a colorful variety of foods at every meal to get a balanced range of nutrients.

4 **Eat Lightly Seasoned Foods**

Eat foods with less salt, sugar, and fat to enjoy the natural flavors of vegetables, protein-rich foods, and whole grains.

SPECIAL

Understanding Pulmuone's Sustainable Diet

Sustainable Food

Pulmuone defines Sustainable Food as products that promote human health, nutrition, and environmental sustainability by increasing the use of plant-based ingredients and incorporating animal welfare-certified ingredients. Plant-forward diets are rich in dietary fiber and phytochemicals and can help reduce saturated fat intake. Growing global interest in plant-rich diets also reflects their potential to reduce carbon emissions and contribute to a more sustainable food system.

Building on this approach, we offer Sustainable Food options that support consumers in adopting a Sustainable Diet without requiring the complete exclusion of animal-based ingredients. The portfolio includes Plant-Based Foods developed using plant-based ingredients and tofu-based technologies, as well as Plant-Forward FRM, which incorporates some animal-based ingredients to provide greater flexibility in adopting plant-rich diets. When animal-based ingredients are used, we seek to use animal welfare-certified livestock products and ASC/MSC-certified seafood.[1)]

Our Sustainable Food portfolio has expanded through the development of dedicated brands and product categories. Launched in 2022, the flagship Sustainable Food brand Jigusikdan continues to expand its product portfolio in accordance with our Sustainable Food Framework and raise consumer awareness. Garden Me, a Sustainable Health Food brand based on plant-derived ingredients, was launched in 2024, further diversifying the portfolio. In 2025, we continued to expand both Plant-Based Foods and Plant-Forward FRM products.

1) ASC (Aquaculture Stewardship Council) and MSC (Marine Stewardship Council) are global certification programs for seafood produced through sustainable aquaculture and fishing practices.

Sustainable Food System



Plant-Based Foods

Foods made entirely from plant-based ingredients. Animal-based ingredients are replaced with plant-based alternatives, while advanced technologies are used to enhance nutritional value.



Plant-Forward FRM

FRMs that are primarily plant-based but contain limited amounts of animal-based ingredients. The type and amount of animal-based ingredients are strictly controlled, with a gradual transition to animal welfare-certified ingredients.



Animal Welfare Foods

Foods made primarily with animal welfare-certified meat, poultry, and eggs. Pulmuone seeks to reduce the use of animal-based ingredients with relatively high carbon emissions.



Sustainable Seafoods

Foods made primarily with ASC/MSC-certified seafood, offered in the form of raw materials, primary processed products, and FRMs.



Sustainable Health Foods

Health foods made exclusively with plant-derived ingredients that provide bioactive benefits, supporting personal health while benefiting the environment.

Pulmuone Jigusikdan: Plant-Based Foods and Plant-Forward Foods



SPECIAL

Understanding Pulmuone's Sustainable Diet

Sustainable Meals

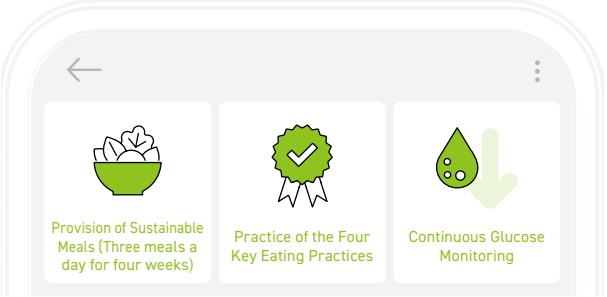
Pulmuone is expanding its Sustainable Meals business across institutional foodservice and dining services, alongside the continued growth of its Sustainable Food portfolio. Sustainable Meals are intended to provide an alternative to modern diets that are often high in refined carbohydrates, which are rapidly digested and absorbed, causing spikes in blood glucose and increasing the risk of obesity and chronic diseases.

Based on the Sustainable Diet Standard Model Guidelines, Sustainable Meals incorporate Sustainable Food ingredients and follow the Nutritionally Balanced 211 Meal Plan, combining vegetables, protein-rich foods low in saturated fat, and whole grains. Through these meals, consumers can practice the four key eating practices of Sustainable Diet and adopt eating habits that support personal and planetary health.

Sustainable Meals are designed to help stabilize blood glucose through lower net carbohydrate content, sufficient dietary fiber, and foods that promote satiety. To assess these potential benefits, Pulmuone conducted a four-week study in 2025 in which participants were provided with three meals a day. The findings indicated potential health benefits and were presented as a poster at the 2025 Fall Conference of the Korean Society of Community Nutrition. A manuscript based on the study is currently in preparation.

Pulmuone also conducts Sustainable Diet customer experience programs and competitions to support the development of new Sustainable Meals and the expansion of the business.

Study on the Health Benefits of Sustainable Meals



211 Meal Plan

Nutritionally Balanced 211

Each meal should meet your calorie needs and consist of vegetables, protein foods, and whole grains in a ***2:1:1*** ratio. Choose plenty of low-carbohydrate leafy and stem vegetables. Select protein foods low in saturated fat, such as beans, tofu, oily fish, and eggs, along with minimally processed, fiber-rich whole grains. Whenever possible, choose Sustainable Food ingredients.

2 Fill half your plate with vegetables

1 Fill one-quarter of your plate with plant-based or low-saturated-fat protein foods

1 Reduce refined carbohydrates and fill one-quarter of your plate with whole grains

Health Benefits of Sustainable Meals

Helps manage blood glucose and insulin resistance, which are receiving growing attention as key health indicators

Reduces net carbohydrate intake while ensuring sufficient intake of dietary fiber, protein, and phytochemicals

Helps stabilize post-meal blood glucose levels by moderating fluctuations

Promotes satiety and supports normal insulin function by maintaining more stable blood glucose levels

Helps reduce chronic disease risk factors, including fat accumulation in the body, by supporting normal insulin function

SPECIAL

Understanding Pulmuone's Sustainable Diet

CASE

Development and Launch of the Tasty Pulmuone Learning Platform

Although awareness of Sustainable Diet is growing as global food culture evolves, many consumers still struggle to put it into practice due to a lack of specific guidance and barriers related to taste and cost. To move beyond simply providing information and help consumers experience and practice the values of Authentic Wholesome Foods in their daily lives, we began developing Tasty Pulmuone in 2025 as a practical learning platform. It officially launched on April 22, 2026, Earth Day.

Program Overview

Tasty Pulmuone is designed to help participants experience Sustainable Diet and easily incorporate it into their daily lives by teaching practical cooking methods and eating practices. To support this goal, we offer a curriculum consisting of four core modules[1] based on Pulmuone's 211 Meal Plan. The program is designed to build participants' cooking experience and their ability to apply what they learn in everyday life. Held at the Tasty Kitchen at Pulmuone's Suseo headquarters, the two-day course includes a 15-minute theory session and a 135-minute hands-on cooking and tasting session each day. Regular classes are offered twice a month, along with one themed class each month for groups such as socially vulnerable groups and single-person households.

1) The four modules cover vegetables, whole grains, protein foods low in saturated fat, and flexible Plant-Forward eating.

Menu Development and Business Integration

Beyond serving as an educational program, Tasty Pulmuone also functions as a platform for developing and utilizing Sustainable Diet-related menus. Through university-industry collaboration, internal task force research, and a company-wide competition, we have developed a range of menus designed to support Sustainable Diet. These menus are categorized by customer characteristics, preparation complexity, nutritional balance, and seasonal themes and incorporated into the educational program. We also plan to use these menus in developing new institutional foodservice and dining offerings at Pulmuone Food & Culture, extending the menus developed through the program to B2C and B2B products and services.

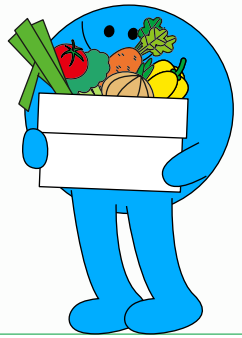
Future Plans

In the short term, we plan to stabilize program operations and further enhance the program, including by developing menus featuring seasonal ingredients. We also plan to expand the program to international participants and foster a consumer community that offers practical recipes and relevant information on Sustainable Diet while encouraging continued interaction and experience sharing among participants. Programs connecting participants with professional chefs and researchers will also be expanded, helping Tasty Pulmuone evolve into a lifestyle platform that makes Sustainable Diet more accessible in everyday life.
Over the medium to long term, we plan to work with Pulmuone's global businesses and overseas subsidiaries to adapt Tasty Pulmuone to local food cultures and extend the experience to consumers beyond Korea.









ESG Fundamentals

ESG Governance Framework

Roles of the Board of Directors

Pulmuone's Articles of Incorporation stipulate that the Board of Directors is responsible not only for addressing financial risks but also for proactively identifying and mitigating the negative environmental and social impacts of its business activities. To fulfill this responsibility, Pulmuone has established an ESG Committee under the Board of Directors. The Committee reviews and determines Pulmuone's ESG management strategy, policies, and objectives[1)] and provides substantive oversight of related matters.

Pulmuone has integrated a process for managing impacts on stakeholder rights and interests into its Enterprise Risk Management (ERM) framework. To ensure its effectiveness, an internal control process covering identification, response, and feedback is also in place. Pulmuone regularly gathers stakeholder feedback on its ESG impacts through various communication channels.[2)]

1) This includes reviewing the results of the materiality assessment used to identify key ESG issues, as well as approving the publication of the Sustainability Report.
2) For more information on Pulmuone's stakeholder communication channels, see page 20 of this report.

Roles of the Board of Directors in Sustainable Management

Pulmuone Regulations of the Board of Directors, Article 3-5

1. Establish and review the company's goals and strategies for long-term value creation, and ensure that key decision-makers are aware of material issues related to stakeholder engagement and sustainable growth
2. Provide input on the development of the company's sustainable business strategies
3. Establish and oversee communication strategies to ensure that the company's purpose is embedded throughout the organization
4. Review the strategic direction of the company's long-term priorities, provide guidance, and discuss and assess related proposals
5. Provide input and feedback on the company's resource allocation
6. Oversee internal controls and systematic risk management
7. Maintain a succession policy for the General CEO
8. Establish a compensation policy for the General CEO aligned with the company's sustainability objectives
9. Establish and apply criteria for the fair evaluation of the performance of the General CEO and directors

View Pulmuone's Regulations of the Board of Directors

Roles of Management and Employees

The Board of Directors assigns the General CEO ultimate responsibility for managing the environmental, social, and economic impacts arising from the company's business activities. To ensure that ESG issues are considered in key management strategies and resource allocation, the Chief Financial Officer (CFO) also serves as head of the ESG Committee Secretariat and as the company's Risk Officer.

To enhance non-financial value creation and risk management, Pulmuone operates two executive management bodies: Session D and the Integrated Steering Committee. Session D discusses key matters related to the company's social and environmental responsibilities and, in principle, meets at least twice a year. It reviews performance in creating non-financial value and risk management activities and discusses how the Board's guidance can be reflected in specific management strategies. The Integrated Steering Committee discusses operational risks arising across manufacturing facilities—including production, logistics, procurement, safety, and environmental risks—and develops response strategies for key risks. It also reviews the implementation of risk management initiatives and ensures that identified improvements are reflected in business operations.

ESG strategies determined by executive management are communicated across business sites by the Executive Director of Sustainability. The ESG Management Team, under the Executive Director of Sustainability, oversees company-wide ESG strategy development and impact management, while coordinating collaboration across ESG-related functions.

The results of ESG strategy implementation are regularly reported to the ESG Committee. The Committee reviews key ESG performance and risks at least annually. Significant impacts or urgent issues may also be reported at any time. To support effective decision-making, the ESG Management Team shares meeting agendas and related materials with Committee members in advance and incorporates their feedback to further develop agenda items and facilitate informed and substantive deliberation.

ESG Fundamentals

ESG Governance Framework

CASE

Sustainability Training for the Board

Pulmuone provides regular training to strengthen the Board's ESG capabilities and support responsible decision-making. On December 5, 2025, all Board members attended an external training session covering key global ESG trends and the implications of changes in climate policy.
Newly appointed independent directors also receive separate training each April to enhance their understanding of the company, with ESG management included as a core component. The training was provided to Director Shin Mi-hyeon in 2025 and to Directors Ryu Gang-seok and Kim So-jeong in 2026.

Policy Commitments

Pulmuone's policy commitments for advancing ESG management are based on internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, and the ILO Core Conventions.
Pulmuone embeds respect for human rights and environmental protection across its business operations. In particular, Pulmuone adheres to the Precautionary Principle in matters related to food safety, the environment, and employee safety, taking preventive action when potential risks are identified even in the absence of scientific certainty, with priority given to stakeholder health and environmental impacts.
The Board of Directors assigns the General CEO responsibility for managing the company's impacts. Policies in key areas, including human rights and the environment, are approved by the General CEO and publicly disclosed. As appropriate, these policies extend beyond Pulmuone employees to suppliers, local communities, business partners, and other stakeholders. Pulmuone also formalizes and implements due diligence procedures and standards tailored to the characteristics of each policy area.

Mitigating Adverse Impacts

To identify adverse impacts that may arise from its business activities, Pulmuone operates various reporting channels. The Cyber Audit Office serves as an online grievance reporting channel for external stakeholders, including suppliers. Employees can report human rights violations through both the Cyber Audit Office and the Human Rights Center's dedicated telephone and email channels. Customer complaints are received and addressed through the Customer Service Center. For more information on the principles and processes for addressing adverse impacts reported through these channels, please refer to the links below.

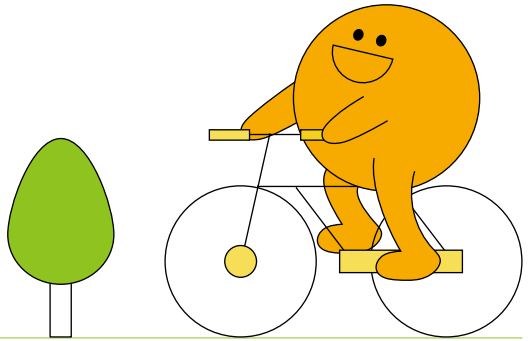
View Pulmuone's Declaration for Human Rights Management
View Pulmuone's Occupational Health and Safety Management Policy
View Pulmuone's Environmental Management Policy
View Pulmuone's Supply Chain ESG Policy
View Pulmuone's Customer Rights Protection Policy
View Pulmuone's Supplier Grievance Reporting and Resolution Process
View Pulmuone's VOC Process Guidelines
View Pulmuone's Employee Grievance Reporting and Resolution Process

Stakeholder Engagement

Communication with Stakeholders

Pulmuone identifies customers, shareholders, employees, suppliers, local communities, and the environment as its six key stakeholders in its Articles of Incorporation. Pulmuone maintains communication channels tailored to each stakeholder group.
Alongside regular communication through its website, social media, and online and offline consultation channels, Pulmuone seeks stakeholder input on the impacts of its business activities through forums such as the Supply Chain ESG Alliance.

Stakeholder feedback informs Board decision-making and business strategy. The Board reviews stakeholder engagement outcomes and recommends that management reflect material stakeholder interests and concerns in enterprise risk management and non-financial value creation initiatives. Pulmuone also regularly monitors the implementation and progress of improvement initiatives identified through stakeholder communication and discloses the related performance through its Sustainability Report and other channels.



Definition of Stakeholders and Communication Channels

Category	Definition	Communication Channels	
		Stakeholder-Specific	Common
Customers	Consumers who purchase products and services from Pulmuone	· Customer Service Center · Homemaker Monitor Program · e-Fresh Monitor Program · Customer Satisfaction Surveys	· Website · Social Media[1)] · Cyber Audit Office · Disclosures (Periodic and Ad Hoc)[2)]
Shareholders	Individuals and (institutional) investors who hold or plan to hold Pulmuone stock	· Open Shareholders' Meetings · NDR/IR Meetings	
Employees	All members of the company who work together to achieve Pulmuone's mission and vision	· Employee Portal · Labor-Management Council · Open Committee · Environment, Health and Safety Committee · Human Rights Center	
Suppliers	All partner companies and their employees engaged in procurement, manufacturing, sales, transportation, and facility operations related to the production and delivery of Pulmuone products and services	· Supplier Forums · Partners' Day · Wonderpul Partners Council · Pulmuone Sourcing Portal	
Local Communities & Environment	All individuals and institutions that influence or are influenced by Pulmuone's business operations—including the government, government agencies and related organizations, NGOs, volunteer organizations, and residents living near its business sites	· Community Forums(Regular and Ad Hoc) · Industry Associations · Community Partnerships	

1) Refer to Instagram, YouTube, etc.
2) Refer to Business Reports, Sustainability Reports, Open Shareholders' Meeting Reports, Brochures, etc.

Materiality Assessment

Materiality Assessment

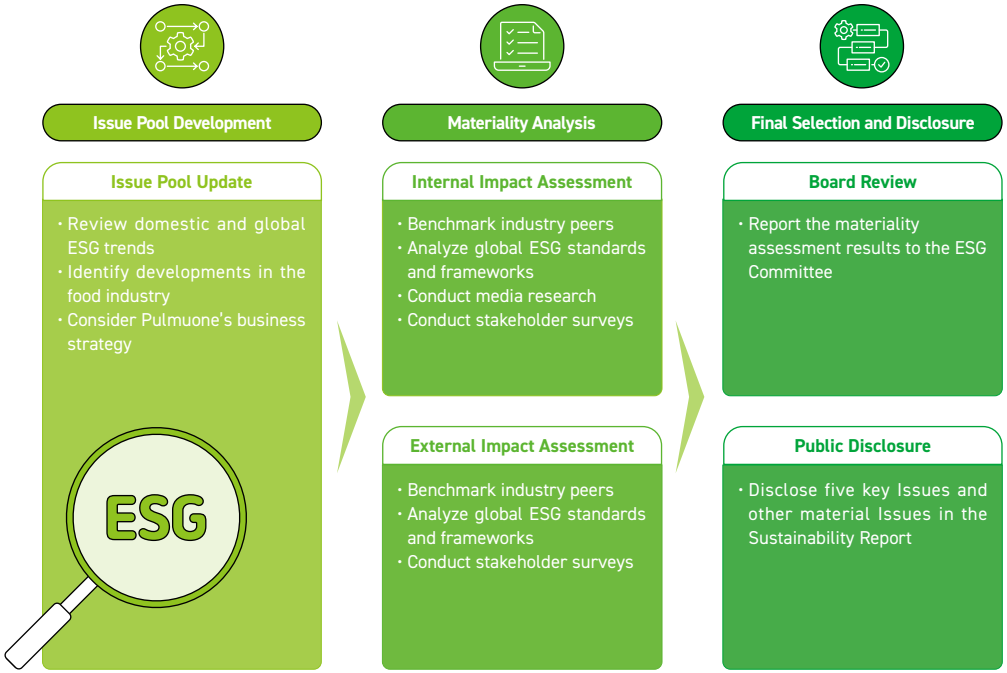
Pulmuone conducts an annual materiality assessment based on the concept of double materiality, considering both internal and external impacts.[1)]
The 2025 issue pool was developed from the previous year's pool and updated to reflect domestic and global ESG trends, developments in the food industry, and Pulmuone's business strategy.

Each issue was then assessed[2)] from both perspectives, resulting in five key issues: Reducing Waste and Building a Circular Economy, Enhancing Product Quality and Safety, Responding to Climate Change and Achieving Net Zero, Reducing Water Use and Improving Wastewater Management, and Strengthening ESG Management and Partnerships with Suppliers. Further details on these issues are provided in the Key Topics chapter.[3)]

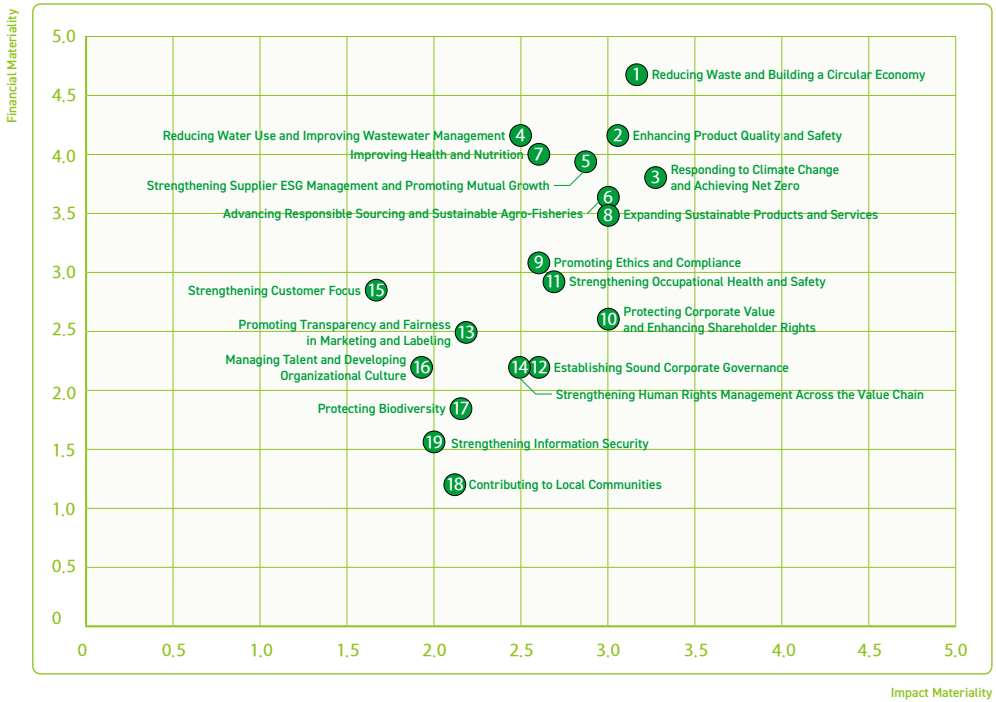
The materiality assessment results are also used to identify mid- to long-term non-financial risks and inform company-wide risk management planning. At the end of each year, the results are submitted to the ESG Committee for review and approval.

1) Internal impact refers to the impact of ESG issues on Pulmuone's business, while external impact refers to the environmental and social impacts of Pulmuone's business activities.
2) External stakeholders participate in the assessment.
3) Responding to Climate Change and Achieving Net Zero is covered separately in the KSSB S2 Report in the Appendix.

2025 Materiality Assessment Process



2025 Materiality Matrix



Materiality Assessment

Materiality Assessment

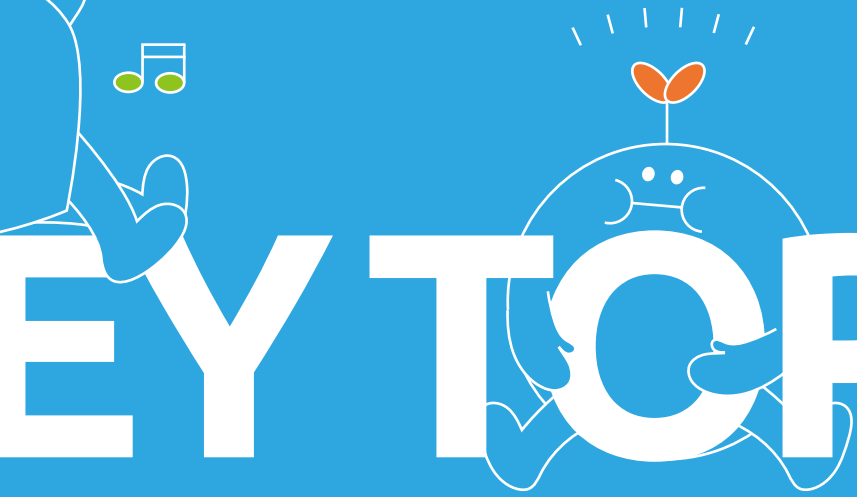
2025 Materiality Assessment Results

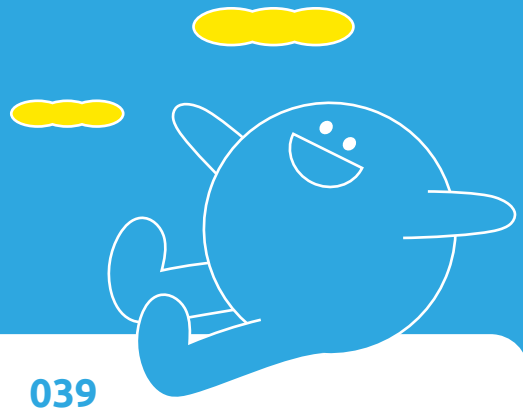
No.	Category	Material Issues	Nature of the Issue	Cause of Financial Impact			Affected Stakeholders						Year-to-Year Variability
				Investor and Customer Demands	Changes in Government Policies,Laws and Regulations	Industry Changes and Technological Advancements	Customer	Shareholders	Employees	Suppliers	Local Community	Natural Environment	
1	Environmental	Reducing Waste and Building a Circular Economy	Potentially Negative										–
2	Social	Enhancing Product Quality and Safety	Highly Positive										▲1
3	Environmental	Responding to Climate Change and Achieving Net Zero	Highly Positive										▼1
4	Environmental	Reducing Water Use and Improving Wastewater Management	Potentially Negative										▲1
5	Social	Strengthening Supplier ESG Management and Promoting Mutual Growth	Potentially Negative										▲2
6	Social	Advancing Responsible Sourcing and Sustainable Agro-Fisheries	Highly Positive										▲3
7	Social	Improving Health and Nutrition	Highly Positive										▼1
8	Economic	Expanding Sustainable Products and Services	Highly Positive										▼4
9	Governance	Promoting Ethics and Compliance	Potentially Negative										▼1
10	Governance	Protecting Corporate Value and Enhancing Shareholder Rights	Positive										▼1
11	Social	Strengthening Occupational Health and Safety	Highly Positive										–
12	Governance	Establishing Sound Corporate Governance	Positive										▲1
13	Social	Promoting Transparency and Fairness in Marketing and Labeling	Positive										New
14	Social	Strengthening Human Rights Management Across the Value Chain	Positive										▼2
15	Social	Strengthening Customer Focus	Highly Positive										New
16	Social	Managing Talent and Developing Organizational Culture	Positive										▼3
17	Environmental	Protecting Biodiversity	Highly Positive										▼2
18	Social	Contributing to Local Communities	Highly Positive										▼2
19	Social	Strengthening Information Security	Potentially Negative										New



PART.2

KEY TOPICS





FOR YOU. FOR THE PLANET.

024 Reducing Waste and Building a Circular Economy

030 Enhancing Product Quality and Safety

035 Reducing Water Use and Improving Wastewater Management

039 Strengthening Supplier ESG Management and Promoting Mutual Growth

Reducing Waste and Building a Circular Economy

Key Issues for Corporate Value Creation

Type of Impact: Risk, Opportunity

Materiality of Externalized Impact on Stakeholders

Waste management and the design and management of packaging materials are important considerations for the food manufacturing industry, with implications for environmental and regulatory risks as well as stakeholder trust.
In particular, improper waste disposal, the increase in plastic usage, and low recycling rates heighten the risk of violating environmental laws and regulations, negatively impact consumer perceptions of the brand, and erode trust from distribution and supply partners. Furthermore, failure to meet the supply chain requirements and sustainability standards of key customers may jeopardize existing business relationships and limit new business opportunities.
Conversely, strengthening resource circularity can create a range of opportunities, such as fostering consumer empathy, enhancing brand trust, and strengthening the capacity to respond to future regulations. Pulmuone continues to improve its packaging by adopting mono-materials that are easier to recycle, increasing the use of recycled materials, and developing biodegradable alternatives. These initiatives help reduce the environmental impact of our packaging while improving product competitiveness.

	Mid- to Long-Term Targets	Reporting Year Targets	Reporting Year Performance
Target[1]	Waste: • Reduce waste generation[2] by 23,800 tons by 2028 • Reduce waste intensity by 12% by 2035[3] Plastic: • Reduce plastic use by 20% by 2035[4]	Waste: • Reduce waste generation by 999 tons • Reduce waste intensity by 1% year over year[5] Plastic: • Reduce plastic use by 727 tons	Waste: • Achieved 93.7% of the target[6] • Achieved a 64.8% reduction against the target Plastic: • Achieved 107.2% of the target[7]

Strategies	Waste: • Establish and monitor KPIs for waste reduction • Seek recognition of food waste as a circular resource • Achieve zero food waste • Convert food waste into energy Plastic: • Reduce plastic use • Strengthen plastic circularity • Strengthen eco-friendly partnerships
Executive Compensation	Waste: • General CEO: 2% • COO 2.5% Plastic: • General CEO: 2%

1) Since 2024, Pulmuone has managed targets and performance across its overseas manufacturing sites.
2) Figures are reported on a cumulative basis from 2025 onward.
3) The target is based on the 2023 waste intensity of 82.71 kg per ton of product across domestic and overseas operations.
4) The target is based on 2022 plastic use of 3,667 tons, with the calculation limited to Pulmuone Foods, Pulmuone Waters, and Danone Pulmuone.
5) The 2025 target is a waste intensity of 73.7 kg per ton of product.
6) The 2025 performance was a waste intensity of 78.4 kg per ton of product.
7) The 2025 performance represents a 779-ton reduction in plastic waste.

Impact Analysis on External Stakeholders

Affected External Stakeholders

Consumers, distributors, key customers, packaging material suppliers, and regulatory authorities

Topic Relevance on External Stakeholders

Packaging plays an important role not only in protecting products and providing information but also at the disposal stage after use. As consumers become more conscious of packaging waste, they are paying greater attention to recyclability and the use of recycled materials, driving growing demand for environmentally friendly packaging. Distributors and key customers closely assess compliance with applicable packaging regulations and distribution standards. Suppliers are responding to evolving market demands by improving recyclability, incorporating more recycled materials, and optimizing packaging design. Meanwhile, as global regulations such as the EU Packaging and Packaging Waste Regulation (PPWR) become more stringent, domestic regulators are also strengthening oversight of recyclability, recycled content, and waste reduction.

Risk Drivers

Use of multi-material or difficult-to-recycle packaging, low recycled content, excessive packaging, and inefficient packaging design.

Potential Impacts

Negative	Positive
Restricted access to the EU market, higher packaging redesign costs, distribution constraints, and reputational damage due to regulatory non-compliance	Reduced waste, improved recyclability, greater regulatory readiness, and stronger customer trust through lightweighting, reduced packaging, and design for reuse

Reducing Waste and Building a Circular Economy

Reducing Waste

Waste-Related Impact Management

Pulmuone recognizes waste generated throughout its food manufacturing and sales operations—from raw material sourcing and production to distribution and consumption—as a significant environmental impact and has established a systematic framework to manage it.

At our business sites, organic waste—including plant-based residues (such as soy pulp, off-specification tofu, and vegetable and noodle residues) and wastewater sludge—accounts for a significant portion of the waste generated. Packaging scrap and designated waste are also generated in smaller quantities. Across our value chain, waste is also generated in the form of agricultural byproducts, packaging production scrap, and discarded products and packaging. When landfilled or incinerated, such waste can generate greenhouse gases and other pollutants, contaminate water and soil, and cause odors that affect local communities.

To address these impacts, we operate a waste management system centered on resource circularity, with a focus on reducing waste, improving recyclability, and increasing the use of recycled and recovered materials. Organic waste is recovered for use as animal feed and compost, while wastewater sludge is properly treated by specialized service providers. Also, we continuously improve packaging recyclability through lightweighting, the adoption of mono-material structures, and increased use of recycled materials. Designated waste and general waste are treated by specialized service providers in accordance with applicable laws and regulations.

In addition, we are expanding our waste management efforts across the supply chain and through the consumer disposal stage by meeting our obligations under the Extended Producer Responsibility (EPR)[1] scheme and promoting proper waste separation. Furthermore, we regularly monitor key indicators, including waste generation and recycling rates, and manage progress against our waste reduction targets.

1) Extended Producer Responsibility (EPR) is a policy under which producers of products and packaging are responsible for collecting and recycling post-consumer waste. The program is designed to promote resource circularity and reduce waste generation.

Waste Management System

Pulmuone manages the entire waste[2] management process—from waste generation and transportation to final treatment—using the Allbaro System, the Ministry of Environment's integrated waste management platform, which enables transparent tracking of waste generated across its business sites.

When waste is generated, each business site first registers it in the system. Waste transportation service providers then enter information on the waste collected within the legally prescribed reporting period, and waste treatment service providers record receipt upon delivery. This end-to-end process enables Pulmuone to systematically track waste types, quantities generated and discharged, and transportation and treatment routes.

The Allbaro System covers both general waste and designated waste. Using the data collected, we analyze waste volumes, recyclability, and treatment routes to identify opportunities to increase recycling. For incinerated waste, we also work with waste treatment service providers to explore treatment options that take into account the potential for energy recovery.

Before entering into a new contract with a waste transportation or treatment service provider, we conduct a mandatory assessment to ensure compliance with the Wastes Control Act. The assessment covers transportation and treatment capabilities, environmental compliance, and any history of significant environmental issues. Contracting decisions are made based on the assessment results.

Our waste treatment contracts also set out contractors' obligations under applicable laws and regulations, liability for violations, and grounds for termination. These provisions help address environmental compliance risks from the contracting stage and clearly define responsibility for proper waste treatment.

2) Waste generated from all business sites, including food waste.



Reducing Waste and Building a Circular Economy

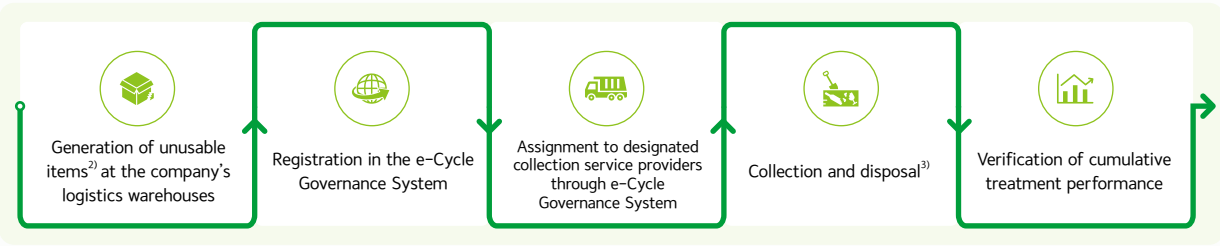
Reducing Waste

CASE

Circular Resource System and Performance

Pulmuone has established a resource recycling system for waste generated during the manufacture of electronic products at Pulmuone Health & Living. The system has been in operation since December 2023 and has received e-Cycle Governance[1] certification.

Circular Resource System



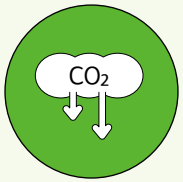
2025 Circular Resource Performance[4]



Used Electronic Appliances
11,323 kg Recovered



Circular Resources
10,896 kg Produced



Greenhouse Gas
31,040 $kgCO_2eq$ Reduced

1) A nonprofit public organization authorized by the Ministry of Environment to fulfill obligations related to resource circulation.
2) Items confirmed to be defective and returned, or unused materials.
3) The entire disposal process handled by specialized service providers is monitored via CCTV, and materials are separated by component for recycling and resource recovery.
4) Performance for the period from December 1, 2024, to November 30, 2025.

Waste Management Strategy

Waste from Operations

Pulmuone strives to minimize environmental impacts by systematically managing all types of waste, including food waste generated during the manufacturing process, in accordance with the Environmental Management Policy. To strengthen company-wide waste reduction efforts, we have continued to expand the scope of our company-wide waste reduction targets, extending target setting and performance management to overseas manufacturing sites in 2024. In 2025, we set a waste intensity target of 73.7 kg per ton of product for our domestic and overseas operations.

We pursued a range of initiatives, including reducing the moisture content of wastewater sludge and increasing the recognition of waste as circular resources. However, fluctuations in production volume increased the proportion of waste that remains relatively constant regardless of output. As a result, waste intensity reached 78.4 kg per ton of product in 2025, representing 93.7% of the target achieved. To further reduce waste generation, we are working to reduce wastewater sludge and considering expanding the use of food waste treatment equipment at Pulmuone Food & Culture sites where food waste is generated

Food Waste

Pulmuone defines food waste as unconsumed food and food byproducts generated throughout the production, processing, distribution, and consumption of food. This includes byproducts no longer intended for human consumption and waste from food preparation.

At our business sites, food waste is categorized by stage of generation into manufacturing process waste, food byproduct waste, food preparation waste, and distribution and consumption waste. Individual waste streams, including soy pulp, off-specification products, food scraps, and expired products, are measured and tracked separately. Based on this classification system, we monitor food waste generation through our waste management system and analyze losses by process and their causes.

We minimize food waste by improving production efficiency, managing raw material inputs, and strengthening expiration date controls. Any food waste generated is prioritized for recovery as animal feed or compost, minimizing final disposal.

Reducing Waste and Building a Circular Economy

Reducing Waste

Waste Reduction Initiatives

Waste from Operations

Waste Audits and Investment Plans

Pulmuone conducts regular environmental audits focused on compliance with environmental laws and regulations, including the Wastes Control Act, as part of its waste management practices. The audits assess compliance with legal requirements for waste classification, storage, transfer and receipt, outsourced treatment procedures, and accurate data entry in the Allbaro System.

In addition, we conduct self-inspections twice a year using an environmental compliance audit checklist developed based on our internal inspection guidelines. The audit framework consists of holding company-led audits and self-inspections by individual business sites, allowing us to more closely assess regulatory compliance at the operational level. Before entering into new contracts, we also assess waste transportation and treatment service providers for compliance with legal requirements, treatment capabilities, and other qualification criteria, and contract only with qualified service providers.

We take corrective action in accordance with applicable laws and regulations to address issues identified through audits and self-inspections. We also continue to identify opportunities to improve treatment efficiency and increase recycling.

Although we currently have no separate plans for large-scale waste management investments, we continue to make gradual improvements by addressing issues identified during business site operations.

2025 Waste Management Investments

Year	Entity	Key Improvements Implemented
2025	PPEC FF	Waste storage area improvements

R&D for Waste Reduction

Pulmuone conducts R&D at the product and packaging design stage to minimize waste generation from the outset. In particular, we continue to improve packaging through lightweighting, the adoption of mono-material structures, and increased use of recycled materials, with a focus on resource circularity and reducing the environmental impact of post-consumer waste. We are also improving raw material use efficiency and optimizing production processes to minimize food loss and waste.

Waste Recycling

To accelerate the transition to a circular economy, Pulmuone actively uses the Circular Resource Recognition System. Under this system, the government recognizes recyclable and environmentally benign waste as resources, helping reduce waste and improve resource efficiency.

Pulmuone operates resource circulation programs to recover food waste generated at its manufacturing sites for use as livestock feed and biodiesel feedstock. In October 2025, we expanded the scope of circular resource recognition to include waste synthetic resins from the Pulmuone Waters Idong Plant, further expanding the range of waste recycled under the system. Currently, plant-based residues and waste cooking oil generated at seven business sites[1] are registered for circular resource recognition. In 2025, a total of 8,200 tons of waste recognized as circular resources was recycled.

To further expand recycling while ensuring the safety and quality of circular resources, we comply with applicable laws and regulations and maintain quality control processes in accordance with applicable recycling standards. Waste suitable for resource recovery is prioritized for recovery, while landfilling is minimized except where unavoidable. Through recycling and energy recovery, Pulmuone seeks to reduce the amount of waste requiring final disposal.

1) The seven business sites are: Pulmuone Foods' Eumseong Tofu Plant, PPEC Eumseong Fresh Noodle, PPEC Eumseong Sprout, Pulmuone Healthcare Doan Green Juice Plant, PPEC Global Kimchi, Pulmuone FF, and Pulmuone Waters Idong Plant.

Food Waste

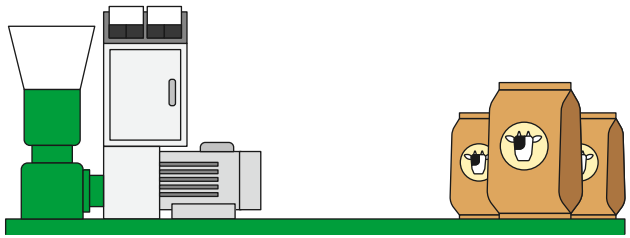
Food Waste Reduction

Since 2020, Pulmuone has been gradually introducing microbial food waste treatment systems as part of our efforts to reduce food waste. These systems use microorganisms that are harmless to humans to decompose food waste and are expected to reduce annual waste treatment costs by 63% per business site. As of December 2025, Pulmuone Foods and Pulmuone Food & Culture had installed approximately 137 systems across concession, expressway rest area, and institutional foodservice sites.

In addition, concession and institutional foodservice sites run the 'Zero Food Waste' campaign on an ongoing basis, encouraging customer participation through activities aimed at reducing plate waste, including designated days with no plate waste.

Reducing Food Waste with Suppliers

Food waste often results from product defects caused by deviations from standard specifications or packaging issues during production. Pulmuone conducts joint R&D with suppliers to identify the root causes of defects and implement corrective measures. We also continue to reduce product defect rates through quality improvement initiatives, including the introduction of new equipment.



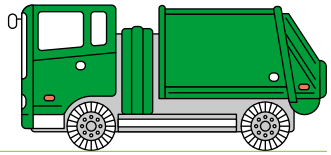
Reducing Waste and Building a Circular Economy

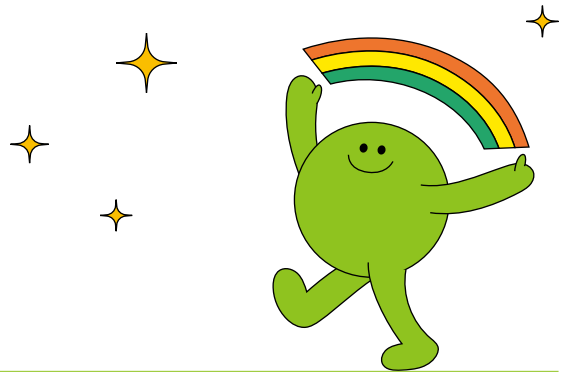
Packaging Management

Eco-Friendly Packaging Strategy

Pulmuone is implementing the Eco-Friendly Packaging Policy with a target to reduce plastic use by 20% by 2035 compared with 2022. The policy is built on three strategic pillars: 'Reducing Plastic Use' at the product manufacturing stage, 'Strengthening Resource Circularity' through the development and application of recycling technologies, and 'Expanding Partnerships' to accelerate the adoption of eco-friendly packaging and create synergies.

The policy is guided by the 5R principles—Remove, Reduce, Recycle, Reuse, and Rot. Based on these strategies and principles, we set a target to reduce plastic use by approximately 700 tons in 2025.



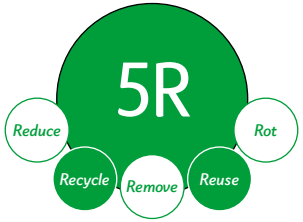


Eco-Friendly Packaging Policy: Strategies, Key Actions, and Targets

Strategy	Key Actions	Target Year	Targets
Reducing Plastic Use	· Remove labels · Expand the use of lightweight containers · Replace plastics with paper-based materials	2023	· Apply label-free packaging to Danone Pulmuone yogurt (8-pack) · Introduce lightweight containers for I'm Real and kimchi products, and 1 kg tofu · Reduce the weight of Saemsoseul bottled water packaging · Replace OEM tteokbokki packaging trays with paper trays
Strengthening Resource Circularity	· Expand the use of CR-PET and PP	2024	· Apply 100% CR-PET containers to I'm Real beverages
		2025	· Explore expanded use of mono-material packaging · Validate the use of CR-PP materials
Expanding Partnerships	· Participate in the virgin plastic reduction partnership (WWF PACT) · Use low-VOC packaging materials (e.g., water-based inks and adhesives) · Manage recycled material content in packaging	2024	· Expand the use of water-based inks and adhesives in packaging
		2025	· Establish a process for managing suppliers' recycled material content and applying Pulmuone's self-certification mark

The 5R Principles of Eco-Friendly Packaging

Pulmuone's 5R principles for eco-friendly packaging aim to reduce environmental pollution and waste generation through the following practices.



❶ *Remove* : Eliminate unnecessary packaging
❷ *Reduce* : Reduce the use of hazardous substances and plastics by optimizing packaging structures and production processes
❸ *Recycle* : Minimize incineration and landfilling by improving recyclability
❹ *Reuse* : Promote resource circularity by using recycled plastics and reusable packaging
❺ *Rot* : Use biodegradable materials

Reducing Waste and Building a Circular Economy

Packaging Management

Eco-Friendly Packaging Initiatives

Expanding the Use of Recycled Materials in Packaging

Pulmuone is actively developing and adopting various eco-friendly packaging materials to strengthen resource circularity. In October 2024, we introduced chemically recycled (CR) plastic containers for all products under our premium fresh fruit juice brand, I'm Real. Chemical recycling breaks down waste plastic to produce high-purity recycled materials with quality equivalent to virgin plastic.

Through the use of CR plastic containers, we reduced our use of virgin plastic by 147.1 tons in 2025. We are also developing technologies to use mechanically recycled plastic in beverage packaging.

Expanding Recyclable Packaging

Pulmuone is improving packaging recyclability by adopting mono-material packaging across various products. Composite-material packaging can hinder waste separation and recycling, while simpler packaging structures can improve separation efficiency and recyclability. Mono-material packaging has been prioritized for hotteok products for export, with plans to expand its use to products sold in Korea.

We also continue to redesign packaging materials and structures to improve recyclability. All products under the premium beverage brands I'm Real and I'm Fruit, as well as all dressing products, use labels with mildly alkaline, water-separable adhesives that can be removed from containers in water at 65°C. The amount of adhesive used has also been minimized, while synthetic resin labels with a specific gravity of less than 1 have been adopted to facilitate separation in water and improve recycling efficiency.

Reducing Single-Use Packaging Packaging

Pulmuone is implementing various measures to reduce plastic use in product packaging, including container lightweighting, expanded use of label-free packaging, and a transition to paper-based materials.

For tofu, one of Pulmuone's flagship products, we expanded our lightweighting efforts from the 300 g container in 2024 to the 1 kg container in 2025, reducing its weight from 29 g to 27.5 g, or approximately 5.1%. The weight of the 400 g kimchi container was also reduced from 42 g to 38 g, or approximately 9.5%. We also redesigned PET containers at the Pulmuone Waters Miryang Plant, reducing the weight of 0.5 L containers by approximately 22%, 2 L containers by approximately 10%, and caps by approximately 24%. These lightweighting initiatives reduce plastic use and carbon emissions through reduced raw material consumption.

To expand the use of alternatives to plastic, we are replacing plastic trays used for noodle and tteokbokki products with paper trays and expanding their use to tteokbokki products manufactured by OEM suppliers. For deliveries from our online store (#Pulmuone), expandable polystyrene (EPS) boxes are being replaced with paper-based insulated boxes, while tape and cushioning materials are also being replaced with paper-based alternatives to reduce plastic use in delivery packaging.

Expanding Reusable Packaging

Recognizing that the reuse of food packaging is restricted under Korean food safety regulations, Pulmuone is strengthening resource circularity by reducing packaging waste and promoting the proper treatment and recycling of waste generated.

For logistics packaging that does not come into direct contact with food, we have introduced reusable plastic crates for transporting refrigerated products such as tofu, bean sprouts, and noodles. These crates are collected, washed, and reused to reduce packaging waste and promote resource circularity.

Expanding Eco-Friendly Packaging Partnerships

Pulmuone is preparing the 'Supply Chain Responsibility through Recycling Project' to enhance transparency and accountability in the use of recycled materials. The project will track certified recycled CR-PET and CR-PP materials throughout the packaging production process, helping reduce the use of virgin plastic and promote plastic circularity.

Achievements in Improving Packaging Sustainability

Category	Activity	Performance
Expanding the Use of Recycled Materials in Packaging	Applied 100% CR-PET to I'm Real PET containers	Reduced virgin plastic use by 147.1 tons
Expanding Reusable Packaging	Introduced reusable plastic crates for the distribution of refrigerated products	Managed qualitatively; not subject to quantitative measurement
Reducing Single-Use Plastic Packaging	Introduced lightweight containers and replaced plastic with alternative materials	Reduced plastic use by 605.9 tons
	Reduced the use of EPS boxesfor logistics	Reduced plastic use by 26.2 tons

R&D Resources for Improving Packaging Sustainability

Category	Details
Mold investment for 400 g kimchi containers	KRW 51 million invested in molds
Mold investment for 1 kg tofu trays	KRW 15 million invested in molds
Cost impact of using recycled plastic in I'm Real packaging	KRW 252 million increase in production costs

Enhancing Product Quality and Safety

Key Issues for Corporate Value Creation

Type of Impact: Risk, Opportunity

Materiality of Externalized Impact on Stakeholders

Food safety is a core element of product quality management and a fundamental prerequisite for sustainable business operations for food manufacturers. Because food directly affects consumer health, food safety incidents can result not only in legal liability and financial losses but also in negative impacts on consumer trust and brand reputation. In today's rapidly evolving information environment, food safety issues can quickly extend beyond individual products and undermine trust in the company as a whole.

Accordingly, food safety is recognized not merely as a matter of regulatory compliance, but as an important management factor affecting a company's sustainability and competitiveness. Furthermore, as food safety regulations and certification requirements continue to become more stringent both domestically and internationally, systematic food safety management capabilities provide an important foundation for maintaining market competitiveness and strengthening stakeholder trust.

	Mid- to Long-Term Targets	Reporting Year Targets	Reporting Year Performance
Target	• Achieve 100% implementation of the quality issue prevention system • Maintain zero foodborne illness incidents and achieve VOC of 1 ppm[1] or below	• Expand the quality issue prevention system • Maintain zero foodborne illness incidents and reduce VOC by 30% from the previous year	• Expanded the quality issue prevention system and strengthened VOC management • Expanding the use of AI and TTC[2]-IoT technologies to prevent food safety incidents

Strategies

1. Strengthen Preventive Quality Management

- Conduct food safety management audits: Conduct regular audits of all production facilities and suppliers at least once a year
- HACCP Certification: Maintain 100% certification across our own food manufacturing plants[3] and suppliers[4], and obtain certification for two logistics centers
- FSSC 22000 Certification: Achieve 100% certification across our manufacturing sites[5]
- Establish and implement a potential food hazard assessment process: Identify and prevent potential hazards in new products and develop management measures to support preventive management

2. Prevent food safety risks

- Prevent foodborne illness risks by strengthening the management of high-risk ingredients and temperature controls
- Strengthen quality controls for high-risk processes to ensure quality stability
- Minimize customer complaints through significant reductions in VOC and strengthened VOC management
- Continue preventive quality management with the goal of maintaining VOC at or below 1 ppm

Executive Compensation

Head of the Quality & Technology Center: 10%

1) Customer complaints (Voice of Customer, VOC) per million products sold.
2) Time and Temperature Control.
3) Based on 11 business sites.
4) Based on 251 suppliers.
5) Based on 14 business sites.

Impact Analysis on External Stakeholders

Affected External Stakeholders

Consumers, distributors, key customers, OEM partners, raw material suppliers, and regulatory authorities

Topic Relevance on External Stakeholders

Food safety and quality management are closely linked to a wide range of stakeholders, including consumers, distributors, key customers, OEM partners, raw material suppliers, and regulatory authorities.

Consumers are directly affected by product safety and quality and expect safe products backed by reliable quality management. Distributors and key customers may be affected by the safety and quality management of products supplied to them, while OEM partners and raw material suppliers participate in the operation and improvement of management systems designed to meet food safety standards and quality requirements. Regulatory authorities oversee compliance with food safety laws and standards and consider companies' food safety management systems and operations as key areas for inspection.

Risk Drivers

Inadequate raw material and manufacturing process controls, inconsistent quality management among suppliers, failures in temperature control during storage and transportation, and increasingly stringent food safety regulations and certification requirements

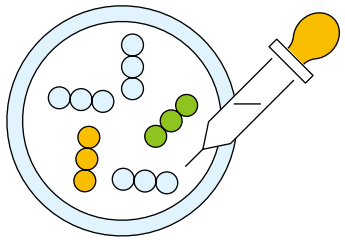
Potential Impacts

Negative	Positive
Adverse health impacts on consumers, increased product recall and disposal costs, regulatory sanctions, damage to brand reputation, and declining consumer trust resulting from food safety incidents	Reduced consumer complaints through the implementation of the quality issue prevention system and stronger VOC management, and greater competitiveness in meeting the requirements of global markets and major distribution channels

Enhancing Product Quality and Safety

Product Quality Management Policy

Pulmuone is committed to fulfilling its responsibilities for food safety and quality in line with its 'Principles for Wholesome Foods.' Our fundamental approach is to prevent food safety hazards throughout the production process and maintain consistent quality by complying with domestic and international regulations and global standards.
We place the highest priority on consumer health and safety throughout the entire process—from raw material sourcing and production to distribution and sales—and apply the same food safety principles across the value chain, including to our suppliers.
We also provide transparent information and maintain open communication to uphold consumers' right to know, while continuing to strengthen our food safety culture through employee participation.



Food Safety and Quality Management Principles

Compliance with Regulations and Principles

We place customer health and food safety at the core of our values, and comply with global food safety regulations and principles. These standards are applied consistently from production to the final consumer stage, ensuring that all Pulmuone products comply with relevant laws and regulations.

Alignment with Global Food Safety Standards

We pursue continuous improvement based on global food safety certifications and international standards. To apply these standards consistently across our global supply chain, we continue to expand our food safety management system. Alongside these efforts, we foster a culture in which every member of our organization understands the importance of food safety and puts it into practice, helping us deliver safe and reliable products.

Development and Implementation of Best Practices

We develop and implement food safety and quality management processes across our supply chain by leveraging the latest technologies. To ensure safe raw material sourcing and sustainable production, we utilize digital technologies to rigorously verify compliance with our quality standards and applicable regulations.

Continuous Improvement and Innovation

To achieve sustainable food safety, we will develop and implement action plans through company-wide meetings and follow through on identified improvements. We will strengthen internal food safety and quality capabilities through ongoing training and provide employees across Pulmuone and our suppliers with the knowledge and skills needed to maintain food safety and quality. Furthermore, we will regularly conduct audits to verify compliance with global food safety requirements and identify areas for further improvement.

Strengthening Transparency and Communication

We are committed to ensuring the health of our customers and the safety of our food. We will continue to disclose the production histories of various Pulmuone products and expand the scope of disclosure. To make product information more accessible, we are using digital technology to provide comprehensive details on quality and safety. We also strive to enhance our products through active communication with customers and by incorporating their feedback.



Short-, Mid-, and Long-Term Targets

Category	Unit	Reporting Year (2025)		Short-Term Target (2026)	Mid-Term Target (2028)	Long-Term Target (2030)
		Target	Performance			
Expand the quality issue prevention system (VOC reduction)	ppm	5.92	5.90	4.00	2.00	1.00
Expand the TTC-IoT real-time monitoring system (prevention of food safety incidents)	No. of sites	40	66	100	200	300

Enhancing Product Quality and Safety

Product Quality Management System

To ensure objectivity and credibility in food safety and quality management, Pulmuone maintains an independent external verification system involving accredited organizations in Korea and abroad as well as globally recognized certification bodies.

All 14 manufacturing sites maintain HACCP and FSSC 22000 certifications. For HACCP certification, the sites undergo annual surveillance audits and recertification audits every three years by the Ministry of Food and Drug Safety and the Korea Agency of HACCP Accreditation and Services. FSSC 22000-certified manufacturing sites undergo annual surveillance audits and recertification audits every three years by global certification bodies such as SGS Korea. These audits verify that Pulmuone's food safety management systems conform to internationally recognized standards.

Pulmuone also applies HACCP management standards equivalent to those applied to food for human consumption to suppliers of pet food. For agricultural products, seafood products, and simply repackaged products that are not subject to HACCP certification, food safety levels are assessed against applicable laws and regulations, ISO 22000, and requirements under GFSI-recognized certification programmes before initial audits are conducted.

Food safety management across the supply chain is further verified through regular external audits by key customers, including Costco, Starbucks, and Samsung Welstory. For export products and products with potential hazards, Pulmuone applies remote, real-time quality management systems based on digital transformation (DX) to strengthen quality control.

Supporting these efforts, Pulmuone's Food Safety Center is an internationally accredited testing laboratory recognized by the Korea Laboratory Accreditation Scheme (KOLAS) and scientifically analyzes and manages microbiological and chemical hazards in raw materials and products. Following its reassessment in 2025, the center maintained its accreditation for testing and inspection capabilities for another four years.

PTC Osong, the pilot production facility of the Pulmuone Institute of Technology, serves as a testing and production hub for validating new technologies and products. Its hygiene and process controls are regularly verified through annual HACCP inspections by the Ministry of Food and Drug Safety and the Korea Agency of HACCP Accreditation and Services.

Through this multi-layered external verification framework, Pulmuone enhances the objectivity and transparency of its food safety management while strengthening a sustainable supply chain built on trust, a key element of ESG management.

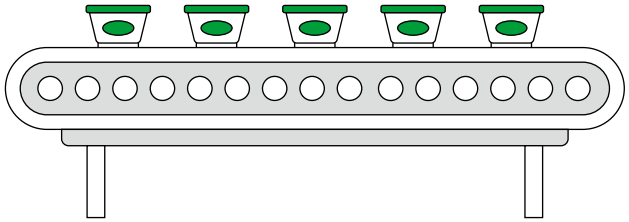
Product Quality Management Activities

Applying New Technologies to Improve Product Quality

Pulmuone is advancing data-driven quality management across its food manufacturing processes to improve product consistency and safety. In tofu production, AI agent-based quality stabilization technology collects and analyzes data across the entire process, from soaking through packaging, and predicts fluctuations in key process parameters to support more stable production. Pulmuone has also introduced AI vision technology for barcode recognition, automatic use-by date calculation, and 100% inspection of use-by date markings. These technologies help prevent quality risks such as missing or incorrect date markings while enhancing product safety and the reliability of quality management.

Pulmuone has also developed an AI-powered mobile application to prevent missing or incorrect use-by date markings and provides it free of charge to suppliers that wish to adopt the technology. Designed to accommodate high-mix, low-volume production environments, the application can be integrated into manufacturing lines with minimal investment, helping small and medium-sized manufacturers strengthen their quality management capabilities. In 2025, the application was deployed for six products manufactured by suppliers, enabling 100% inspection of use-by date markings and demonstrating its effectiveness in preventing products with missing date markings from being shipped.

Pulmuone will continue to leverage emerging technologies, including AI and vision technology, to strengthen product quality and safety. By expanding responsible quality management practices together with suppliers, Pulmuone aims to further advance its sustainability management efforts.



Product Risk Prevention and Control

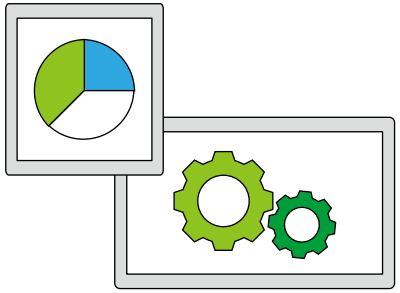
Product Quality Monitoring

As part of its food safety and quality assurance activities, Pulmuone applies the Quality Monitoring Scheme (QMS) to all branded products. The QMS provides detailed, systematic, and preventive management across the entire process, from raw materials and product shipment to hygiene management.

Key processes are monitored in real time using Real-Time Quality Inspection (RTQI) and Smart HACCP-based monitoring systems. Foreign material control and heat treatment processes are managed in accordance with guidelines based on global standards, with improvements made as necessary.

Pulmuone also proactively responds to domestic and international food safety and quality issues and regulatory changes, while closely monitoring seasonal high-risk products to minimize food safety risks. For export products, quality verification and targeted monitoring are conducted based on country-specific standards to maintain quality levels that meet the requirements of each market.

In the event of a quality issue, Pulmuone activates a rapid response system and applies food science-based technologies, including foreign material and microorganism control, enhanced quality monitoring systems, and process improvements, to stabilize product quality and strengthen brand trust.



Enhancing Product Quality and Safety

Product Quality Management Activities

Applying New Technologies to Improve Product Quality

Assessment of Potentially Hazardous Food

Pulmuone conducts Potentially Hazardous Food (PHF) assessments to systematically identify and prevent product-related risks. These assessments comprehensively review the safety of raw materials and ingredients, manufacturing processes, and supply chain reliability to prevent potential food safety risks.

PHFs refer to foods that require time and temperature control for safety (TCS foods). These include milk, eggs, meat, poultry, fish, shellfish, and foods containing ingredients that support the rapid growth of foodborne pathogens and are therefore susceptible to spoilage. Products that require temperature control to limit the growth of pathogenic microorganisms or the formation of toxins are also classified as PHFs.

Pulmuone assesses PHFs based on factors such as the use of animal-based ingredients, the application of heat treatment or sterilization, the potential for cross-contamination, and the method of consumption. Based on these factors, products are classified into five risk categories: Level 1, Level 2A, Level 2, Level 3, and Low Risk. Based on the assessment results, measures such as continuous on-site supervision, 100% inspection, preventive controls, and real-time monitoring are implemented to prevent foodborne illness.

In 2025, a total of 365 products underwent PHF assessments. By brand, these included 259 products from Pulmuone Foods, 86 from Pulmuone Foodmerce, 17 from Pulmuone Green Juice, and 3 from Pulmuone Health & Living. The results classified 0 products as Level 1, the highest-risk category, 6 as Level 2A, 89 as Level 2, 193 as Level 3, and 77 as Low Risk. Based on the assessment results, Pulmuone implements preventive management measures appropriate to each product's risk level.

Supplier Quality Standards and Monitoring

To strengthen food safety and quality across the supply chain, Pulmuone continues to enhance its supplier quality management system.

With a focus on preventing foodborne illness and quality incidents and strengthening hygiene management, Pulmuone provides regular training and conducts inspections for suppliers. Domestic and international food safety standards, including HACCP and FSSC 22000, are incorporated into supplier management standards. Regular on-site inspections assess hygiene conditions, process controls, and the suitability of storage and transportation throughout manufacturing and service delivery. Where deficiencies are identified, suppliers are required to develop improvement plans and take corrective action.

Suppliers with significant quality risks or that fail to adequately implement corrective actions may face shipment suspensions or restrictions on further transactions. We also work with high-performing suppliers to expand quality improvement activities.

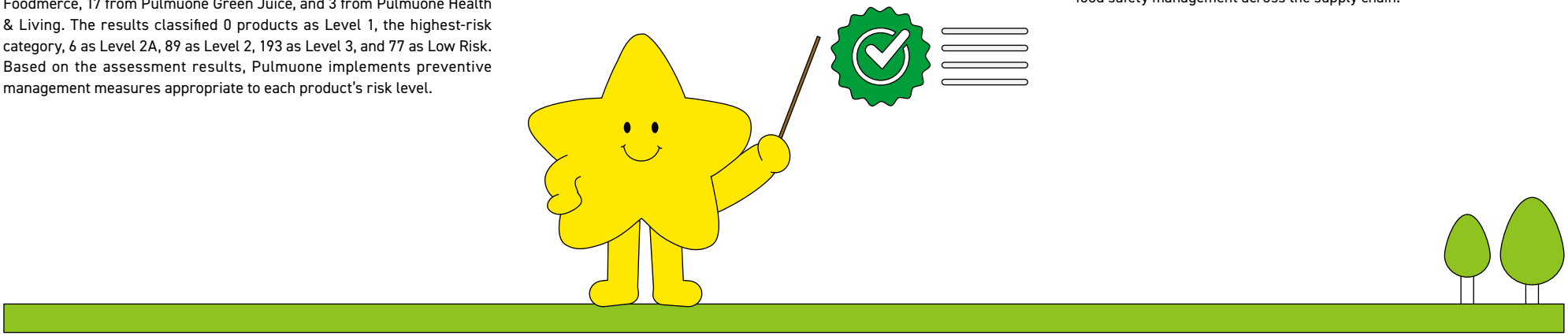
Internal Assessment of the Quality Management System

A systematic internal audit program based on the Pulmuone Food Safety Management System (PFSMS) supports food safety and preventive quality management throughout the manufacturing and supply processes.

Audits are conducted at least once a year at Pulmuone and supplier manufacturing sites, using assessment criteria tailored to the characteristics and operating standards of each site. In 2025, a total of 383 internal audits were conducted. In particular, food manufacturing suppliers are assessed using a 221-item checklist across 17 sections, covering quality, food safety, food defense, and food fraud in accordance with global standards.

Food safety risks identified through these assessments are tracked through the Pulmuone Sourcing Portal, and suppliers are required to develop and implement corrective action plans. We verify that corrective actions have been completed and allow suppliers that do not meet the required standards a specified period to address identified issues before reassessment.

Suppliers that still fail to meet Pulmuone's requirements upon reassessment may face shipment suspension, restrictions on further transactions, or termination of the business relationship. The same assessment criteria apply to prospective suppliers, which must pass a preliminary assessment before doing business with Pulmuone. This process enables consistent food safety management across the supply chain.



Enhancing Product Quality and Safety

Product Quality Management Activities

Strengthening Quality Management Capabilities

Strengthening the Capabilities of QA Personnel

Effective quality, hygiene, and safety management at food manufacturing sites requires qualified quality assurance (QA) personnel. Through regular inspections, QA personnel play a key role in fostering a quality culture across the organization. Pulmuone maintains an internal learning and assessment system to continuously maintain and enhance their capabilities.

The system is designed to assess how effectively QA personnel perform their duties in accordance with established standards and procedures, with the results used to inform training, feedback, and improvement activities. Pulmuone also supports QA personnel in obtaining FSSC 22000 auditor qualifications or equivalent externally recognized certifications to strengthen their practical expertise and professional integrity.

Strengthening the Capabilities of Supplier QA Personnel

Online training is provided to supplier QA personnel to enhance food safety management across the supply chain and maintain and improve the Pulmuone Food Safety Management System (PFSMS). Training content and delivery methods are regularly reviewed to improve accessibility and effectiveness.

In 2025, the training incorporated PFSMS requirements and covered workplace management, applicable laws and regulations, Pulmuone requirements, and HACCP implementation guidelines.

Pulmuone also provides separate online training on proprietary technology and intellectual property management. It covers the roles and responsibilities of large companies and SMEs, intellectual property protection, and approaches to resolving technology-related disputes.

Strengthening Quality Management Capabilities at Manufacturing Sites

In 2025, structured quality capability-building training was provided to production and quality management personnel to strengthen quality management at Pulmuone's manufacturing sites. The training was delivered through multiple sessions to build fundamental quality management capabilities and enhance participants' understanding of microbiological hazards, HACCP, and global food safety trends.

Led by external experts, the training covered advanced topics including HACCP hazard analysis, critical limit setting, and CCP verification. Practical sessions were also provided using the PFSMS framework and actual cases of nonconformity. The training enhanced employees' ability to identify issues at manufacturing sites and strengthen preventive quality management capabilities.

Response to Product Quality Incidents

Guided by its Principles for Wholesome Foods, Pulmuone proactively manages food safety hazards throughout the production process through food safety and quality management systems based on HACCP and requirements under GFSI-recognized certification programmes. These systems support consistent product quality across markets in accordance with globally recognized food safety standards.

Despite these efforts, in May 2025, cases involving symptoms of foodborne illness were reported in connection with the High-Calcium Korean Wheat Chocolate Banana Bread and High-Calcium Strawberry Cream Roll Cake products. Pulmuone immediately provided support for recovery, investigated the cause, and implemented corrective actions. A review of the entire production and distribution process indicated cross-contamination during manual operations at a supplier's facility as the likely main cause. To minimize contamination risks, including cross-contamination, measures to strengthen quality and food safety management throughout the production process have been established and are being implemented.

Key measures include the exclusive use of pasteurized liquid egg and the separation of products and production processes involving unpasteurized ingredients to strengthen cross-contamination controls. Continuous on-site supervision is also maintained for ready-to-eat foods containing liquid egg. Hazard assessments are mandatory for manual operations performed after pasteurization to mitigate potential risks at manufacturing sites.

Management standards have also been strengthened to require hygiene inspections before production begins, along with stricter cross-contamination controls for personnel movement during and after operations. For key processes, real-time monitoring systems for critical control points (CCPs) and temperatures are being introduced to enable immediate response to irregularities. Quality assurance activities for suppliers are also being expanded to strengthen safety controls for incoming materials. For finished products, microbiological testing is conducted for each production lot during the initial launch period, followed by regular monthly testing to continuously verify microbiological safety.

To strengthen the implementation of these measures, we are expanding our team of specialists, investing in facilities and technology, and improving our food safety culture and systems. We have also established the Food Hygiene and Safety Review Committee, composed of external experts, to enhance the objectivity and expertise of our management system. We view this incident as an opportunity to reaffirm our commitment to the Principles for Wholesome Foods and are strengthening our quality management standards, placing the highest priority on consumer safety as we work to restore trust.

Reducing Water Use and Improving Wastewater Management

Key Issues for Corporate Value Creation

Type of Impact: Risk, Opportunity

Materiality of Externalized Impact on Stakeholders

Water is an essential resource used throughout food manufacturing, and the management of water withdrawal and wastewater discharge has direct implications for both the environment and business operations, particularly operational stability and costs. As water-related regulations become more stringent, regional water stress intensifies, and standards for water pollutant discharges continue to tighten, water use efficiency and wastewater management have become key factors in assessing a company's sustainability and risk management capabilities.
Accordingly, it has become increasingly important to systematically manage and reduce water use intensity (water use per unit of production), strengthen wastewater treatment operations, and manage water pollutant discharges to improve resource efficiency and reduce environmental impacts. Process improvements, expanded water reuse, and upgrades to wastewater treatment facilities can also improve operational efficiency and reduce costs while strengthening the ability to respond to regulatory requirements and building stakeholder trust.

	Mid- to Long-Term Targets	Reporting Year Targets	Reporting Year Performance
Target[1), 2), 3)]	• Reduce water withdrawal[4)] by 300,000 m³ by 2029 • Reduce water withdrawal intensity by 12% by 2035[5)]	• Reduce water withdrawal by 15,314 m³ • Reduce water use intensity by 1% year over year[6)]	• Achieved 86.6% of the target[7)] • Achieved 107.2% of the target[8)]
Strategies	• Set KPIs and maintain a monitoring system to manage and reduce water withdrawal • Implement water conservation initiatives based on the 3R principles (Reduce, Recycle, and Reuse) • Improve water use efficiency by reusing cleaning water from clean-in-place (CIP) processes • Analyze water withdrawal at each site and prioritize improvements at sites exposed to water-related risks • Expand water reuse and promote the circular use of water		
Executive Compensation	• General CEO: 2% • COO 2.5%		

1) Pulmuone has established a target to reduce water withdrawal intensity at its domestic and overseas manufacturing sites and plans to gradually expand the scope of management.
2) For PPEC Chuncheon, river water withdrawn, treated, and subsequently discharged back into the water body is excluded from water withdrawal data. Similarly, groundwater withdrawn by Pulmuone Waters for pumping tests and subsequently discharged back into the water body is excluded.
3) Both targets and performance are calculated excluding water that is discharged back into the water body without being used after withdrawal.
4) The target is based on the planned reductions in water withdrawal from water reuse system projects included in the 2027–2029 mid-term strategy.
5) The target is based on the 2023 water withdrawal intensity of 8.13 m³ per ton of product.
6) The 2025 target is a water withdrawal intensity of 8.05 m³ per ton of product.
7) The 2025 performance represents a 13,255 m³ reduction in water withdrawal.
8) The 2025 performance was a water withdrawal intensity of 7.52 m³ per ton of product.

Impact Analysis on External Stakeholders

Affected External Stakeholders

Local communities, regulatory authorities, investors, and rating agencies

Topic Relevance on External Stakeholders

Water is a shared resource that directly affects the well-being of local communities and the health of surrounding ecosystems. As such, local communities may be affected by companies' management of water withdrawals and wastewater discharges and have a strong interest in reliable access to water resources and the preservation of water quality. Regulatory authorities oversee companies' management of water withdrawals and wastewater discharges and their compliance with regulations governing water pollutants. Investors and ESG rating agencies consider companies' water use efficiency, water-related risk management systems, and water quality management practices when evaluating their sustainability performance.

Risk Drivers

Increasing water use in production processes, inefficient water use in processes such as cleaning and cooling, growing pressure on water resources in water-stressed areas, inadequate operation of wastewater treatment facilities and management of water pollutants, and the increasing need to respond to stricter water quality regulations and discharge standards.

Potential Impacts

Negative	Positive
Increased pressure on local water resources, water pollution, higher regulatory compliance costs, and operational risks due to excessive water use and inadequate wastewater management	Improved water use efficiency, lower operating costs, and reduced environmental impacts through minimized water use and improved wastewater management

Reducing Water Use and Improving Wastewater Management

Water Management Strategy

Pulmuone has set a target to reduce annual water withdrawal intensity[1] by 1% each year through 2035 and continues to implement water management initiatives[2] to achieve this target. In 2024, the scope of water management was expanded to include overseas manufacturing sites, and the 2025 water withdrawal intensity target was set at 8.05 m³ per ton of product. Through continued water conservation efforts, water withdrawal intensity decreased to 7.52 m³ per ton of product in 2025, achieving 107.2% of the target.

1) Water withdrawal intensity refers to the volume of water withdrawn per ton of product.
2) The initiatives include: reducing irrigation water by modifying cultivation conditions, reducing water use in product conveyor spray systems, and reducing the volume of cooling water used for pouch sealing.

View Pulmuone's Commitment to Water for Wholesome Foods

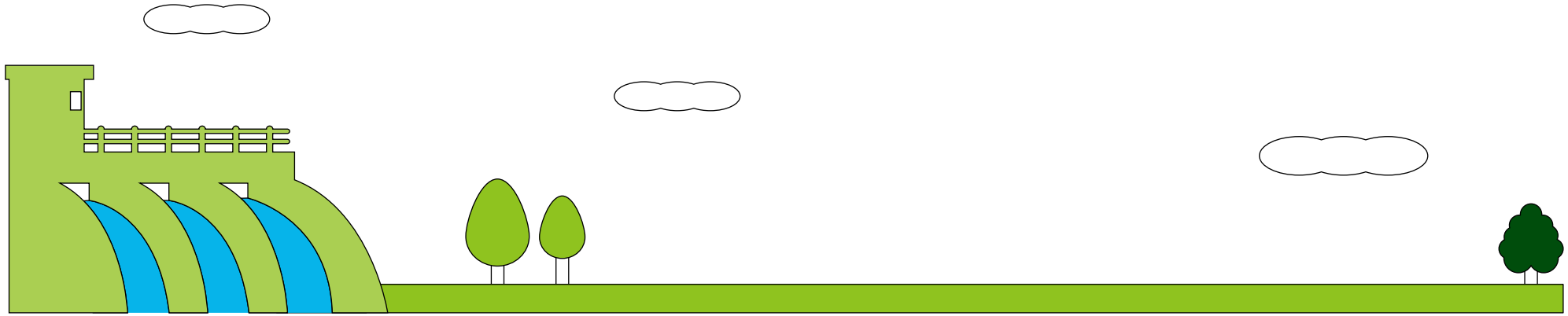
Key Water-Related Impacts

Pulmuone utilizes a variety of water sources depending on the characteristics of each site, with its primary sources consisting of municipal water, groundwater, and, at some sites, surface water. Municipal water is monitored based on metered data provided by local water utilities, while groundwater and surface water withdrawals are managed using flow meters. For water quality management, municipal water is managed through public water supply infrastructure, while groundwater and surface water are regularly tested to verify compliance with applicable water quality standards.

Wastewater is either treated on site and discharged directly or sent to external treatment facilities, such as municipal wastewater treatment plants. Manufacturing sites operate multi-stage wastewater treatment systems based on wastewater characteristics and applicable local regulatory requirements, while logistics centers and non-manufacturing sites send sanitary wastewater to external treatment facilities. All sites continuously monitor effluent quality to ensure compliance with applicable regulatory standards. In addition, some sites use real-time water quality monitoring systems to manage key pollutants.

The use of groundwater and local water resources may affect water availability in specific regions and, particularly in water-stressed areas, may increase competition for water resources among Pulmuone, local communities, and other stakeholders. In addition, inadequate wastewater management may result in water pollution and damage to aquatic ecosystems, affecting biodiversity in rivers and other water bodies. Dependence on external wastewater treatment infrastructure, such as municipal wastewater treatment plants, may also place additional pressure on local public infrastructure.

Pulmuone recognizes these potential impacts and continues to mitigate its water-related impacts by monitoring water withdrawal and discharge across all sites, managing water quality to standards more stringent than regulatory requirements, and expanding water reuse at selected sites. Building on these efforts, Pulmuone continues to strengthen water management across its operations and minimize impacts on local water resources and aquatic environments.



Reducing Water Use and Improving Wastewater Management

Water Risk and Opportunity Management

Risk Identification Process

Pulmuone identifies and assesses water-related risks across all sites and key raw material supply chains. The broader scope of water risk management covers the value chain, including own operations and the supply chain. Water risk assessments are conducted at least annually using the WWF Water Risk Filter and WRI Aqueduct, alongside scenario analyses that consider both current water stress levels and future water quantities available.

At its sites, Pulmuone identifies physical risks such as reduced water availability, deteriorating water quality, droughts, and floods, as well as regulatory risks arising from stricter water quality standards and changes in water withdrawal and discharge regulations. Identified risks are assessed in terms of dependency-related and impact-related water risks. In the supply chain, water withdrawal and discharge volumes, water quality management practices, and regulatory compliance are assessed through supplier questionnaires and PFSMS evaluations. High-risk sourcing regions are identified based on water availability, water quality risks, and the regulatory environment.

1) Dependency-related water risks refer to the extent to which operations depend on the amount of water required, the reliability of water sources, and variability in water supply.
2) Impact-related water risks refer to the impacts of water withdrawal and wastewater discharge on water quality, aquatic ecosystems, and water use by local communities.

Risk Identification Results

Own Operations

Pulmuone conducted water risk assessments across all of its sites, considering water stress levels, dependency on water, the importance of effluent management, and the potential for tighter regulations. Based on the results, several sites were selected for priority management. In Korea, PPEC Eumseong Sprout, the Pulmuone Foods Eumseong Tofu Plant, and the Chuncheon Tofu Plant were selected based on their high water withdrawal volumes and the importance of effluent management. Overseas, the Beijing, Gyoda, and Omachi sites require focused management due to their high water withdrawal volumes and wastewater pollutant loads. The Beijing site requires particular attention given its high water stress level (WWF Water Risk Filter score: 4.5) and the potential for increased water demand as production expands.

The identified risks could increase water and wastewater treatment costs, restrict water withdrawals, and create additional costs as environmental regulations become more stringent. These risks may also affect business operations. In water-stressed areas, water shortages could also disrupt production and lead to revenue losses. From an environmental perspective, increased water withdrawals may contribute to resource depletion, while wastewater discharges may affect water quality and aquatic ecosystems. These impacts require particular attention at several sites due to their effluent discharge volumes and associated pollutant loads.

To address these risks, we monitor water use and effluent quality across our sites and invest in process improvements and equipment to conserve water and increase reuse. We also upgrade wastewater treatment facilities and effluent controls. In water-stressed areas, we focus on diversifying water supplies and maintaining emergency response systems. At the corporate level, we track water withdrawal intensity as a KPI, supported by water conservation initiatives and ongoing monitoring of water reuse rates.

Supply Chain

Among key raw material supply chains assessed for water-related risks, soybean sourcing was found to be particularly exposed to physical risks due to its reliance on water-stressed regions. Reduced water availability, deteriorating water quality, and greater variability in water supply due to droughts and floods could affect crop yields and disrupt supply.

Tighter water withdrawal and discharge regulations, particularly in water-scarce regions, could also increase agricultural water and production costs, ultimately raising raw material prices and procurement costs. Agricultural water use may also intensify competition for limited water resources with local communities and other industries, while water pollution could adversely affect the surrounding environment.

Pulmuone assesses high-risk sourcing regions and supply chains to better understand its exposure to these risks. Suppliers are also reviewed for compliance with environmental regulations, including the Water Environment Conservation Act and the Wastes Control Act, helping to reduce the risk of conflicts with local stakeholders. Going forward, Pulmuone plans to introduce supplier questionnaires and more in-depth assessments of water management practices across the supply chain. We will also explore opportunities to diversify sourcing regions and identify alternative sources, while working more closely with suppliers to strengthen their water management capabilities.

Reducing Water Use and Improving Wastewater Management

Water Resource Management Activities

Water Use Assessments and Improvement Initiatives

Pulmuone regularly assesses water use across its sites and, based on the results, invests in equipment and process improvement initiatives to reduce water use and strengthen wastewater management. In 2025, water management investments included upgrades to wastewater treatment facilities, improvements in sludge treatment efficiency, and upgrades to piping and water quality management equipment. These efforts improved water use efficiency and strengthened controls on water pollutant discharges.

Water-Related Investments Over the Past Two Years

Category	Entity	Key Improvements Implemented
2025	Nasoya Foods USA, LLC (Ayer)	· Phase 1 expansion of wastewater treatment capacity for the Ayer production line expansion
	PPEC Eumseong Sprout	· Phase 2 of a pilot project to reduce water used for sprout cultivation
	PPEC Chuncheon (Ice Plant)	· Replacement of aging pipes and valves in the water supply line
2024	PPEC Eumseong Sprout	· Installation of a system to treat and reuse water used for sprout cultivation
	PPEC Eumseong Fresh Noodle	· Replacement of sludge pumps and improvements to the wastewater treatment facility
	Nasoya Foods USA, LLC (Ayer)	· Facility improvements to stabilize wastewater treatment operations
	Beijing Pulmuone Green Foods	· Installation of piping for restroom water reuse

Water Recycling and Reuse

Given the nature of the food manufacturing industry, there are limitations on the direct use of recycled water in production processes. Nevertheless, we are expanding water reuse primarily in non-production applications, including utilities, cleaning and sanitation, and restroom facilities. At the PPEC Eumseong Sprout Plant, our site with the highest water use, we are also developing a system to indirectly reuse water from the sprout cultivation process, with the aim of reducing annual water use by more than 300,000 tons.
In 2025, we completed a second pilot validation following a year-long test of an activated carbon and ultraviolet (UV)-based water treatment process. In 2026, we plan to conduct further validation to improve disinfection performance and ensure stable sprout growth and quality. In 2027, Pulmuone aims to begin commercial operation of the water reuse system for sprout cultivation and plans to verify water quality stability and further refine the operating system.

Reducing Water Consumption

We continue to reduce water use by reflecting the characteristics of individual processes at each site, with a particular focus on improving process efficiency to reduce water withdrawal.
Separately from the water reuse system described above, in 2025, we analyzed water use patterns at the Eumseong Sprout Plant and reduced water used for sprout cultivation by adjusting cultivation conditions. We also carried out pilot improvements tailored to individual processes, including adjusting the amount of cooling water used for packaging sealing and reducing water use in conveyor spray systems. Together, these water conservation and reuse measures reduced water use by 13,255 m^3. In 2026, we aim to reduce water use by a further 2,909 m^3 through the installation of water-saving faucets, improved water efficiency in refrigeration chillers, and optimization of the water supply for tofu filling.
We are currently measuring and verifying the water savings from these improvements. Based on the quantified results, we will consider applying similar measures to comparable processes and other sites.

Wastewater Quality Management

Pulmuone uses water from municipal supplies, groundwater, and surface water across its sites and carefully manages the resulting wastewater to minimize adverse impacts on natural ecosystems. All wastewater is treated through physical and chemical processes and discharged at levels maintained at approximately 50% of applicable regulatory limits. Regular water quality testing and ongoing initiatives to reduce wastewater generation support these efforts.



Strengthening Supplier ESG Management and Promoting Mutual Growth

Key Issues for Corporate Value Creation

Type of Impact: Risk, Opportunity

Materiality of Externalized Impact on Stakeholders

Food manufacturers rely on a broad network of suppliers throughout the value chain, from raw material sourcing to production and distribution. Issues related to the environment, human rights, and occupational health and safety at supplier operations can therefore create risks across the supply chain.

In recent years, supply chain due diligence requirements have become more stringent globally, particularly with the introduction of the EU Corporate Sustainability Due Diligence Directive (CSDDD). Global retailers are also setting higher expectations for ESG management throughout their supply chains. In Korea, human rights concerns involving salt farms in Sinan have drawn greater attention to country-level human rights risks, leading overseas buyers to strengthen their supply chain management requirements. Accordingly, companies are increasingly expected to move beyond policy commitments and establish management systems that integrate these commitments into business operations.

Against this backdrop, companies need to regard suppliers not simply as business partners but as partners in advancing ESG values, working together to strengthen sustainability and promote mutual growth across the supply chain.

	Mid- to Long-Term Targets	Reporting Year Targets	Reporting Year Performance
Target	• Complete assessments of 100% of critical suppliers by 2028 • Establish a mutual growth ecosystem	• Assess 60% of critical suppliers • Achieve an Excellent rating in the Mutual Growth Index	• Assessments completed for 60% of critical suppliers • Achieved an Excellent rating in the Mutual Growth Index

Strategies

1. **Expand ESG assessments of critical suppliers**
   - Broaden supplier ESG assessments through the Food Industry Joint Supply Chain ESG Initiative[1)]
   - Expand assessment and consulting support for suppliers undergoing customer-requested ESG assessments
2. **Build a mutual growth ecosystem**
   - Implement mutual growth programs

1) Launched in 2023 by members of the Korea Food Industry Association, this industry initiative aims to establish ESG management systems and strengthen capabilities across the food industry supply chain.

Impact Analysis on External Stakeholders

Affected External Stakeholders

Suppliers, regulatory authorities, investors, and rating agencies

Topic Relevance on External Stakeholders

Supply chain sustainability initiatives have implications for key stakeholders, including suppliers, regulatory authorities, investors, and ESG rating agencies.

Based on ESG assessment results, suppliers strengthen their environmental, human rights, and occupational health and safety practices and participate in capability-building initiatives. These results may also affect existing and potential business relationships. Regulatory authorities may use findings from supplier ESG assessments when overseeing companies' management of human rights and environmental risks and compliance with applicable regulations across their supply chains. Investors and ESG rating agencies, meanwhile, consider both ESG risk management and the effectiveness of supply chain due diligence systems when evaluating a company's sustainability performance.

Risk Drivers

Heavy reliance on external suppliers across the supply chain, varying environmental, human rights, and occupational health and safety practices among suppliers, tighter ESG due diligence and regulatory requirements, growing expectations from global customers and investors for stronger supply chain ESG management, and potential reputational damage and supply disruptions resulting from supplier ESG issues

Potential Impacts

Negative	Positive
Supply disruptions, higher regulatory compliance costs, restrictions on customer transactions, and reputational damage due to inadequate supplier ESG management	Reduced supply chain risks, greater business opportunities with customers, stronger regulatory preparedness, and enhanced competitiveness through improved supplier ESG management

Strengthening Supplier ESG Management and Promoting Mutual Growth

Supplier ESG Management

Supply Chain ESG Governance

To ensure the effective implementation of its supply chain ESG program, Pulmuone operates a management framework centered on the ESG Committee. The ESG Committee regularly reviews supply chain ESG response strategies and implementation progress and serves as the key decision-making body for related matters.[1)]

To manage supply chain risks, we develop coordinated response strategies through industry collaboration and operate risk assessment and improvement programs under the Food Industry Joint Supply Chain ESG Initiative. Key risks identified through these programs are incorporated into Pulmuone's company-wide risk pool and regularly assessed and managed by the Risk Management Committee.

To strengthen accountability for risk management, we review key identified risks through the CEO-led executive management body, Session D, and incorporate them into each business unit's key KPIs for 2026.

In addition, the ESG Management Team serves as the central coordinating function for company-wide responses to increasingly stringent customer ESG assessments, ensuring a consistent and integrated approach. As part of this framework, we use basic and enhanced ESG assessment criteria according to each supplier's significance and risk level.

1) In 2025, the Pulmuone ESG Committee reviewed the implementation results of the Food Industry Joint Supply Chain ESG Initiative and deliberated on the plan for 2026.
2) At Pulmuone, a 'business unit' is an internal operating unit that groups organizations with similar business characteristics for management purposes and is distinct from a legal entity.



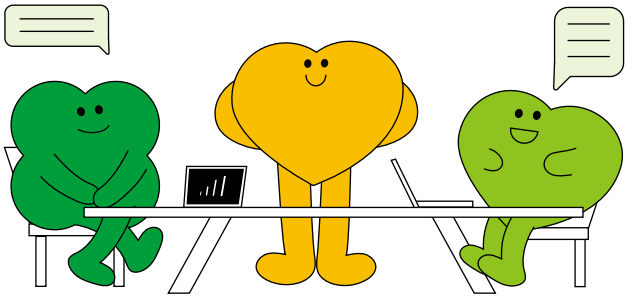
Supply Chain ESG Policy

Through the Pulmuone Mutual Growth Policy[3)], signed by the General CEO, Pulmuone sets out its commitment to sustainable growth through mutual growth and collaboration, as well as to responsible ESG management across its supply chain. We recognize human rights, environmental, and safety-related ESG risks arising throughout our value chain, including among suppliers, as risks to our own business and establish policies and targets to mitigate these risks and continuously manage related performance.

As part of this framework, we have established a Supplier Code of Conduct that sets out our environmental, social, and ethical standards and continually monitor whether procurement activities across Pulmuone and all its affiliates comply with these standards. In addition to conducting ESG assessments, offering training, and providing technical support to strengthen suppliers' capabilities, Pulmuone promotes the creation of a sustainable industrial ecosystem through collaboration with diverse stakeholders across the food industry.

3) The Pulmuone Mutual Growth Policy applies uniformly to the holding company and all affiliates, including Pulmuone Foods.

View Pulmuone's Mutual Growth Policy



Supply Chain ESG Policies and Standards

Purchase Policy

Pulmuone and all its affiliates comply with the company-wide Purchase Policy. The policy applies to all goods and services purchased directly or indirectly. The policy includes a Code of Conduct (Chapter 5) prohibiting unfair trade practices and improper exchanges of monetary value, while setting out responsible purchasing practices, including the protection of supplier information. Chapters 8 and 9 of the policy define a comprehensive ESG risk management system that integrates human rights, environmental management, and compliance and ethics across the entire supplier engagement cycle, from identification and contracting to performance evaluation. It also outlines support mechanisms for suppliers, such as training and capacity-building initiatives.

Supplier Code of Conduct

Pulmuone has established a Supplier Code of Conduct[4)] to set out the ESG requirements that suppliers are expected to meet, including environmental, social, and ethical standards. As a general rule, we do business only with suppliers that agree to comply with the Code. The Code outlines core expectations, including the provision of a safe and healthy working environment, respect for employee human rights, environmental responsibility, and adherence to ethical business practices.

Through the Food Industry Supply Chain ESG Alliance, Pulmuone continues discussions on revising the Supplier Code of Conduct and conducts regular assessments and audits to monitor compliance. In addition, we continually refine our detailed management standards to align with global expectations, incorporating the Code of Conduct requirements of key customers, thereby strengthening suppliers' ESG risk management capabilities.

4) Pulmuone requires suppliers doing business with the holding company or any of its affiliates, including Pulmuone Foods, to sign the Supplier Code of Conduct.

View Pulmuone's Supplier Code of Conduct

Strengthening Supplier ESG Management and Promoting Mutual Growth

Supplier ESG Management

Supply Chain ESG Management Strategy

Pulmuone is strengthening its ESG management framework to proactively manage environmental and social risks throughout the supply chain and respond to the requirements of global customers and regulators. Since 2024, we have worked with leading food companies on the Food Industry Joint Supply Chain ESG Initiative, under which we operate a supply chain ESG assessment program.

We set a 2025 target of assessing 60% of our critical suppliers and plan to expand the assessment coverage to 100% over the medium to long term. We regularly monitor the improvement actions identified through the assessments to ensure they are effectively implemented. We also apply a tiered assessment framework based on each supplier's significance and risk level, improving the efficiency and effectiveness of the assessment process.

In addition, we link supply chain ESG risks to our company-wide risk management framework and review performance using quantitative indicators, including the aforementioned assessment completion rate. Alongside these efforts, we provide training and support programs to strengthen ESG management across the supply chain.

Supply Chain ESG Management Targets[1)]

Category	Unit	2025 Target	2025 Performance
Supplier ESG Assessment Rate	%	60	60[2)]

1) The target applies to critical suppliers.
2) Based on assessments of 20 of the 34 critical suppliers identified in 2024.

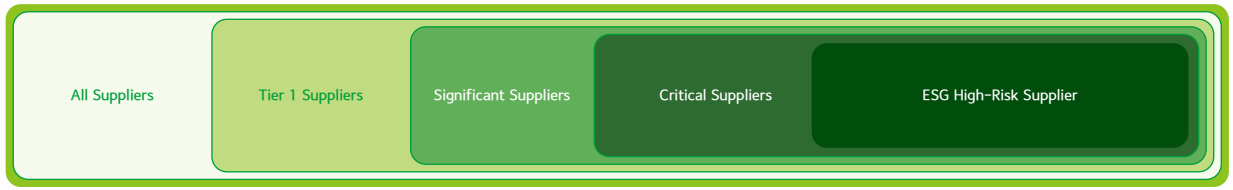
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Pulmuone's Supplier Classification Framework

In accordance with Pulmuone's Mutual Growth Regulations, the company convenes a Mutual Growth Council once a year following the annual supplier evaluation. Comprising working-level personnel from relevant departments, the council assesses suppliers based on business interdependence, risk relevance, and replaceability and classifies them as significant, critical, or ESG high-risk.

Significant suppliers are those that provide essential goods or services to Pulmuone or have transactions above a certain volume and over a certain period. Critical suppliers are a subset of significant suppliers that require closer management due to ESG-related risks. ESG high-risk suppliers are those identified through assessments and audits as having an adverse impact on supply chain sustainability or a high likelihood of ESG risks arising in the future.

Organizational Structure of Pulmuone Suppliers



2025 Supplier Status

Category	No. of Companies (Unit: Companies / % of all suppliers)	Purchase Total (Unit: KRW million / % of all suppliers)
All Suppliers	715	711,140(100)
Tier 1 Suppliers	410(57.34)	585,785(82)
Significant Suppliers	134(18.74)	455,296(64)
Critical Suppliers	35(4.90)	273,246(38)
ESG High-Risk Suppliers	5(0.70)	59,922(8)

Strengthening Supplier ESG Management and Promoting Mutual Growth

Supplier ESG Management

Supply Chain ESG Management System

Minimum Requirements

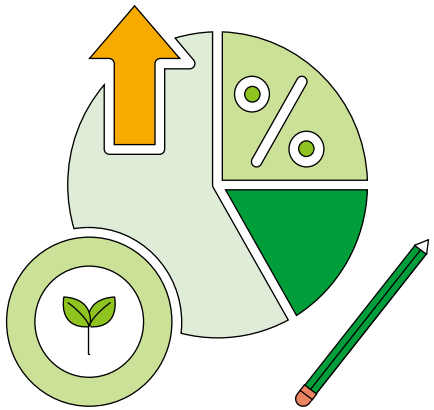
Pulmuone conducts ESG screening as part of its supplier selection process and restricts contracting with suppliers that do not meet specified ESG criteria. Through the Food Industry Joint Supply Chain ESG Initiative, we have also developed a common set of ESG assessment criteria based on the Codes of Conduct of participating Korean food companies and require critical suppliers to disclose their assessment results through the assessment platform. Using this platform, we continuously monitor whether suppliers meet the applicable requirements. For high-risk suppliers, we conduct third-party verification and on-site due diligence to confirm compliance and support the implementation of corrective actions where gaps are identified.

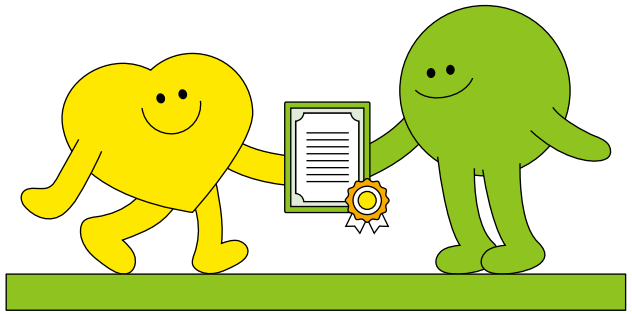
Incentives for High-Performing Suppliers

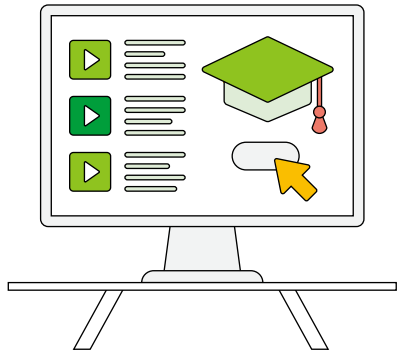
Suppliers with strong ESG assessment results receive bonus points in the Procurement Department's regular supplier evaluations. The results are also reflected in the selection criteria for partnership programs, including mutual growth initiatives, giving preference to suppliers with strong ESG performance.
To encourage participation in the 2025 Food Industry Joint Supply Chain ESG Initiative assessment program, we provided incentives to participating suppliers, including health management devices (body composition analyzers) to five suppliers and gift vouchers to 15 suppliers.

Raising ESG Awareness Among Procurement Personnel

In 2025, Pulmuone established a working-level council comprising representatives from Procurement and Mutual Growth Management and provided training on the supply chain ESG assessment program and assessment criteria. We also offered online training on technology protection to prevent the misappropriation of SMEs' technology. In addition, we developed in-house training content to raise employees' awareness of fair technology transactions and provided online training to 366 employees in relevant departments, including R&D, Procurement, SCM, and Marketing.







Strengthening Supplier ESG Management and Promoting Mutual Growth

Supplier ESG Management

Supply Chain ESG Risk and Opportunity Management

Pulmuone operates a structured ESG management process[1] to systematically manage environmental and social risks across its supply chain. During supplier onboarding, we conduct ESG screening to assess basic risk factors in advance. We then incorporate sustainability-related indicators into our annual supplier performance evaluations to regularly review suppliers' ESG management levels.

1) Pulmuone operates a management framework centered on a dedicated team at the holding company to manage supply chain-related ESG risks and opportunities across all affiliates, including Pulmuone Foods.

Each year, we identify critical suppliers based on their business impact and relevance to risk and conduct ESG assessments through the Food Industry Joint Supply Chain ESG Initiative. Suppliers for which risks are identified through the program are subject to additional management measures, including on-site due diligence by specialized third-party organizations and follow-up monitoring of corrective action implementation. In addition, through a memorandum of understanding with the Export-Import Bank of Korea, we provide assessment and consulting support to key manufacturing suppliers to help them respond to global customers' Code of Conduct (CoC) assessments.

ESG Screening for New Suppliers

Pulmuone conducts ESG screening as part of the supplier selection process for all new suppliers. The screening is a mandatory component of the evaluation process, with a weighting of 15%, and is conducted by classifying new suppliers into three categories: original equipment manufacturing (OEM), packaging materials, and ingredients.

Overview of Supply Chain ESG Assessment Program

Assessment Program		Assessment Period	Assessment Scope	Assessment Description
ESG Screening for New Suppliers		Ongoing	All new suppliers	Checks for ESG-related legal violations and reviews management systems during supplier onboarding
Annual Supplier Evaluation		January	All suppliers	Evaluates supplier performance on a regular basis to build strategic business relationships, including sustainability criteria
Supplier Importance Evaluation		March	Tier 1 suppliers	Evaluates the importance of Tier 1 suppliers based on their positive and negative impacts on Pulmuone in terms of business and ESG
ESG Assessment of Critical Suppliers	Food Industry Joint Supply Chain ESG Initiative	May–Oct	Critical suppliers	Assesses suppliers' management levels in relation to safety, human rights, and environmental risks[2]
	CoC Assessment	Ongoing	Critical suppliers[3]	Assesses suppliers' management levels in relation to safety, human rights, and environmental risks[4]

2) Refers to ESG assessments conducted based on the assessment criteria of the Food Industry Joint Supply Chain ESG Initiative.
3) Limited to manufacturing sites producing export products supplied to global customers and manufacturing suppliers subject to CoC assessments.
4) Refers to supply chain ESG management assessments conducted based on the Codes of Conduct of Pulmuone and its customers.

ESG Screening Items for New Suppliers

Evaluation Criteria	Details	
Environmental	• Implementation of eco-friendly management practices • Designation of an environmental safety manager	
Social	• Preparation of employment contracts • Operation of an internal whistleblowing system • History of labor law violations	• History of violations of occupational health and safety standards • Provision of employee training • Management of extended working hours
Governance	• History of embezzlement or breach of trust	

2025 Results of ESG Screening for New Suppliers

Evaluation Criteria	Unit	Results
No. of Suppliers Subject to Screening	Companies	20
No. of Suppliers Rated as Compliant	Companies	20
No. of Suppliers Rated as Non-Compliant	Companies	0

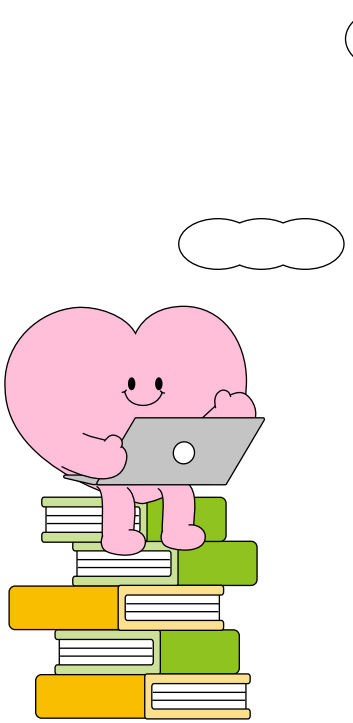
Strengthening Supplier ESG Management and Promoting Mutual Growth

Supplier ESG Management

Supply Chain ESG Risk and Opportunity Management

Annual Supplier Evaluation

Pulmuone conducts a supplier evaluation once a year through its in-house procurement system, PFSMS, to support the strategic management of suppliers and build sustainable business relationships. The evaluation includes ESG indicators alongside key criteria such as technological capabilities, quality, cooperation, supply capabilities, cost, and management capabilities.



Supplier Importance Evaluation

Pulmuone classifies and selects significant suppliers and critical suppliers by considering both their business importance and ESG risk levels. Significant suppliers are selected based on their business impact, including whether they supply key products or services, the scale of transactions, and the length of the business relationship. Critical suppliers are selected from among significant suppliers as priority management targets due to their higher exposure to ESG risks.

Country-Specific Risk Management

Reflecting the structural characteristics of its domestic business, which relies heavily on OEM manufacturing, Pulmuone incorporates Korea-specific human rights and ESG risks into its assessment criteria for critical suppliers. In particular, following increased domestic and international attention to human rights issues at salt farms in Sinan, Korea, in April 2025, and global retailers' heightened assessment of human rights risk exposure in Korea, we strengthened our review of these risks. In addition, as global environmental regulations, including the PPWR, have an increasing impact on the food industry, we plan to incorporate risks related to exports to the EU into our assessments of critical suppliers and place particular emphasis on reviewing their response to regulatory requirements.

Industry-Specific Risk Management

Pulmuone operates a GMO management system and conducts in-house testing on all domestically sourced soybeans to check for the presence of GMOs. For organic soybeans, we maintain the tolerance threshold for unintended GMO presence at 0%. As an amendment to the Health Functional Foods Act that includes the introduction of full GMO labeling requirements is expected to take effect, we recognize the related regulatory changes as a key risk for the food industry and continue to monitor developments.

Product-Specific Risk Management

For suppliers of raw materials such as eggs, seaweed, and livestock products, Pulmuone awards bonus points in the supplier importance evaluation when they hold sustainability certifications such as animal welfare, ASC, or MSC certification.

Evaluation Criteria for Significant and Critical Suppliers

Evaluation Criteria	Details
Selection of Significant Suppliers	· Business relevance · Irreplaceability
Selection of Critical Suppliers	· Risk relevance · Revenue dependence · Whether the supplier manufactures export products for Pulmuone's key customers · Whether the supplier holds environmental and sustainability certifications for raw materials · Results of ESG screening for new suppliers

Strengthening Supplier ESG Management and Promoting Mutual Growth

Supplier ESG Management

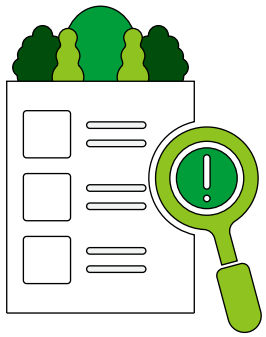
Supply Chain ESG Risk and Opportunity Management

ESG Risk Assessment of Critical Suppliers

As part of the Food Industry Joint Supply Chain ESG Initiative, critical suppliers complete an ESG self-assessment through an online platform and submit supporting documentation. Pulmuone then engages a specialized assessment organization to conduct a desk assessment of the submitted materials, including verification of supporting documentation, and identify potential risks. Based on the level of risk identified, second-party on-site assessments are subsequently conducted based on assessment criteria for the Korean food industry and standards established by global initiatives.[1)]

The 2025 assessment identified several key areas for improvement, including overtime management, recruitment fees, emergency preparedness and first aid, water resource management, and raw and packaging material management. The assessment results and improvement actions were shared individually with each supplier. We subsequently provided consulting support to suppliers requiring corrective action to help them develop and implement improvement plans. In addition, we supported suppliers scheduled for on-site assessments by global customers through pre-assessments and consulting based on global standards, helping them strengthen implementation.

1) The assessment criteria were developed based on global supply chain assessment standards, including those of the Responsible Business Alliance (RBA) and EcoVadis, while reflecting the characteristics of the food industry.



ESG Risk Assessment Criteria for Critical Suppliers

Evaluation Criteria	Details
Environmental	• Environmental management system, water and energy efficiency, GHG and waste reduction, management of raw and packaging materials, hazardous chemicals, and air pollutants, biodiversity protection, and environmentally friendly product development
Social	• Human rights protection, information security, fair trade, management of employment and working conditions, occupational health and safety, and social contribution
Governance	• Information disclosure and auditing, ethical management, and management systems

View Evaluation and Support for Critical Suppliers

CASE

Identified Negative Environmental and Social Impacts and Measures Taken

Pulmuone identifies and manages environmental and social risks at supplier sites through its supply chain ESG risk and opportunity management process and supply chain ESG assessments conducted at the request of customers.

The 2025 assessments identified gaps in environmental and human rights management systems at certain supplier sites. Key areas for improvement included environmental impact assessment, chemical management, occupational health and safety, and the protection of workers' rights, including those of migrant workers.

In response, we prioritized establishing basic management systems at the relevant sites, including conducting environmental impact assessments and developing related management procedures. We are currently supporting the development and implementation of improvement plans by providing relevant guidelines and connecting suppliers with specialized consulting firms. We are also laying the groundwork to strengthen the protection of migrant workers' rights.

Going forward, we plan to continuously monitor the results of these improvements to prevent recurrence and improve environmental and social performance throughout the supply chain.

Strengthening Supplier ESG Management and Promoting Mutual Growth

Supplier ESG Management

Supply Chain ESG Management Activities[1)]

Improving Suppliers' Access to ESG Benchmarking

Pulmuone is promoting collaboration among companies that share the same supply chain to strengthen ESG management capabilities across the food industry. Integrated ESG management activities for suppliers, including joint assessments, on-site due diligence, and training, can improve cost efficiency while reducing the burden on suppliers. Accordingly, in 2023, Pulmuone established the Food Industry Supply Chain ESG Alliance with member companies of the Korea Food Industry Association and, together with five leading domestic food companies, launched the Food Industry Joint Supply Chain ESG Initiative Council. Beginning in 2024, the council began implementing joint initiatives in earnest, including developing a common ESG Code of Conduct for the industry, establishing an ESG information-sharing platform for the food supply chain, and launching a pilot supplier ESG assessment program using the platform.

In 2025, a joint assessment framework involving nine lead companies and 167 suppliers was established and put into operation. Under this framework, we completed ESG assessments of 20 Pulmuone suppliers. In 2026, we plan to implement improvements in phases to address the gaps identified through the assessments and use various communication methods, including site visits, telephone guidance, and newsletters, to encourage greater supplier participation. We also plan to expand support for suppliers participating in the joint ESG initiative, as well as significant and critical suppliers, by linking them with government support programs, while continuing to strengthen supply chain ESG capabilities across the food industry.

1) Pulmuone focuses its supply chain ESG management activities primarily on critical suppliers, most of which do business with Pulmuone Foods, one of Pulmuone's major affiliates.

Support for Corrective and Improvement Actions

Following the ESG assessments of critical suppliers conducted through the Food Industry Joint Supply Chain ESG Initiative, Pulmuone shares detailed results for each assessment area and key improvement needs with each supplier to encourage the implementation of corrective and improvement actions. In addition, we operated an enhanced support program for five of the 20 suppliers that participated in the 2025 assessment, providing comprehensive ESG management improvement consulting through on-site visits.

In parallel, we provide ESG assessment consulting to suppliers that manufacture products for export to global retailers to help them prepare for CoC assessments. Based on the findings of third-party assessments, including SMETA (Sedex Members Ethical Trade Audit), we support suppliers in analyzing the root causes of non-conformities and developing and implementing corrective actions. We also operate a checklist-based ongoing management system to support suppliers' independent improvement efforts.

ESG Training for Suppliers

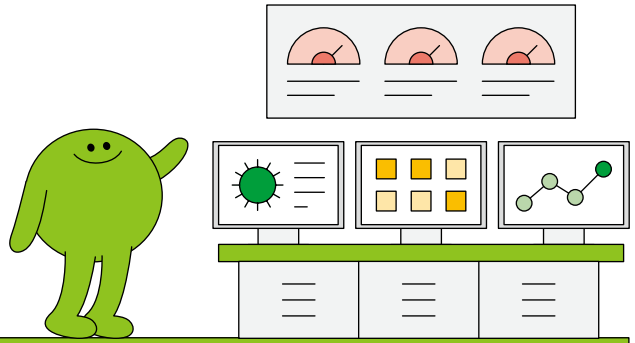
In 2025, Pulmuone held ESG training and one-day coaching sessions twice for CEOs and working-level personnel from the 20 suppliers participating in the ESG assessment program under the Food Industry Joint Supply Chain ESG Initiative. In October 2025, we also held an ESG Management Forum in conjunction with the Declaration Ceremony for Joint ESG Action in the Food Industry for Sustainable Development. Attended by approximately 150 corporate representatives, the event provided a platform to raise ESG awareness across the food industry and strengthen collaboration.

Technical Support for Strengthening ESG Capabilities

Since 2021, Pulmuone has supported suppliers in building IoT- and big data-based systems that integrate production, quality, and other operational data to strengthen their digital capabilities.

In 2023, Pulmuone supported the establishment of the Digital Cluster Smart Factory, the first of its kind in Korea's food industry, investing a total of KRW 350 million, including KRW 94 million in government support, in three suppliers producing seaweed, eggs, and tteokbokki. In 2024, Pulmuone supported the installation of temperature monitoring systems in refrigerated and frozen warehouses to improve suppliers' food storage quality management. Wireless temperature sensors were installed at 11 sites across 10 suppliers, providing temperature monitoring and alerts when temperatures deviate from specified ranges. Pulmuone manages these systems through an integrated monitoring platform, enabling each site to respond in real time.

In 2025, Pulmuone supported the installation of temperature monitoring systems for refrigerated and frozen storage facilities at 11 sites operated by nine suppliers. We also participated in the Korea Energy Agency's public energy audit program and conducted energy audits for three suppliers to support their ESG response efforts.



Strengthening Supplier ESG Management and Promoting Mutual Growth

Mutual Growth

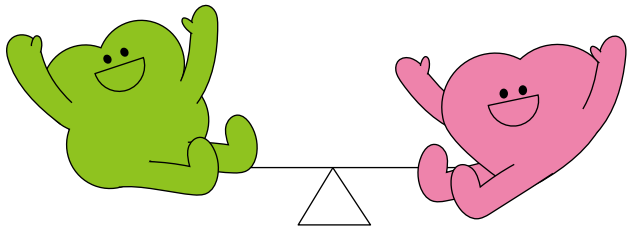
Mutual Growth Support Strategy

Pulmuone works closely with suppliers to create shared value, generate synergies, and pursue mutual growth. We are also strengthening ESG infrastructure across the supply chain and actively responding to government initiatives to protect business sectors designated for micro enterprises and the Mutual Growth Index evaluation, while expanding sustainable partnerships.

Mutual Growth Support System

Pulmuone operates a dedicated team for mutual growth and a Fair Trade Review Committee to promote mutual growth with suppliers and ensure fair subcontracting practices. The dedicated team oversees mutual growth programs for suppliers and coordinates supply chain ESG assessments and support. The Fair Trade Review Committee meets regularly at least once a month to prevent violations of the Fair Transactions in Subcontracting Act and serves as a formal channel for gathering feedback from suppliers. Pulmuone also complies with the four guidelines established by the Korea Fair Trade Commission (KFTC) to promote mutually beneficial cooperation between large enterprises and SMEs and maintains internal controls to ensure that fair trade principles are applied throughout its transactions with suppliers.
In recognition of these efforts to promote mutual growth and fair trade, Pulmuone Foods received an Excellent rating[1)] in the 2024 Mutual Growth Index evaluation.

1) The results of the 2025 Mutual Growth Index evaluation are scheduled for release in September.



Mutual Growth Support Activities

Grievance Reporting and Resolution

Pulmuone operates an online grievance channel for its suppliers to raise concerns, provide feedback, and seek dispute resolution. All submissions are handled in accordance with the TISO Management Regulations and applicable laws and regulations. Suppliers are informed about the channel when entering into contracts, and information about the channel is regularly provided through the Sourcing Portal and the Mutual Growth Newsletter. In 2025, no grievances were received from suppliers through this channel.

Grievance Reporting and Suggestion Process



※ Submit for deliberation by the Fair Trade Review Committee if necessary.

Business Dispute Resolution and Suggestion Process



Go to the Grievance Reporting, Suggestion, and Business Dispute Resolution Channel

Mutual Cooperation in Occupational Health and Safety

In 2025, Pulmuone participated in the Support Program for Shared Welfare for Vulnerable Workers to help improve employment stability for supplier employees. The program is funded by the government and administered by the Ministry of Employment and Labor. Using government funding, we provided welfare items worth KRW 43.5 million to 20 suppliers, including five body composition analyzers and KRW 2 million worth of gift vouchers.

Technology Development and Protection

Pulmuone operates the Performance Sharing Program annually, under which new products are launched in collaboration with suppliers and the resulting benefits from increased sales and expanded market opportunities are shared. Through this program, a total of 13 new products were launched in 2025. In addition, Pulmuone operates a Technology Protection Program to help suppliers safeguard their technologies. In 2025, the program supported the escrow of key technical materials for one supplier and provided online technology protection training to 121 supplier employees.

Financial Support

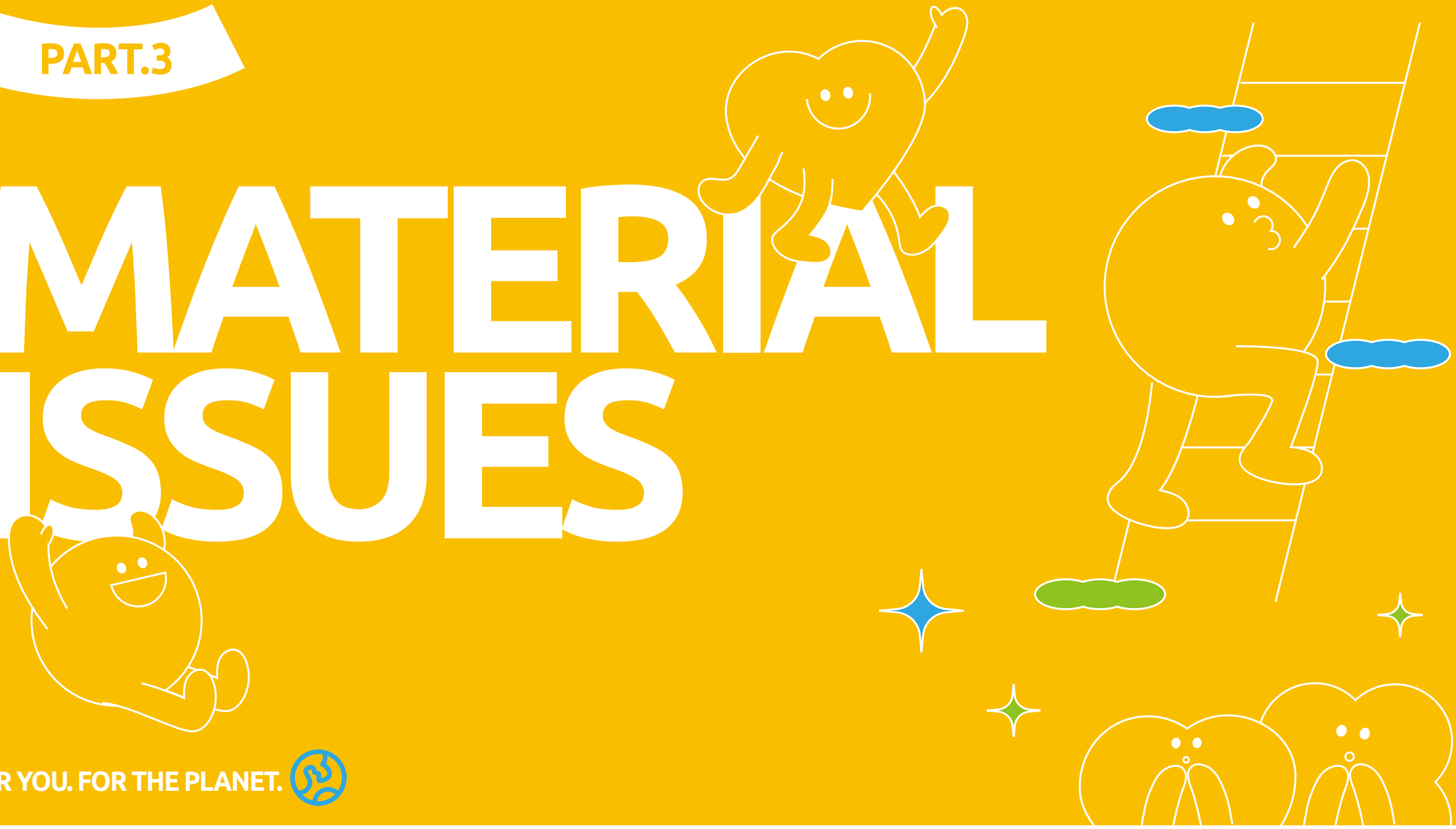
Pulmuone operates a Mutual Growth Fund to support suppliers' financing needs. The fund was established with contributions of KRW 7.5 billion from the Korea Development Bank and KRW 2.5 billion from Pulmuone, totaling KRW 10 billion. In 2025, the entire amount was loaned to four suppliers. In addition, we provided approximately KRW 2.15 billion in loans to three suppliers for raw material purchases, facility investments, and other purposes. Through the Support Program for Stabilizing Employment at Supplier Companies, we also provided a total of KRW 21.8 million to 10 suppliers.

Support for Job Competency Development

In 2025, Pulmuone provided agricultural training to 230 domestic soybean farms. Pulmuone also hosted the Open Innovation Demo Day to foster collaboration and Best Partners Day to strengthen communication with high-performing suppliers. In addition, through the Pulmuone Academy residential program, employees from 16 suppliers participated in a range of training programs and activities.

PART.3

MATERIAL ISSUES



FOR YOU. FOR THE PLANET.

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Environmental



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Environmental Management Framework

Environmental Management System

Environmental Management System Certification

We maintain an environmental management system certified to ISO 14001, the global environmental management standard. ISO 14001, established by the International Organization for Standardization (ISO), sets out requirements for environmental management across an organization's operations, from internal processes to production and service delivery.

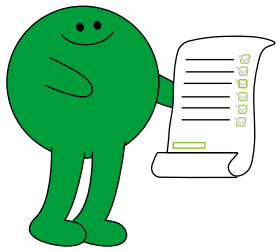
Since first obtaining ISO 14001 certification in 2015 for our domestic manufacturing and logistics subsidiaries and the Pulmuone Institute of Technology, we have continued to renew the certification. As of 2025, a total of 18[1)] business sites (representing 83.20% of revenue), including Pulmuone Corporation, the Pulmuone Institute of Technology, and manufacturing and logistics sites, maintain ISO 14001 certification.

For sites not covered by the certification (representing 16.80% of revenue), we conduct compliance audits and self-inspections to assess the implementation of the environmental management system and the level of regulatory compliance.

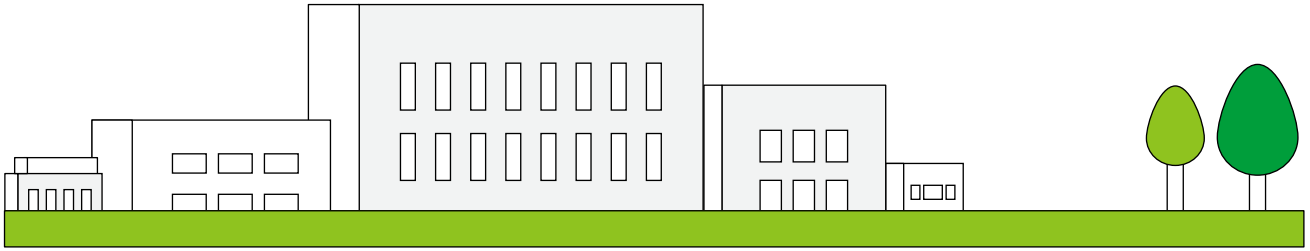
1) Although multiple contract foodservice sites are certified, they are consolidated under the single entity Pulmuone Food & Culture for reporting purposes.

2025 Environmental Compliance Audit and Business Site Self-Inspection Results

Category	Responsible Department	Frequency	Target	Results
Environmental Compliance Audit	Dedicated Environmental Department	Annual	Major business sites (selected based on risk)	Corrective actions completed
Business Site Self-Inspection	Business Site ESG Personnel	Semi-annual	Manufacturing business sites	Results reported







Environmental Management Framework

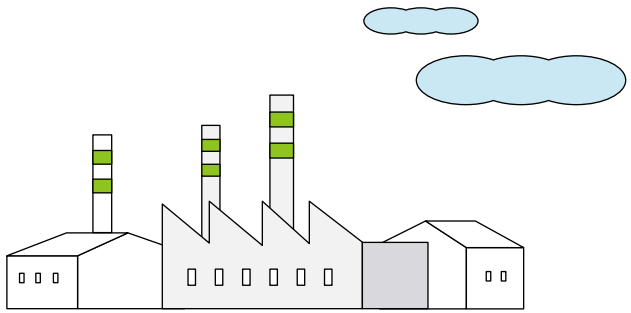
Environmental Management Governance

Pulmuone operates a governance framework centered on the Board of Directors and its committees to ensure that environmental risks and opportunities are systematically integrated into business strategy and decision-making.

The Board serves as the ultimate oversight body for key related decisions. It receives regular reports on annual environmental management performance, targets, and implementation plans, and reviews and oversees key environmental issues and risks.

The ESG Committee under the Board conducts preliminary reviews of environmental policies and strategies, climate change response plans, and the progress of key ESG initiatives. It also reviews the company's approach to major environmental issues—including GHG reduction, resource circularity, and Sustainable Food—as well as related performance. In addition, the Strategy Committee reviews strategic directions that incorporate environmental considerations into mid- to long-term business strategies and investment decisions, including the expansion of Sustainable Food, the development of Sustainable Diet services, and the establishment of a sustainable supply chain

View Pulmuone's Environmental Management Policy



2025 Board Reporting and Deliberations on Environmental (Climate Change) Issues

Date	Type	Agenda	Resolution Status
2025.02.11	First Extraordinary Board Meeting	· Report on environmental management performance[1] and implementation plan	N/A[2]
2025.03.26	Second Extraordinary Board Meeting	· Summary of the First Regular Strategy Committee Meeting	N/A
2025.06.27	Third Extraordinary Board Meeting	· Development of Pulmuone's Differentiated ESG Strategy	N/A
		· First Regular ESG Committee Meeting	N/A
2025.11.06	Fourth Regular Board Meeting	· Summary of the Third Regular Strategy Committee Meeting	N/A
		· Report on improvements to the food safety risk management process	N/A
2025.12.05	Fifth Regular Board Meeting	· Summary of the Second Regular ESG Committee Meeting	N/A

1) Includes performance on Net Zero (GHG reduction) and Nature Positive (sustainable water resources, zero waste, and Sustainable Foods) strategies.
2) Agenda item for reporting only (voting outcome not applicable).

2025 Board Committee Reporting and Deliberations on Environmental (Climate Change) Issues

Date	Type	Agenda	Resolution Status
2025.03.20	First Regular Strategy Committee Meeting	· Jigusikdan performance and strategy to encourage consumer purchasing decision	N/A
2025.06.19	First Regular ESG Committee Meeting	· Amendment to the ESG Operational Regulations	N/A
		· Publication of the Sustainability Report	N/A
		· Mandatory ESG (Environmental) disclosure and Pulmuone's response	N/A
		· Strategies to enhance the ESG value of Sustainable Food	N/A
		· Company-wide safety management status and key initiatives	N/A
2025.09.18	Third Regular Strategy Committee Meeting	· Action plan to advance the Sustainable Diet strategy	N/A
2025.11.27	Second Regular ESG Committee Meeting	· Materiality assessment results for the 2025 Sustainability Report	Conditionally Approved
		· Key ESG issues and implications	N/A
		· ESG differentiation strategy for Sustainable Diet	N/A

Environmental Management Framework

Environmental Management Governance

Management's Role

To strengthen the implementation of its environmental management strategy, Pulmuone holds regular management meetings. Company-wide environmental management and social responsibility management issues are discussed twice a year during Session D, chaired by the General CEO. During these meetings, we review the direction of key environmental issues and initiatives and assess their priorities.

The key environmental strategies and initiatives discussed in Session D are translated into detailed implementation plans through the Integrated Steering Committee, which is attended by the General CEO and senior executives from each business division. The Integrated Steering Committee meets quarterly and develops implementation plans for environmental strategies and initiatives approved by the Board and the ESG Committee. It also regularly reviews the management status and risks associated with key environmental areas, including GHG emissions, air pollutants, hazardous chemicals, and waste, and monitors the implementation of related activities.

In addition, we manage environmental performance at each business site based on KPIs established by the ESH Department. This enables us to assess implementation and identify areas for improvement in our environmental management activities.

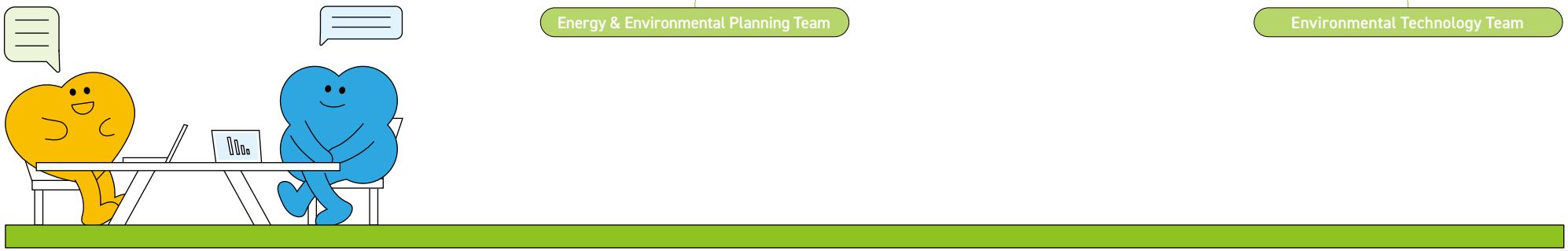
Dedicated Environmental Management Organization

Pulmuone's company-wide environmental strategy, developed under the overall direction of senior management, is implemented primarily through the ESH Department. The ESH Department centrally manages environmental activities and key environmental performance across business sites, checks compliance with environmental laws and regulations, and proactively identifies and addresses site-specific environmental risks. It also collects, analyzes, and monitors company-wide environmental data to support environmental performance management.

Based on this governance framework, Pulmuone ensures consistency in environmental management activities across business sites and systematically oversees the entire process, from the development of environmental management strategies to implementation, monitoring, and improvement.

Environmental Management Organizational Structure





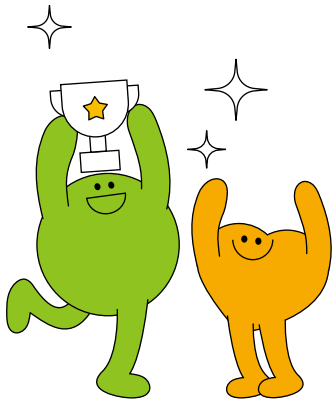
Environmental Management Framework

Environmental Management Governance

Environmental Performance Management

We set environmental management targets, including those related to climate change response, and use progress toward these targets as KPIs. These KPIs apply to management, responsible executives, and the department responsible for environmental risk management, and serve as key evaluation criteria in determining salary increases for the following year.

Also, the Environment and Safety Excellence Award is presented annually to employees who demonstrate outstanding performance in climate change response. In 2025, award recipients were selected based on their contributions to environmental and safety activities and the effectiveness of those activities, with particular consideration given to continuous improvement and scalability. A total of 15 employees received the award.



KPIs for Senior Management

Management	Key KPIs Reflected in Compensation	Compensation Weight (reflected in evaluation)
General CEO	· Strengthening ESG management and maintaining a top-tier position in global ESG ratings	2%
	· Reducing GHG emissions, water consumption, and waste generation	2%
	· Reducing plastic consumption	2%
	· Increasing Sustainable Food sales	4%
COO[1)]	· Reducing GHG emissions, water consumption, and waste generation	2.5%

1) The COO's scope of responsibility includes Pulmuone Foods.

Environmental Safety Management Incentives for Employees

Category	Target	Criteria	Type of Compensation	Details
Environment and Safety Excellence Award	Operational Staff and Field Managers	Emissions Reduction Performance	Monetary	Annual awards for employees or teams contributing to carbon reduction, environmental performance, or safety culture improvements

Environmental Management Framework

Environmental Management Strategies

Expansion of the Eco-Caring Strategy

To systematically manage the environmental impacts of our business activities, we have been implementing our Eco-Caring Strategy since 2024. The strategy consists of two key pillars: the Net Zero strategy, which focuses on managing GHG emissions, and the Nature Positive strategy, which aims to reduce water and plastic use, as well as the environmental impacts of products.
In 2025, Pulmuone expanded its Eco-Caring Strategy by establishing new targets for managing product-level carbon footprints. Building on these efforts, we plan to strengthen customer communication on the environmental value of our eco-friendly products and proactively identify business opportunities arising from climate change response.

Eco-Caring Strategy

Goal	Net Zero	Nature Positive		
Category	GHG Emission Reduction	Sustainable Water Management	Zero Waste	Expansion of Sustainable Food
Directions	· Transition to sustainable energy - Expand solar power generation, convert organic waste into energy, and adopt hydrogen energy · Improve energy efficiency · Increase adoption of environmentally friendly vehicles	· Reduce water withdrawal - Improve process water efficiency - Build water reuse systems · Manage water pollutant discharge - Expand wastewater treatment facilities	· Strengthen resource circulation - Use chemically and mechanically recycled plastics - Expand the use of mono-material films · Reduce waste - Expand certification for resource circulation - Expand the adoption of food waste treatment equipment · Reduce plastic use - Reduce packaging weight and switch to recycled materials - Reduce sheet weight and adopt label-free packaging	· Increase the proportion of plant-forward and animal welfare-certified raw materials · Develop production methods for low-carbon raw materials · Establish and expand a product carbon footprint calculation system · Strengthen carbon reduction communication for sustainable foods
Target	· Reduce GHG emissions by 20% by 2035[1] · Achieve Net Zero by 2050	· Reduce water withdrawal intensity by 12% by 2035[2]	· Reduce waste intensity by 12% by 2035[3] · Reduce plastic use by 20% by 2035[4]	· Reduce product carbon footprints by 50% by 2035

2025 Environmental Impact Reduction Performance

Category	GHG Emissions (Unit: tCO_2eq)	Water Consumption (Unit: tons)	Plastic Packaging Consumption (Unit: tons)	Waste Generation (Unit: tons)
Total Reduction	1,607	13,255	779	739
Key Reduction-Initiatives	· Installation and operation of a solar power generation system at Beijing Pulmuone Green Foods Plant: 301 · Improvement of the LNG boiler standby system at PPEC Eumseong Fresh Noodle Plant: 124	· Improvement of the soybean soaking process at PPEC Eumseong Sprout Plant: 7,695 · Reduction of cooling water consumption for soft tofu packaging equipment at Pulmuone Foods Chuncheon Tofu Plant: 4,765	· Lightweighting of bottles and caps for 0.33 L, 0.5 L, and 2 L products at Pulmuone Waters Plant: 327 · Adoption of CR-PET containers for Pulmuone Green Juice I'm Real products: 147	· Use of vegetable by-products as circular resources at PPEC Eumseong Sprout Plant: 503 · Use of waste synthetic resins as circular resources at Pulmuone Waters Idong Plant: 11

2026 Environmental Impact Reduction Targets and Plans

Category	GHG Emissions (Unit: tCO2eq)	Water Consumption (Unit: tons)	Plastic Packaging Consumption (Unit: tons)	Waste Generation (Unit: tons)
Total Reduction	3,108	3,917	232	752
Key Reduction Plans	· Install and operate solar power generation systems at Pulmuone Waters Idong Plant, Milyang Plant, and logistics centers · Introduce energy-efficient defrosting systems at logistics centers	· Install water-saving faucets at business sites operated by Pulmuone Food & Culture · Improve chiller water efficiency at Pulmuone Foods Chuncheon Tofu Plant	· Reduce the weight of bottles and caps for 0.33 L, 0.5 L, and 2 L products and adopt label-free packaging · Reduce the weight of tofu trays used by Pulmuone Foods and suppliers · Reduce the weight of containers at PPEC Global Kimchi	· Reduce the moisture content of wastewater sludge at Danone Pulmuone Muju Plant · Introduce food waste reduction equipment at business sites operated by Pulmuone Food & Culture

1) The target was established based on Scope 1 and 2 GHG emissions of 156,905tCO_2eq in 2022 and Scope 3 GHG emissions of 180,411tCO_2eq in 2023.
2) The target was established based on a water withdrawal intensity of 8.13 m^3 per ton of product in 2023.
3) The target was established based on a waste generation intensity of 82.71kg per ton of product across domestic and overseas operations in 2023.
4) The target was established based on plastic use of 3,667tons in 2022. The scope of calculation is limited to Pulmuone Foods, Pulmuone Waters, and Danone Pulmuone.

Environmental Management Framework

Environmental Management Strategies

Participation in Domestic and Global Environmental Initiatives

Pulmuone actively responds to information disclosure requests from the Carbon Disclosure Project (CDP), a global nonprofit organization, to enhance transparency and credibility in climate change response. CDP is an international initiative that evaluates and discloses GHG emissions, reduction plans, and climate risk response strategies for companies and cities worldwide.

Through CDP, we transparently disclose our company-wide Scope 1, Scope 2, and Scope 3 GHG emissions, emissions reduction targets, and implementation progress to global investors and other stakeholders. The CDP reporting process also supports systematic management of our GHG emissions data. In parallel, we advance our Net Zero strategy through LCA-based carbon emissions calculations and the expanded use of renewable energy.

In addition, we participate in PACT, a plastic action initiative led by WWF, to reduce plastic use and support the transition to a circular economy. As part of this initiative, we promote the development of environmentally friendly products by increasing the recycled PET (r-PET) content of beverage containers, reducing container weight, expanding label-free products, and replacing plastic trays with paper alternatives.

Since 2025, we have also participated in the Water Positive Initiative, a collaborative initiative involving the Ministry of Environment, K-water, the private sector, and nonprofit organizations to address the global water scarcity crisis. Through this initiative, we work with participating organizations to identify collaborative projects focused on reducing water use, expanding water reuse, and restoring water resources. By exploring ways to implement these projects, we are laying the groundwork for achieving Water Positive.

Environmental Risk and Opportunity Management

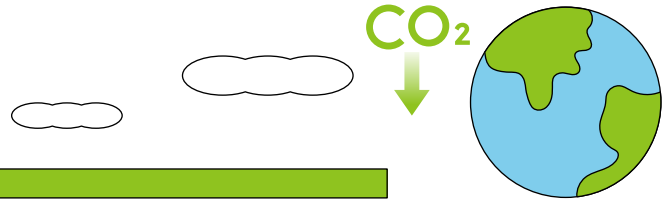
Assessing Environmental Risks and Opportunities in Investment Decision-Making

We use internal carbon pricing[1)] to identify priorities for GHG reduction (Scope 1 and Scope 2) and quantitatively assess the economic feasibility and ESG impact of low-carbon investments. Under this system, we calculate an internal carbon price for each investment proposal based on projected changes in GHG emissions and the investment cost. The calculated value is then applied during the investment review process.

1) Internal carbon pricing is a tool used to manage GHG emissions (Scope 1 and Scope 2) from our business sites. An estimated carbon price is set in advance and applied when reviewing investment proposals.

Internal Carbon Pricing System

Category	Details
Purpose	· Preliminary economic assessment of low-carbon investments · Quantification of ESG impact · Prioritization of GHG reduction
Scope of Application	· Investments aimed at reducing Scope 1 and Scope 2 emissions · Investments in new equipment and manufacturing facilities
Calculation Method	· Marginal Abatement Cost (MAC)-based shadow pricing, based on planned GHG reduction investments through 2027[1)] · Estimated investment cost ÷ Expected GHG emissions reduction (tCO_2eq), with the investment cost discounted to present value * Discount rates applied: 10%, 12%
Price Level	· KRW 116,882/tCO_2eq (at 10% discount rate) · KRW 114,683/tCO_2eq (at 12% discount rate)
Monitoring and Evaluation	· Regular monitoring: Operate a reporting system to track GHG reduction performance and costs · Cost-efficiency evaluation: Compare GHG reduction costs per unit across activities · Incorporation of external data: Reflect carbon credit market prices, policies, and industry benchmarks



Environmental Management Framework

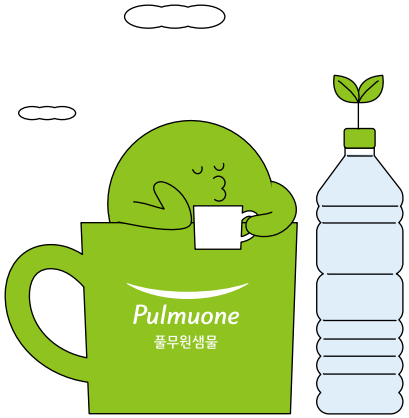
Environmental Management Activities

Investment in Environmentally Friendly Business Transformation

To expand the use of renewable energy, Pulmuone installed solar power systems with a combined capacity of 194 kW at two domestic manufacturing sites, Pulmuone Waters Idong Plant and Milyang Plant, in 2025. We also installed an additional 48 kW solar power system at Pulmuone Academy, with an investment of KRW 208 million, and put it into operation.

Eco-Friendly Product Sales Performance

Under its internal criteria, Pulmuone defines Sustainable Food products that contain a higher proportion of plant-based ingredients or use animal welfare-certified ingredients as eco-friendly products. In 2025, sales of Sustainable Food reached approximately KRW 1.3 trillion, accounting for 51.42% of revenue from the relevant business units, including Pulmuone Foods.



Identifying and Managing Environmental Impacts Through Life Cycle Assessment

Product Carbon Footprint Calculation

The food industry accounts for approximately one-third of global GHG emissions, with emissions generated throughout the food value chain. As emission levels vary depending on product composition, production methods, and distribution methods, quantitatively managing environmental performance at the product level and linking this information to consumer choices provides an important foundation for reducing GHG emissions. As the first domestic food company to do so, Pulmuone established a product carbon footprint calculation system (Net Zero System) in accordance with ISO 14067. In 2025, we completed third-party verification of the carbon footprints of our representative tofu and udon products.[1)]

The Net Zero System is an integrated platform that quantitatively collects and manages data throughout the product life cycle—from raw material production and manufacturing to distribution, consumption, and disposal—and provides a standardized system for calculating carbon footprints at the product level.

In 2025, we calculated product carbon footprints for products manufactured at 10 domestic manufacturing sites. We also supported significant suppliers in calculating product carbon footprints, including third-party verification for two supplier-manufactured dumpling products. Building on these efforts, we are gradually expanding the scope of product carbon footprint calculations to overseas sites, including those in the U.S.

Based on the Net Zero System, we manage key initiatives under our Eco-Caring Strategy by linking them to product-level carbon footprint reduction performance. Specifically, we systematically link a wide range of environmental performance measures to reductions in the carbon footprints of Sustainable Food, including the use of lower-carbon ingredients, reductions in GHG emissions, water use, waste, and plastic at the business-unit level, increased use of renewable energy, and progress toward zero waste. Building on this management framework, we plan to expand carbon footprint calculations from Sustainable Food to Sustainable Meals and promote Sustainable Diet by providing consumers with meaningful information backed by scientific evidence and credible external validation.

1) The verification covers Pulmuone Foods' Pulmuone Domestic Soybean Tofu for Pan-Frying (210 g) and Traditional Katsuo Udon (4 Servings).

Eco-Friendly Product Certifications

1. Environmental Product Declaration Certification

The Environmental Product Declaration (EPD) program quantifies and discloses the environmental impacts of products across their entire life cycle to help consumers make environmentally responsible purchasing decisions.
In 2024, we obtained EPD certification for ORGA Animal Welfare Ham and Plant-Based Luncheon Meat,[2)] and confirmed that their carbon and water footprints were 34% and 12% lower, respectively, than those of our comparable animal-based products.

2) The products are manufactured by ORGA Whole Foods and its supplier, Nambu Foods.

2. Low-Carbon Product Certification

Pulmuone Waters obtained low-carbon product certification from the Ministry of Environment for its 500 mL and 2 L products by developing and adopting lightweight caps and ultra-lightweight containers.
As of 2025, these efforts have reduced GHG emissions by approximately 8,300 tCO_2eq compared with products of the same type.

View Low-Carbon Product Performance Table

Energy

Environmental Management Activities

Environmental Management Training

To fulfill the mission of 'Creating a Healthier Tomorrow for People and the Planet through Wholesome Food,' Pulmuone provides a training program focused on lifestyle habits for employees at Pulmuone Academy in Goesan, Chungcheongbuk-do. The program is designed to help employees understand and put into practice Pulmuone's mission, core strategies, and core values. It focuses on five key lifestyle habits: diet, physical activity, emotional well-being, environmental conservation, and learning.

In 2025, a total of 390 employees participated in the program. The program included training on the environmental impacts of plastic pollution and practical ways to reduce plastic use in daily life, along with hands-on EM soap-making activities.[1] We also provided environmental education on the importance of global biodiversity and the roles of businesses and individuals in its protection.

1) An environmentally friendly soap made using effective microorganisms (EM) to help improve environmental conditions.

Environmentally Friendly Social Contribution Activities

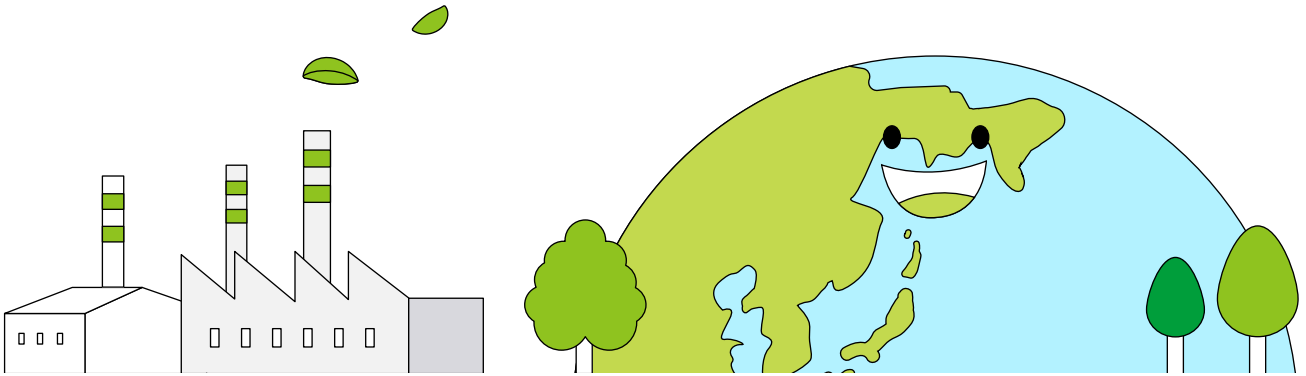
For more information on Pulmuone's environmentally friendly social contribution activities, please refer to the Biodiversity Management Activities section on pages 61–62 of this report.

View Biodiversity Management Activities

Energy Management Strategy

To minimize the environmental impacts of energy use across its operations, Pulmuone has established a mid- to long-term roadmap to improve energy efficiency. We have set a target to reduce non-renewable energy intensity (GJ per ton of product) by 1% annually at our domestic and overseas manufacturing sites through 2035.

As a result, in 2025, non-renewable energy intensity at our domestic and overseas manufacturing sites was 2.84 GJ per ton of product, 7.0% below the target. This achievement was driven by ongoing energy efficiency improvements, including reducing steam consumption and optimizing HVAC system operations. Changes in our business portfolio, including a higher share of bottled water production following the acquisition of Saemsoseul, also had a positive impact.



Short- and Long-Term Targets

Category	Unit	Base Year	Reporting Year (2025)		Long-Term Target (2035)
		2023	Target	Performance	
Non-Renewable Energy Intensity[2]	GJ/ton of product	3.16	3.05	2.84	12% reduction

2) Since 2024, Pulmuone has extended its target management to overseas manufacturing sites, applying a common baseline to domestic and overseas sites. Targets and performance are measured against the 2023 non-renewable energy intensity of 3.16 GJ per ton of product across domestic and overseas sites.

Energy

Energy Management Activities

Energy Audits and Improvement Investments

In accordance with Article 32 (Energy Audits, etc.) of the Energy Use Rationalization Act, Pulmuone conducts regular energy audits and uses the results to develop improvement and investment plans. Following implementation, we continuously monitor the effectiveness of these investments, analyze the results, and develop additional energy-saving measures as needed. The following summarizes key energy audits and improvement investments undertaken by Pulmuone through 2025.

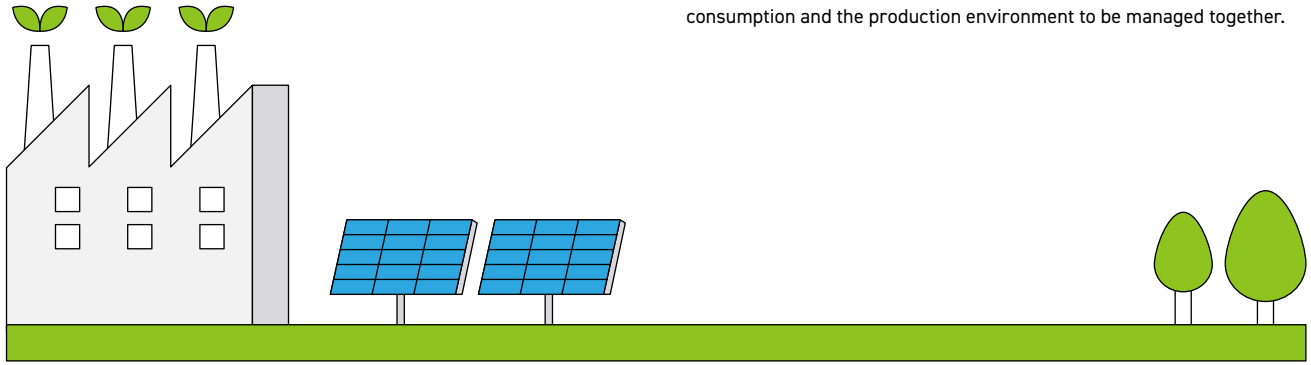
Energy Audits and Improvement Investments in the Past Four Years

Year	Entity	Category	Key Improvement Investments
2025	Pulmuone Foods Eumseong Tofu Plant	Energy Audit	· Review of six potential improvement investments, including adjustment of the refrigerant condensing pressure of screw chillers and replacement of aging transformers with high-efficiency transformers · Development of implementation plans and review of short- and long-term initiatives
	Pulmuone Waters Idong Plant and Miryang Plant	Improvement Investment	· Installation of solar PV systems
	Danone Pulmuone Muju Plant	Improvement Investment	· Expansion of power receiving and distribution facilities
2024	Danone Pulmuone Muju Plant	Energy Audit	· Review of six potential improvement investments, including adjustment of the boiler air-fuel ratio and steam pressure · Development of implementation plans and implementation of short-term initiatives
	PPEC Eumseong Fresh Noodle Plant	Energy Audit	· Review of four potential improvement investments, including adjustment of the boiler air-fuel ratio and replacement of aging air compressors · Development of implementation plans and implementation of short-term initiatives
2023	Pulmuone Waters Idong Plant	Improvement Investment	· Establishment of a utility motor power-saving system

Expanding Renewable Energy Use

Since 2017, Pulmuone has continuously expanded the installation of renewable energy systems across its manufacturing sites and logistics centers nationwide. These include solar photovoltaic (PV) systems, solar thermal systems, small hydropower facilities, wood pellet boilers, biodiesel vehicles, hydrogen vehicles, and ground-source heat pumps. Through these systems, we are increasing the use of low-carbon energy for electricity, heating and cooling, hot water, and steam at our business sites, as well as in logistics and transportation. As a result, we reduced GHG emissions by 6,915 tCO_2eq[1] in 2025.

1) Emission reductions from biodiesel vehicles, hydrogen vehicles, and ground-source heat pumps are included in the 2025 reduction performance above but are not reflected in the GHG emissions calculation or third-party verification.



Reducing Energy Consumption

Pulmuone has introduced a Building Energy Management System (BEMS) across its manufacturing and logistics sites and the Pulmuone Institute of Technology, with the Nonhyeon Data Center serving as the central hub. Following the initial implementation at PPEC Eumseong Fresh Noodle Plant and the Pulmuone Institute of Technology, we expanded the system to Exofresh Eumseong Center, Foodmerce Yangji Logistics Center, Sinsun Natto, and PPEC Global Kimchi Plant. The system is currently in operation at six business sites, enabling real-time monitoring of energy consumption and helping identify and implement measures to improve energy efficiency.

Since introducing BEMS, the Pulmuone Institute of Technology has reduced electricity consumption by 4% to 67%, depending on the equipment, by optimizing the control of heating, cooling, and air-conditioning systems. Based on operating data for different working hours, we apply schedule-based controls to heating and air-conditioning systems. For lighting, occupancy is detected to automatically switch lights on and off or adjust brightness levels.

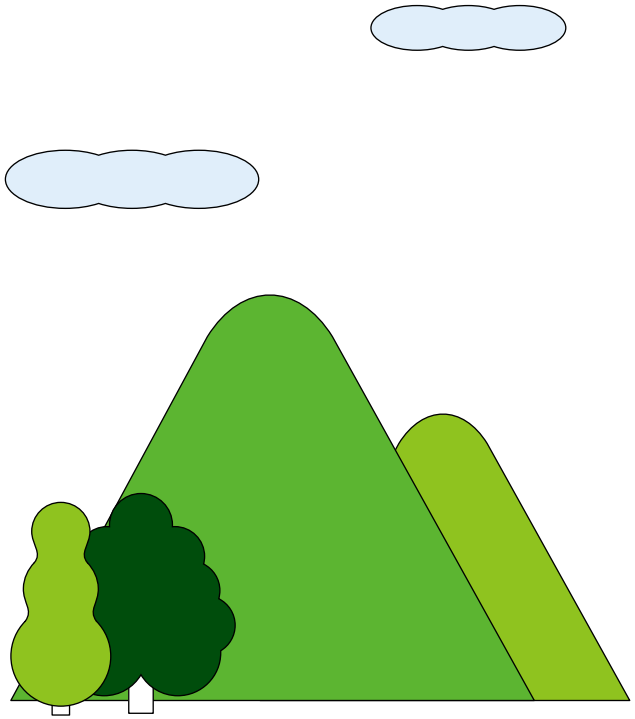
PPEC Eumseong Fresh Noodle Plant is implementing integrated energy control by introducing capacity control, adaptive operating logic, and a dual backup system for its air-conditioning and heating and cooling systems, while managing key variables that affect environmental conditions in each area. Optimal environmental conditions are set based on the characteristics of major production equipment, with individual equipment connected to a centralized data system. The central control room monitors these operations in real time, allowing energy consumption and the production environment to be managed together.

Biodiversity

Biodiversity Management Strategy

In 2023, Pulmuone adopted its Nature Positive Policy to conserve biodiversity and prevent deforestation, with approval from the General CEO. In 2024, the policy was revised to strengthen its commitments and expand its scope of application.

View Pulmuone's Nature Positive Policy



Biodiversity-Related Risk and Opportunity Management

Process for Identifying Risks and Impacts

Given the food industry's significant interaction with natural capital, Pulmuone uses the Locate, Evaluate, Assess, and Prepare (LEAP) framework developed by the Taskforce on Nature-related Financial Disclosures (TNFD) to identify biodiversity-related physical risks, dependencies, and impacts at the industry and business site levels. In particular, we use a location-specific approach that considers the geographic location and surrounding ecological characteristics of each business site to assess dependencies on and impacts on biodiversity.

Response strategies for identified biodiversity-related risks, including dependency-related and impact-related biodiversity risks, are currently discussed by the ESG Committee. We plan to progressively integrate these risks into our company-wide risk management processes.

This report presents the results of the biodiversity assessment conducted in 2023 across 115 business sites[1)] in six countries. We are also working to further enhance our biodiversity risk and impact assessment framework and develop a mid- to long-term management strategy, with reference to global natural capital frameworks such as the TNFD and the Kunming-Montreal Global Biodiversity Framework (KMGBF).

Risk Assessment

Physical risk is assessed using the WWF Biodiversity Risk Filter (BRF), taking into account five dimensions: (1) Provisioning Services, (2) Regulating & Supporting Services – Enabling, (3) Regulating Services – Mitigating, (4) Cultural Services, and (5) Biodiversity Pressure. Reputational risk is evaluated based on three factors: (6) Environmental Factors, (7) Socioeconomic Factors, and (8) Additional Reputational Factors. The final risk assessment combines physical and reputational risks and assigns a score on a five-point scale, with higher scores indicating higher levels of risk

Impact Assessment

Pulmuone assesses dependencies and impacts related to protected and conserved areas and Key Biodiversity Areas (KBAs) using Environmental Factors (Category 6), one of the factors considered in our risk assessment.

To identify impacts on protected and conserved areas, we use the World Database on Protected Areas (WDPA) maintained by the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC). We assess risks in both terrestrial and marine areas based on International Union for Conservation of Nature (IUCN) Protected Area Categories I–IV[2)] and unclassified protected areas. We classify business sites that overlap by 30% or more with IUCN Protected Area Categories I–IV as Very High risk sites.

Impacts on KBAs are assessed using databases maintained by global expert organizations, including BirdLife International. We classify business sites that overlap by 50% or more with KBAs as Very High risk sites.

1) The assessment covers upstream areas (raw material sourcing areas and suppliers), our business sites and their surrounding areas, and downstream areas (logistics centers and retail stores).

2) The assessment considers IUCN protected area categories I (strict nature reserves) through IV (habitat and species management areas), taking into account their conservation significance and associated restrictions on development activities.

Biodiversity

Biodiversity-Related Risk and Opportunity Management

Results of Risk and Impact Assessments[1)]

Risk Assessment

According to the 2023 assessment, areas with elevated risk levels (scoring 3.4 or above) were primarily concentrated in Korea. Of the 115 sites assessed, 67 (58%) were classified as High or Very High risk sites. Among these, 16 sites were rated High or Very High for both physical and reputational risk. Two sites were assessed as having Very High physical risk only: a soybean supplier in Cheongju and a packaging material supplier in the Gyeonggi region. No sites were assessed as having Very High reputational risk only.

1) For more detailed results of the 2023 biodiversity risk and impact assessment, please refer to page 66 of the 2024 Pulmuone Integrated Report.

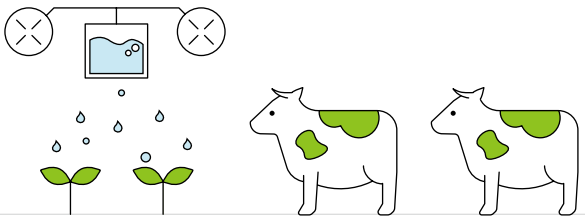
Impact Assessment

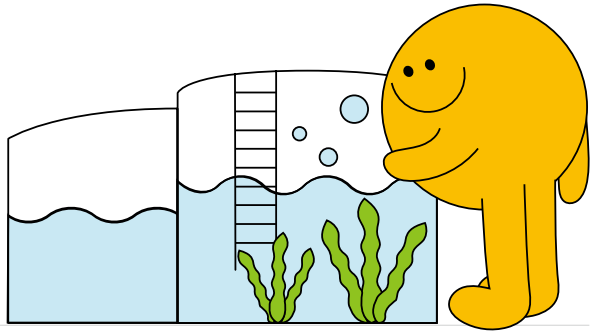
The impact assessment identified 58 sites (50%) with a relatively high potential impact on protected and conserved areas. These sites were classified as Very High risk sites. For KBAs, 21 sites (18%) were identified as having a relatively high potential impact and classified as Very High risk sites. A total of 21 sites (18%) were identified as having a relatively high potential impact on both protected and conserved areas and KBAs. Most of these sites are located in areas with high dependence on water resources or are associated with agriculture-based supply chains.
Key pathways for potential impacts on local ecosystems include land use change, water use, and nutrient runoff at the raw material cultivation and sourcing stage, and water use, wastewater discharge, and pollutant generation at the business site operation stage.

Detailed Results of the Biodiversity Impact Assessment for Our Business Sites

Category	No. of Companies	No. of Sites	Land Area (Unit: ha)
Companies and Business Sites Operated by Pulmuone[2)]	33	72	142.2
Companies and Business Sites Assessed for Biodiversity Impact[3)]	29	65	137.4
Companies and Business Sites with Significant Biodiversity Impact on Protected and Conserved Areas or KBAs[4)]	1	12	1.8
Companies and Business Sites with Significant Biodiversity Impact on Protected and Conserved Areas or KBAs and a Biodiversity Management Plan	1	1	N/A[5)]

2) - 4) Includes only Pulmuone business sites for which land area data is available.
5) The exact land area could not be measured, as the management plan encompasses a broad area surrounding the business site.





Biodiversity

Biodiversity Management Activities

Marine Biodiversity Conservation through the Use of ASC-Certified Products

Reduce

As part of our efforts to expand Sustainable Food, Pulmuone is increasing the use of ASC-certified seafood ingredients to support more sustainable seafood sourcing. In 2025, ASC-certified seaweed accounted for 15.5% of our total seaweed procurement.

Alongside these sourcing efforts, we manage potential impacts on marine biodiversity associated with our seafood sourcing. We have established an analysis and management manual for habitats of endangered marine species near the Noeul Haesim seaweed farm in Buan-gun, Jeollabuk-do, to minimize impacts on the marine ecosystem.

Odaecheon Manchurian Trout Propagation and Restoration

Regenerate

In collaboration with stakeholders in the area surrounding the Pulmuone Foods Chuncheon Tofu Plant, including the Wonju Regional Environmental Office, Odaesan National Park, and the Kangwon National University Fish Research Center, Pulmuone continues to implement a propagation and restoration program for the Manchurian trout, a Class II endangered wildlife species.

We have been carrying out restoration activities in Odaesan Gaejanigol since 2013. As part of these efforts, we released approximately 150–200 Manchurian trout into the Odaecheon Stream (Bangadari Valley) in Pyeongchang, Gangwon-do Province, in 2025. Also, as part of our local ecosystem conservation activities, we survey the population density and habitat conditions of Manchurian trout, breed juvenile fish and release them into their native habitats, and remove weirs from streams to secure migration routes. Furthermore, we contribute to restoring aquatic ecosystems in former mining areas by improving Manchurian trout habitats, including increasing tree cover to lower water temperatures and creating pools.

Pulmuone Peace Forest Conservation

Restore

In 2021, Pulmuone partnered with Peace Forest, a nonprofit organization dedicated to forest restoration and conservation, to establish the Pulmuone Peace Forest in the border area of Paju. The forest covers approximately 7,934 m² and is planted with native tree species such as willows and firs. Since then, employees and local communities have participated in ecological conservation activities tailored to local climate and site conditions to support the long-term management of the forest.

In 2025, we carried out management activities to support healthy forest growth, including replanting trees, removing invasive species, and maintaining the areas surrounding planted trees. These management activities are supported by donations. In addition, to mark Earth Day, we launched a participatory fundraising campaign in partnership with our online store (#Pulmuone). Under the campaign, KRW 500 was donated for each I'm Real product purchased in a container made from 100% chemically recycled plastic. The funds raised were used to support tree planting and forest management activities at the Pulmuone Peace Forest.







Biodiversity

Biodiversity Management Activities

Afforestation in Collaboration with the Central Regional Office of the Korea Forest Service

Transform

Since signing an MOU with the Korea Forest Service in 2013 under the Forest for the People initiative, Pulmuone Academy has continued to carry out annual tree-planting activities. The initiative began with the establishment of the first Forest for the People in 2013 within a 140,000 m² national forest located behind Pulmuone Academy. The area designated for tree planting was subsequently expanded in 2015, 2016, and 2024.

Beyond managing the Forest for the People, Pulmuone Academy operates forest therapy programs and provides forest trail guides, enabling members of the public to participate in tree planting and forest stewardship. Through these activities, we contribute to forest management and greater public awareness of forest conservation.

Jirisan National Park Conservation

Restore & Transform

In January 2025, Pulmuone signed an MOU with the Korea National Park Service to promote the sustainable conservation of Jirisan National Park and advance ESG initiatives. Based on this partnership, we carried out activities for the conservation and use of forest ecosystems, the promotion of ESG collaboration projects, and greater exchange between the two organizations.

As part of these efforts, we provided outdoor apparel, meals, and food packages to a wide range of stakeholders, including Korea National Park Service employees, park visitors, local residents, and volunteers. Following wildfires, we also promptly provided emergency relief supplies to affected areas.

In addition, we conducted a joint campaign titled 'Zero Food Waste on the Trail.' As part of the campaign, Pulmuone chefs developed eco-friendly hiking recipes designed to minimize food waste during hikes, which were shared through the Korea National Park Service's official social media channels.

Business Paradigm Shift toward Sustainable Food and Sustainable Diet

Restore

According to a 2022 report by the Food and Agriculture Organization (FAO) of the United Nations, the livestock sector accounts for approximately 12% of global GHG emissions, a significant portion of which is attributable to methane emissions from enteric fermentation in cattle. In addition, a study published in Nature Sustainability in 2020 by a collaborative research team from New York University and a study led by the International Institute for Applied Systems Analysis (IIASA) and published in Nature Communications in 2023 found that expanding plant-based diets can help reduce agricultural land use and increase carbon sequestration, while also contributing to biodiversity restoration through the restoration of forests and grasslands.

To implement our Nature Positive Policy, we are expanding Sustainable Food and Sustainable Diet initiatives. Through campaigns for Jigusikdan, our Sustainable Food brand, we communicate the positive impacts of plant-based diets on society and the environment and provide opportunities to experience plant-based meals through pop-up booths and online and offline campaigns. In April 2025, we opened the third location of our vegan restaurant Plantude, further improving customer access to plant-based meals. We also operate various engagement programs for corporate customers, including Healthy Day, to promote Sustainable Diet practices such as the 211 Diet.







Chemicals

Chemical Management Strategy

Pulmuone systematically manages chemicals throughout the product life cycle, from raw material sourcing to manufacturing and sales. All chemicals used at our business sites are regularly reviewed, with efforts focused on reducing their concentrations or replacing them with alternatives verified as non-hazardous.

To mitigate risks related to product quality, customer safety, and environmental pollution, we have established preventive principles and a strict approval process for new chemicals. Their storage, use, and disposal comply with applicable laws and regulations, while we establish and apply internal standards that go beyond regulatory requirements.

Plans to Reduce and Replace Hazardous Chemicals

To minimize environmental and health impacts, Pulmuone restricts and manages the use of hazardous chemicals. In particular, we are replacing chemicals used to clean Clean-in-Place (CIP) equipment at certain business sites with lower-concentration alternatives.

In addition, we comply with applicable laws and regulations and strengthen our systems for the safe handling and management of chemicals to minimize environmental impacts that may arise during production.



Social

- Customer-Centric Management 065
- Responsible Labor Practices 070
- Human Rights Management 072
- Occupational Health and Safety 078
- Information Security 083
- Social Contribution 087
- Talent Management 089
- Health and Nutrition 095
- Sustainable Sourcing 099



Customer-Centric Management

Customer Rights Protection Policy

Pulmuone places the highest priority on customer safety and the protection of customer rights. To put this commitment into practice, we operate a customer-centric framework that incorporates the Voice of Customer (VOC) into management decision-making and improvement activities. This framework is underpinned by the Customer Rights Protection Policy, which is defined in the Pulmuone CCM Operating Manual[1] and established and revised with the approval of the General CEO. The policy is built on five key pillars: ensuring food safety and quality, providing accurate and transparent information, handling customer complaints promptly and fairly, enhancing the quality of customer service at all touchpoints, and strengthening company-wide training and preventive activities.

Under this framework, we go beyond simply handling customer inquiries and complaints by analyzing VOC data by category and root cause and linking the findings to improvements across products, services, and processes. To support this process, VOC is reported and managed on a daily basis, enabling management to maintain visibility into key issues and relevant departments to take prompt corrective action.

1) The Pulmuone CCM Operating Manual applies uniformly to the holding company and all affiliates, including Pulmuone Foods.

Customer Rights Protection Policy

We uphold consumer safety and satisfaction as core values throughout every stage of food manufactuting and sales, and commit to the following actions for their implementation:

❶ Accurately gather customer feedback, respond promptly and fairly, and take corrective action to prevent recurring issues.
❷ Strictly comply with legal standards to ensure food safety and quality, while proactively managing risks from the customer's perspective.
❸ Present product information (e.g., ingredients, allergens, nutrition) in a clear and understandable manner to support informed decision-making.
❹ Provide regular training to encourage employees to act with a customer-centric mindset and put our core values into practice.
❺ Build trust with customers by preventing food safety incidents and taking proactive corrective action in the event of an incident or dispute.

Customer Relationship Risk and Opportunity Management[2]

Pulmuone has identified two primary customer relationship risks. The first is the risk of failing to collect, analyze, and respond to customer complaints, requests, and suggestions in a timely and systematic manner. The second is the risk that customer complaints related to product and service quality may not be appropriately resolved, potentially resulting in legal disputes, administrative sanctions, compensation payments, and damage to our brand reputation. To manage these risks, we systematically evaluate the effectiveness of our complaint handling process using quantitative indicators, including annual operating targets for both initial and professional consultation, customer satisfaction survey results, and product complaint VOC reduction performance.

For initial consultation, KPIs include quality assurance (QA) evaluations, promptness of response, and handling time. For professional consultation, we monitor whether cases are resolved on the first attempt after escalation, the proportion of cases closed without additional inquiries, and year-over-year improvement in VOC performance. In addition, we evaluate service quality as experienced by customers across all customer service channels—including telephone, chat, online bulletin boards, specialized customer counseling, and B2B channels—based on indicators such as responsiveness, accuracy, clarity, courtesy, proactiveness, expertise, problem resolution, overall satisfaction, and NPS.

The results of these evaluations[3] are reflected in follow-up improvement activities, including customer service quality management, refinement of service standards, revision of customer service scripts, delivery of customized training programs, and improvement of channel operations.

In 2025, we increased the frequency of our customer satisfaction surveys from quarterly to monthly and expanded the evaluation scope to all customer service channels. Alongside these enhancements, the initial agent response time for live chat inquiries was reduced to approximately 15 seconds. For professional consultation, the One Cycle[4] success rate, which measures the percentage of customer complaints for which the entire resolution process is completed within a single cycle, reached 99.0%. Furthermore, through our product complaint VOC reduction initiatives, we reduced domestic VOC relating to serious product complaints by 6.5% year over year and the PPM[5] for priority product complaint categories in overseas markets by 19.1%.

2) Pulmuone manages customer-related risks and opportunities across all affiliates through a dedicated organization within Pulmuone Foods.
3) The results of the 2025 assessment are presented in the table below.
4) The One Cycle process covers case escalation, sample collection and verification, production site inspection, customer feedback, follow-up action, and case closure.
5) Pieces Per Million (PPM) is an indicator that measures the number of VOC cases relative to product shipments. It is calculated by dividing the number of VOC cases by the total number of products shipped and multiplying the result by one million.

Short-, Mid-, and Long-Term Targets

Category	Units	Reporting Year (2025)		Short-Term Target(2026)	Mid-Term Target(2028)	Long-Term Target(2030)
		Target	Performance			
Initial Consultation Satisfaction	Points	91.5	90.4	92.0	92.0	93.0
Professional Consultation Satisfaction	Points	94.0	96.5	95.5	96.0	96.5
Combined Initial and Professional Consultation Satisfaction	Points	92.7	93.4	93.7	94.0	94.7

CASE

Strategies for Achieving Short-, Mid-, and Long-Term Targets

To continuously strengthen our management of customer relationship risks, Pulmuone plans to refine standard consultation scripts and operating standards in the short term, while improving the consistency and responsiveness of initial consultation. Over the medium to long term, we plan to introduce AI-powered consultation assistants, automated quality assessment, and an omnichannel service framework to provide consistent consultation and customer protection services across all channels.

Customer-Centric Management

Customer Rights Protection System

Consumer Centered Management Certification

Pulmuone receives external validation of its customer rights protection and consumer issue resolution system through Consumer Centered Management (CCM) certification, administered by the Korea Fair Trade Commission and evaluated by the Korea Consumer Agency. As of January 2026, five Pulmuone subsidiaries hold CCM certification. Four have maintained the certification for seven or more consecutive terms and received the CCM Hall of Fame Award.

Consumer Centered Management Certification Status

(As of January 2026)

Category	Initial Certification Year	CCM Hall of Fame Award Year
Pulmuone Foods	2007	2019
Pulmuone Foodmerce	2010	2023
Pulmuone Health & Living	2010	2024
Pulmuone Food & Culture	2011	2024
Pulmuone Green Juice	2020	-

Product and Service Safety Certifications

To strengthen the safety of our products and services, we obtain and maintain food safety certifications. As of 2025, Pulmuone operated a total of 19 manufacturing and logistics facilities. Among these, all 15 facilities eligible for HACCP certification were certified, while all 16 manufacturing facilities held FSSC 22000 certification. In addition, we review our suppliers' certification status annually for HACCP, FSSC 22000, GFSI, and FDA.

Customer Relationship Management and Improvement Programs

Operation of Customer Communication Channels

AI Chatbot and Online Customer Service Channels

To respond to evolving customer needs, Pulmuone has introduced digital customer service channels, including live chat and a voice-based AI chatbot, to make customer service more accessible and convenient. Live chat provides faster access to agents than phone support, enabling customers to make inquiries and receive prompt assistance without abandoning the process.
In 2025, the share of text-based customer service, particularly live chat, gradually increased. Going forward, we plan to introduce an AI-based automated response function for the message board on our online store, enabling customers to receive faster responses while further improving service efficiency.

Customer Satisfaction Surveys

Pulmuone continuously enhances its customer satisfaction survey framework to better incorporate customer feedback into service improvements. Beginning in 2025, we increased the survey frequency from quarterly to monthly, allowing customer feedback to be reflected more promptly.
The survey scope has also been expanded to cover all customer service channels, including telephone, live chat, online bulletin boards, professional consultation, and B2B channels, providing a comprehensive view of the customer experience across different touchpoints. Surveys are distributed via KakaoTalk alerts and include quantitative measures covering areas such as ease of access, agent demeanor, satisfaction with issue resolution, and overall service experience, as well as open-ended questions to capture more detailed customer feedback.
Survey results are analyzed by month and by channel to identify trends and specific areas for improvement. Based on these findings, we refine customer service processes and scripts and develop customized training programs.

Operation of Traditional Customer Service Channels

Pulmuone responds promptly and reliably to customer inquiries and concerns through traditional customer service channels, including telephone, email, and in-person support provided by sales promoters at retail locations. Through direct interactions with customers, sales promoters also collect feedback and identify product-related issues.
Customer feedback and other relevant information collected through these channels are systematically recorded and managed in the VOC system. The data are analyzed to identify recurring issues and used to improve customer guidance and service delivery.

CASE

Enhancing Customer Accessibility and Convenience

Pulmuone operates a variety of customer service and ordering channels, including telephone, live chat, and online bulletin boards, to improve accessibility for all customers, regardless of age or disability.
In particular, telephone ordering provides an important point of access for older customers who may be less familiar with digital services. Going forward, we will continue to improve service accessibility based on the diverse needs and preferences of our customers.

Customer-Centric Management

Customer Relationship Management and Improvement Programs

Customer Feedback Integration Process

Customer Monitoring Groups

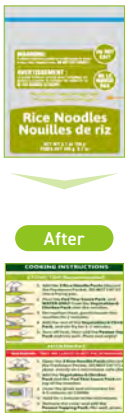
Pulmuone operates customer monitoring groups such as the Housewife Monitor and the e-fresh Panel to actively incorporate customer feedback into product planning and improvement. The offline-based Housewife Monitor consists of approximately 10 members who participate for eight months, while the online-based e-fresh Panel comprises approximately 1,500 members who participate for six months to one year. In 2025, we conducted 12 qualitative studies based on focus group discussions (FGDs) with the Housewife Monitor and 44 online quantitative surveys with the e-fresh Panel.

In addition, we map the customer journey across stages from product discovery and purchase to preparation and consumption and conduct both quantitative and qualitative research with our customer monitoring groups to understand the overall customer experience. This helps us identify key considerations and areas for improvement at each stage.

Identification and Implementation of R2R Initiatives

Pulmuone[1] implements Result to Reaction (R2R) initiatives to address customer inconvenience and enhance product usability based on feedback collected through VOC. R2R refers to a post-launch management system that systematically analyzes market reactions and incorporates the findings into product improvements. A dedicated team within the Customer Service Center shares collected VOC with relevant departments, translates the feedback into specific improvement initiatives, and supports their implementation. The team also continuously monitors implementation progress and outcomes. Where appropriate, these initiatives lead to tangible improvements, including changes to manufacturing and operational processes, product specifications, and packaging.

Examples of R2R Initiatives

Example Cases	Differentiated Packaging for Three Bagel Varieties	Packaging Change for Stick-Type Probiotics	Clearer Guidance on Oil Separation in Haru Oat	Clearer Enhanced Oxygen Absorber Warning for Retail Chicken Pad Thai (U.S.)	Improved Labeling for Japchae Sold at Costco (Japan)
VOC	All the individual packages look the same. Once I throw away the outer package, I can't tell which flavor is which.	There seems to be some glue on the probiotic stick package.	This is my second purchase, and I noticed a white band near the cap.	I ate a few bites without noticing the 'Do Not Eat' packet. The warning wasn't visible enough.	I bought Korean japchae at Costco and stored it at room temperature. The noodles became soggy.
Improvement	Introduced color-coded individual packaging by flavor: green (Green Onion Cream), pink (Basil Tomato), and red (Onion)	Reduced the size of the adhesive application opening on the outer packaging	Added package labeling explaining that layer separation and oiling may occur due to the oat ingredients when exposed to temperature changes	Added a symbol and Spanish text to the 'Do Not Eat' warning and displayed the warning on the outer packaging and cooking instructions	Redesigned the packaging to make the refrigerated storage requirement more prominent
Changes Made					

1) VOC collection and improvement activities are handled by the responsible department within Pulmuone Foods, which centrally manages VOC concerning products from major affiliates, including Pulmuone Foods, Danone Pulmuone, and Pulmuone Waters.

Customer-Centric Management

Customer Relationship Management and Improvement Programs

Customer Feedback Integration Process

AI-Based Data Analysis Using AIRS and AISS

Pulmuone actively incorporates customer feedback and market reactions into product and service improvements through an AI-based data analysis framework.

Using our proprietary AI Review Analysis System (AIRS)[1], we analyze customer touchpoint data, including VOC from the Customer Satisfaction Center and reviews on our online store. Based on machine learning[2] and natural language processing (NLP)[3] technologies, AIRS systematically identifies drivers of customer satisfaction and dissatisfaction, as well as opportunities for product improvement. Through the AI Social Analysis System (AISS)[4] , we analyze social data from social media and online communities to monitor market trends, including consumer interests, product-related issues, and lifestyle changes. AIRS and AISS findings are presented through web-based dashboards and insight reports and used to improve products, plan new products, and develop marketing strategies.

In 2025, AIRS was used to analyze reviews of 370 products. The findings supported the launch of several products developed through C2C analysis, including Animal Welfare Egg Salad 800g, Kimchi Udon Hot Pot 533.2g, and Chicken Kalguksu 360g.

1) AIRS analysis covers VOC and customer review data related to products and services from major affiliates, including Pulmuone Foods.
2) Refers to an AI technology that learns patterns from data to make predictions and perform analyses.
3) Refers to an AI technology that analyzes and processes human language to understand and use its meaning.
4) AISS analyzes social data from social media platforms and online communities



Handling Customer Complaints

Customer complaints received through Pulmuone's various customer service channels and social media platforms are managed by the Customer Satisfaction Center. The center consolidates customer service for all Pulmuone affiliates, including Pulmuone Foods, helping ensure consistent service quality and convenient access to customer service channels.

Customers are first notified that their complaint has been received and are then informed of the handling process and expected timeline for resolution. Initial Consultation inquiries are generally answered within the same day. When Professional Consultation is required, the customer is contacted within one hour of the case being transferred. To prevent prolonged customer inconvenience, we have set a management target of responding to 90% of cases within three days. As the time required for final resolution may vary depending on the nature of the issue and whether fact-finding is required, customers are provided with regular progress updates when an extended review is necessary. In particular, we provide fair and prompt compensation for damage caused by product defects in accordance with the Consumer Dispute Resolution Standards and inform customers of any improvements made.

VOC received through these channels is systematically categorized and analyzed by type to identify issues in product quality and service processes and their underlying causes. The results are shared with relevant departments and used to improve service standards, customer guidance, FAQs, channel operations, and systems. Where necessary, corrective actions are also taken to prevent recurrence, including changes to manufacturing and operational processes, product specifications, and packaging.

Although we do not hold a separate certification specifically for our complaint handling process, our customer rights protection and consumer issue resolution system is subject to external verification through Consumer Centered Management (CCM) certification, which is granted by the Korea Fair Trade Commission based on evaluations conducted by the Korea Consumer Agency. CCM evaluates whether a company organizes and continuously improves its business activities from a consumer-centered perspective and has evolved from the former Consumer Complaints Management System (CCMS).

View VOC Process Guidelines
View 2025 VOC Handling Results

VOC Handling Process

Category	Details
Collect VOC	Receive VOC through various channels, including phone, website, live chat, and email
Respond	Provide a prompt initial response and arrange a visit by a professional CS representative when necessary
Analyze Causes	Conduct expert analysis through the Quality Management Center, Food Safety Center, and QA teams at manufacturing sites
Plan Actions	Analyze causes, develop corrective actions, and provide training to prevent recurrence
Guide Customers	Communicate the results and take action in accordance with the Consumer Dispute Resolution Standards

Customer-Centric Management

CASE

Providing Transparent Product Information

Pulmuone strictly complies with applicable laws and regulations, including the Act on Labeling and Advertising of Foods, the Act on Origin Labeling of Agricultural and Fishery Products, and the Health Functional Foods Act, and provides accurate and transparent information on its products.

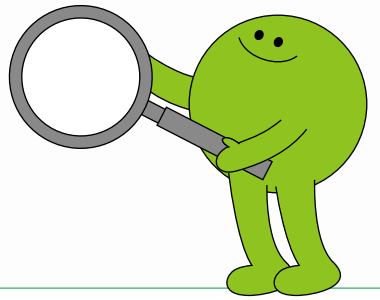
Specifically, product packaging clearly displays key information such as the product name, ingredients, nutrition information, and the name and address of the manufacturer. Detailed labeling standards that meet applicable legal requirements are applied according to product type, including general foods, foods with functional claims, and health functional foods. For foods with functional claims and health functional foods, labeling also includes details on functional claims, recommended intake, and precautions to support informed customer choices.

We also operate the Pulmuone Regulation Integration System (PRIS), our proprietary labeling review system, to manage labeling requirements for each food category and review product labels against applicable laws and internal standards. Going beyond legal requirements, we have established internal standards requiring full nutrition labeling even for products not legally subject to nutrition labeling requirements.

In addition, we operate a pre-review process for externally distributed materials, including advertisements, videos, and promotional materials, to prevent false or exaggerated advertising and misleading claims, including those that could cause products to be mistaken for medicinal products.

List of Information Displayed on Product Packaging

Label Location	Labeling Information	
Front Panel	· Product name · Net content (calories) · Highlighted ingredients	
Back Panel	· Food type · Manufacturer name and location · Use-by date · Ingredient names · Allergens (including those resulting from unintended cross-contact) · Packaging materials	· Storage instructions · Nutrition information · Recycling symbol · Product report number · Return or exchange information · Other required labeling information by product type



Responsible Labor Practices

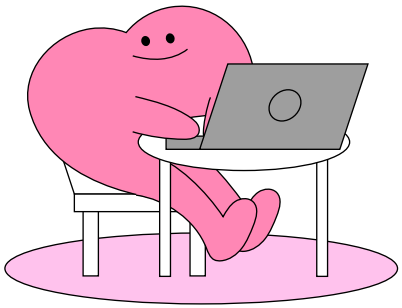
Labor Practices Commitment

Avoiding Overtime and Setting Maximum Working Hours

Pulmuone manages working hours in compliance with Articles 50 and 53 of the Labor Standards Act to ensure that employees remain within statutory working hour limits. Overtime work is permitted only on a limited basis with prior approval from the relevant department head. In addition, under our internal working hour management standards, monthly working hours are limited to approximately 209 hours.

Ensuring Equal Remuneration

Pulmuone complies with Article 6 of the Labor Standards Act and Article 8 of the Equal Employment Opportunity and Work-Family Balance Assistance Act to provide equal remuneration for work of equal value, regardless of gender, nationality, or social status. Base salaries are set based on market levels, while salary increases reflect job competencies, performance, and responsibilities associated with each position. This compensation system is applied consistently without discrimination based on gender.



Paid Annual Leave

In accordance with Article 60 of the Labor Standards Act, Pulmuone provides 15 days of paid annual leave per year to employees who have completed at least one year of service and attended work for at least 80% of that period. An additional day is granted every two years, up to a maximum of 25 days. Annual leave is managed based on the fiscal year and settled based on the employee's date of hire upon termination of employment.

To support employees in taking sufficient time to rest and recharge, we provide three additional days of leave each year and designate collective leave days around public holidays and weekends to encourage employees to use their annual leave entitlements.

Minimum Consultation and Notice Periods Before Mass Terminations

Under Articles 23 and 26 of the Labor Standards Act, employers must have a valid reason for dismissal and provide at least 30 days' prior notice before terminating an employee. In cases of mass terminations for managerial reasons, Article 24 of the Act imposes stricter requirements and procedures, including an urgent managerial necessity and efforts to avoid termination. Failure to comply with these legal requirements and procedures may result in the dismissal not being recognized as legally justified. Accordingly, unilateral termination by the company is not permitted under Korean law.

Paying a Living Wage

To help workers meet their basic needs and maintain a decent standard of living, Pulmuone conducts living wage assessments. These assessments go beyond minimum wage requirements and take into account local living costs and the needs of employees and their dependents. Living wage assessments currently cover Pulmuone employees, with expansion to key suppliers under consideration.

Labor Practices Programs

Monitoring Working Hours

Pulmuone complies with applicable labor laws and supports flexible working arrangements that allow employees to manage their work schedules. The working hour management period runs from the 21st of each month to the 20th of the following month. Within the maximum monthly working hours, employees may plan their schedules based on their work needs. Work schedules may be adjusted flexibly based on business needs, while all working hours remain subject to the statutory limits under the Labor Standards Act.

Pulmuone applies a comprehensive annual salary system, under which compensation for 26 hours of overtime per month is included in base salary. However, overtime, night work, and holiday work are compensated separately in accordance with the Labor Standards Act and other applicable laws.

Labor-Management Agreement

Guaranteeing Trade Union Rights

Pulmuone respects the rights to freedom of association and collective bargaining recognized under Article 20 of the UN Universal Declaration of Human Rights and the fundamental conventions of the International Labour Organization (ILO). In accordance with the Constitution of the Republic of Korea and the Trade Union and Labor Relations Adjustment Act, we guarantee employees the right to form labor unions and worker representative bodies. Union membership is entirely voluntary and based on individual choice. Each union operates independently in accordance with its own bylaws and membership criteria. As of the end of 2025, 11 labor unions, primarily representing production employees, were active at eight domestic plants, including six Pulmuone Foods plants and two plants operated by other affiliates.

Collective bargaining with labor unions consists of collective agreement negotiations and wage negotiations. As a general principle, collective agreements are renewed in even-numbered years, while wage agreements are concluded in odd-numbered years. All union members are covered by the collective agreements concluded with their respective unions.

Responsible Labor Practices

Labor Practices

Labor-Management Agreement

Operation of the Open Committee

Pulmuone and its subsidiaries, including Pulmuone Foods, operate the Open Committee on a quarterly basis to hear employee grievances and identify ways to address labor practice-related concerns in the workplace that may not be recognized by management. The committee consists of nine management representatives, including the General CEO, and nine employee representatives. All matters discussed by the committee are shared company-wide through meeting minutes within seven days after each meeting.

1) Employee representatives are elected from nominated candidates by a direct, secret ballot in which a majority of employees participate

Ensuring a Living Wage

Pulmuone conducts living wage assessments separately for its domestic and overseas operations. Taking into account limitations in personal data collection and variations in household composition, the assessment is based on a reference household of two working adults and one child requiring private education. For domestic operations, we use the Seoul Living Wage as the benchmark, as it reflects the highest cost of living among government-announced living wage benchmarks in Korea. For overseas operations, we use the MIT Living Wage Calculator to calculate living wages in California, Maryland, and New York, where our U.S. operations are located.

View Living Wage Assessment Results

Gender Wage Gap Management

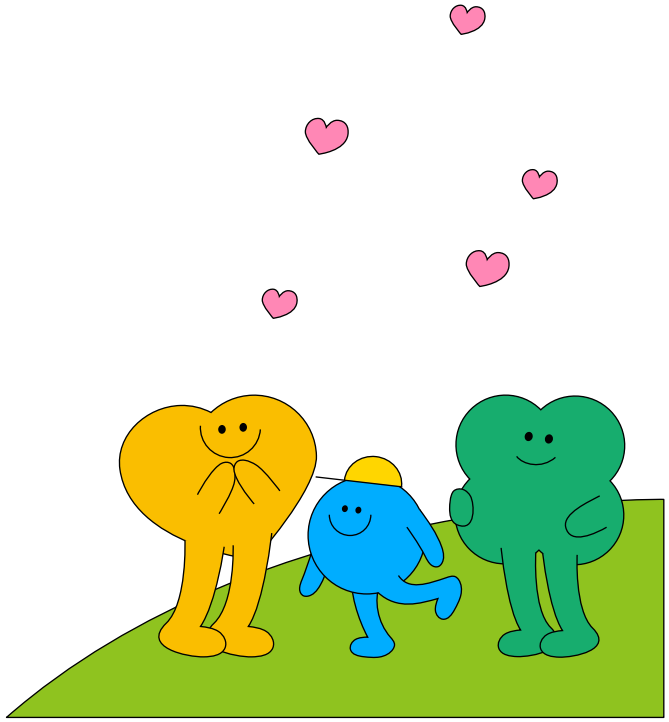
Pulmuone operates a compensation system based on the principle of equal pay for work of equal value, without discrimination based on gender. We also routinely monitor the gender pay gap to identify any unintended disparities that may arise from the concentration of one gender in certain roles or job levels. The results are publicly disclosed each year through our Sustainability Report.

Social Protection Programs

Pulmuone provides childcare support programs to reduce employees' childcare burden and support a stable working environment. Employees with children aged 24 months or younger receive a monthly childcare allowance through payroll. Employees with children with disabilities aged 18 or younger receive quarterly childcare support, with the amount determined based on the degree of disability.

Encouraging the Use of Paid Annual Leave

Under Article 61 of the Labor Standards Act, Pulmuone implements an annual leave use promotion procedure for employees with unused leave each July and October. The first notice informs employees of their remaining annual leave and encourages them to use their leave entitlements. The second notice specifies when the remaining leave should be taken to ensure it is used within the designated period. Employees can register their leave directly in the attendance management system and make changes without separate approval from their supervisors, allowing them to manage their supervisors.



Human Rights Management

Human Rights Management Strategy

Human Rights Policy

Pulmuone supports and upholds internationally recognized human rights and labor standards, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the ILO Fundamental Conventions. We prohibit human trafficking, forced labor, child labor, and all forms of discrimination, while guaranteeing the rights to freedom of association and collective bargaining.

In 2018, we established and publicly declared our Basic Principles for Human Rights Management. Building on these principles, we have expanded our approach to respecting human rights beyond our employees to the entire supply chain, including suppliers, as well as customers, local communities, and other stakeholders.

In 2022, we established the Declaration for Human Rights Management, which sets out 10 basic principles and was approved by the Board of Directors. The Declaration is available on our websites in Korean, English, Chinese, and Japanese. In 2025, we comprehensively revised and published the Human Rights Management Operational Guidelines to clearly define the governance framework and the roles and responsibilities of relevant organizations. Pulmuone's Basic Principles for Human Rights Management, Declaration for Human Rights Management, and Human Rights Management Operational Guidelines apply to the holding company and all affiliates, including Pulmuone Foods.



View Pulmuone's Declaration for Human Rights Management

CASE

Prevention of Discrimination and Harassment

In accordance with the Human Rights Management Operational Guidelines and the Code of Practice for TISO Management, Pulmuone prohibits workplace harassment and sexual harassment and applies a zero-tolerance policy. The guidelines set out reporting channels for human rights violations, investigation procedures, and measures to protect affected employees.

In addition, our company-wide human rights training program includes courses on the prevention of workplace harassment and sexual harassment.

View Human Rights Management Operational Guidelines

View Code of Practice for TISO Management

Human Rights Management Targets

Short-, Mid-, and Long-Term Targets[1)]

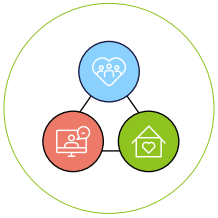
	Short-Term (~2026)	Mid-Term (~2027)	Long-Term (~2030)
Strengthening the Human Rights Risk Management System	Manage and monitor key human rights risks	Achieve 100% implementation rate of key risk improvement plans	Apply the human rights risk management system globally
Eliminating Human Rights Blind Spots	Conduct company-wide human rights impact assessment (domestic)	Expand the scope of impact assessments to consumers and local communities	Expand human rights impact assessments globally
Establishing a Culture of Respect for People	Strengthen the human rights training framework and human rights violation prevention efforts	Conduct annual human rights communication with stakeholders	Introduce the Culture of Respect for People Indexek

1) Pulmuone operates a management framework, led by the holding company's dedicated human rights management organization, to establish human rights management targets and monitor their implementation across all affiliates, including Pulmuone Foods.

Human Rights Management

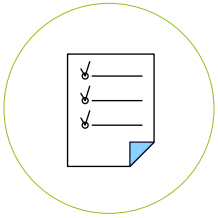
Human Rights Management Strategy

Strategies for Achieving Short-Term Targets



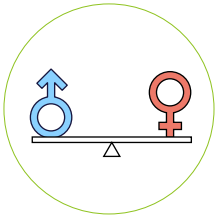
1. Strengthening the Human Rights Risk Management System

Pulmuone has identified three key human rights risks: work-life imbalance, workplace accidents resulting from inadequate worker protection, and deterioration of the working environment due to human rights violations. To address these risks, we have continuously strengthened our human rights risk management framework by refining our human rights due diligence process and preparing for human rights impact assessments.
Building on these efforts, we conducted a human rights impact assessment in 2025 to identify human rights risks by organization and establish improvement measures. We also identified the groups affected by each human rights risk, including those particularly vulnerable to human rights violations, in line with global guidelines. Going forward, we plan to implement improvement measures and continuously monitor the identified groups.



2. Eliminating Human Rights Blind Spots

As part of the Human Rights Management Improvement Project, we refined and expanded the human rights impact assessment checklist.
In 2025, we conducted a human rights impact assessment using the revised checklist, including basic and advanced assessments for HR personnel to review how relevant systems were being implemented. We also conducted Focus Group Interviews (FGIs) with employees to gather their views on the impacts of these systems.
We plan to progressively expand the scope of human rights impact assessments to suppliers, local communities, customers, and other stakeholders affected by our business activities.

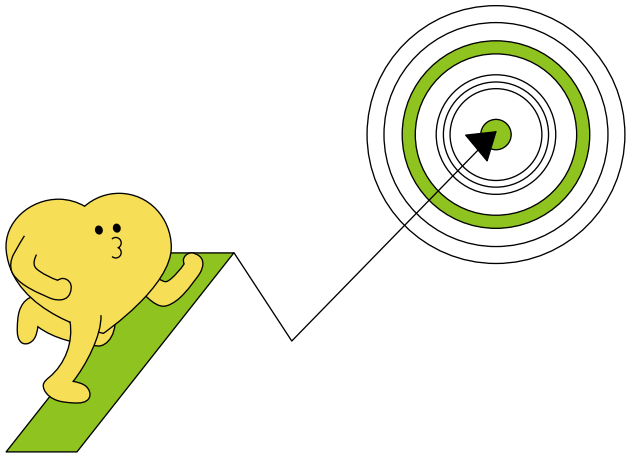


3. Establishing a Culture of Respect for People

In 2025, we published a newsletter on gender-inclusive language in everyday communication and conducted a related campaign to mark Gender Equality Week. In addition, we published a newsletter on our human rights impact assessment to help employees better understand the status of human rights management at Pulmuone and gather their feedback.
We plan to continue publishing newsletters and conducting campaigns to raise employee awareness and help prevent human rights violations.

Strategies for Achieving Mid- to Long-Term Targets

Pulmuone aims to expand its human rights risk management system to all global business sites in the medium to long term, while also expanding human rights-related communication internally and externally. We plan to develop specific action items to achieve these objectives and regularly monitor their implementation.



Human Rights Management

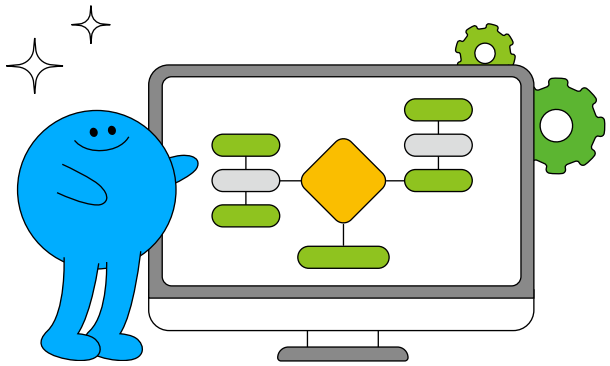
Human Rights Risk Management

Risk Management Process

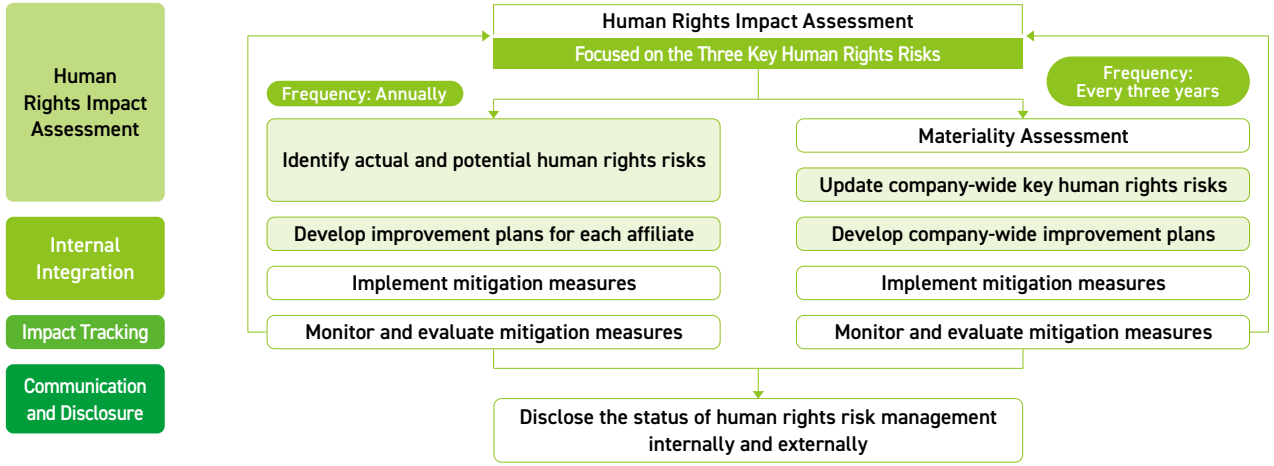
As part of the Human Rights Management Improvement Project conducted in 2024, Pulmuone defined the scope of its human rights risk management. The scope covers Pulmuone's business sites and employees, suppliers, local communities, and consumers. Potential human rights risks for each stakeholder group were identified and compiled into a human rights risk inventory. The inventory includes risks affecting vulnerable groups, including women, children, migrant workers, and persons with disabilities, as well as key issues covered by the ILO Fundamental Conventions, such as child labor, forced labor, freedom of association, and the right to collective bargaining.

In 2025, based on the results of this risk identification process, we conducted a materiality assessment using likelihood, severity, and impact as evaluation criteria and identified key human rights risks at the company-wide level. As a general principle, the materiality assessment is conducted every three years. Based on the key human rights risks identified through the assessment, Pulmuone has established a human rights due diligence framework under which it conducts annual human rights impact assessments over the following three years and develops and implements improvement measures accordingly.

1) Pulmuone centrally manages human rights risks across all affiliates, including the holding company and Pulmuone Foods.



Human Rights Due Diligence Process



Key Human Rights Issues Covered by Human Rights Due Diligence

- ❶ Human Trafficking
- ❷ Forced Labor
- ❸ Child Labor
- ❹ Freedom of Association
- ❺ Right to Collective Bargaining
- ❻ Equal Pay
- ❼ Discrimination
- ❽ Occupational Health and Safety
- ❾ Supply Chain Management
- ❿ Protection of the Human Rights of Local Communities
- ⓫ Protection of Environmental Rights
- ⓬ Customer Protection

Vulnerable Groups Covered byHuman Rights Due Diligence

- ❶ Employees
- ❷ Women
- ❸ Children
- ❹ Indigenous Peoples
- ❺ Migrant Workers
- ❻ Third-Party Contract Workers
- ❼ Local Communities
- ❽ Persons with Disabilities
- ❾ Older Persons

Human Rights Management

Human Rights Risk Management

Identification and Management of Key Risks

The three key human rights risks identified by Pulmuone in 2024 were work-life imbalance, workplace accidents resulting from inadequate worker protection, and deterioration of the working environment due to human rights violations. In 2025, we focused on two of these risks, while workplace accident risks were managed separately by the relevant occupational health and safety organization.

Human Rights Impact Assessment and Implementation of Corrective Actions

In 2025, human rights impact assessments were conducted at 21 of our 32 business sites, with human rights risks identified at nine sites. The assessments also identified gaps between the implementation of relevant systems and programs and employees' actual experiences. Based on the assessment results, the dedicated human rights management department identified mitigation measures, shared them with the relevant business sites, and developed implementation plans.

The mitigation measures are scheduled to be implemented in 2026, with the dedicated human rights management department continuously monitoring their implementation.

Three Key Human Rights Risks[1)]

Key Human Rights Risk	Description	Level of Impact	Stake-holders	Potential Impact
Work-Life Imbalance	Limited opportunities for childcare, caregiving, and personal development due to insufficient compliance with working hour requirements and inadequate support for flexible work arrangements	High	Employees	· Higher turnover, leading to increased operational costs · Legal liabilities
Workplace Accidents Resulting from Inadequate Worker Protection	Health risks resulting from workplace accidents and exposure to occupational diseases, as well as unfavorable working conditions for vulnerable workers	High	Employees	· Legal liabilities
Deterioration of the Working Environment due to Human Rights Violations	Compromised workplace safety due to sexual harassment or workplace harassment, or inadequate grievance handling procedures	High	Employees	· Reduced productivity due to deterioration in organizational culture · Legal liabilities

1) The current assessment covers only internal stakeholders (employees), with plans to expand to external stakeholders in the future.

Results of Human Rights Impact Assessments

Scope	Unit	Business Sites Assessed	Business Sites Where Risks Were Identified	Business Sites Where Mitigation Measures Were Implemented
Own Operations	%	65.63	42.86	100
Suppliers[2)]	%	56.82	100	100

2) Pulmuone plans to expand the scope of its human rights impact assessments to include suppliers. The supplier figures shown above are based on the results of the 2023 human rights impact assessment conducted under the Human Rights Management Pilot Program for Private Companies organized by the National Human Rights Commission of Korea.

Details of Human Rights Risk Mitigation Measures

Vulnerable Group	Human Rights Issue	Risk Mitigation Activities	Implementation Status
Employees	Work-Life Balance	Strengthen communication on relevant programs	· Develop informational materials and newsletters on the company's work-life balance programs and related policies, including the Human Rights Management Policy and grievance handling procedures · Send company-wide emails and post notices on the corporate intranet at least once a year
	Prevention of Workplace Harassment and Sexual Harassment	Strengthen the response framework for customer-perpetrated sexual harassment	· Distribute relevant guidelines to business sites at risk of customer-perpetrated sexual harassment · Monitor updates to the relevant guidelines and the status of related training

Human Rights Management

Human Rights Management Activities

Grievance Reporting and Resolution

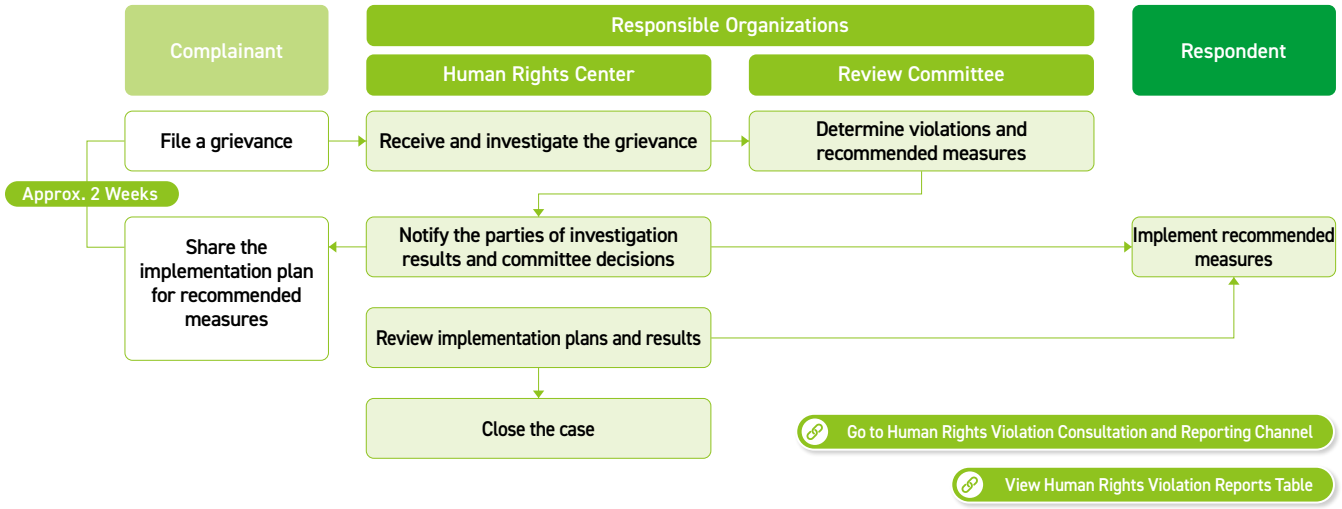
Reports of human rights violations can be submitted at any time through Pulmuone's official online and offline grievance reporting channels. To strengthen the professionalism and fairness of the grievance handling process, all cases are subject to a mandatory preliminary review by an in-house labor attorney. Where necessary, cases are also reviewed by a Review Committee comprising in-house legal counsel and external experts.
Once an issue is confirmed, we proceed with the grievance handling process based on the principle that appropriate action is taken in every confirmed case. Taking into account the affected employee's preferences, measures such as a change in work location (including remote work), reassignment, or paid leave may be taken. We also provide recovery support following such action, including psychological counseling and referrals to the Employee Assistance Program (EAP).

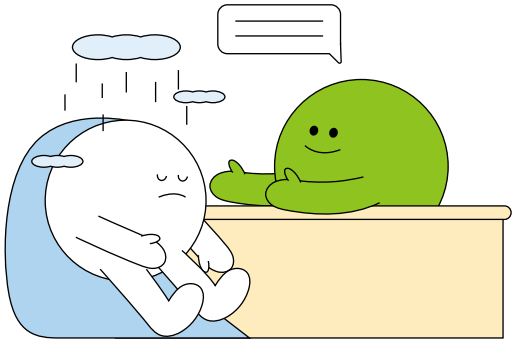
In addition, after the grievance handling process is completed, we provide tailored preventive training and leadership coaching to the affected organization. The outcomes of these actions and key case examples are also communicated through the company intranet, training programs, and newsletters to help prevent similar incidents.
In 2025, a total of 42 cases were reported, including 22 related to workplace bullying, 6 to sexual harassment, and 14 to other grievances. Excluding simple consultations, remedial and disciplinary actions were taken in 36 cases.

Evaluation of the Effectiveness of the Grievance Handling Process

After the grievance handling process is completed, we conduct follow-up reviews on a sample of completed cases to assess its effectiveness and determine whether any secondary harm has occurred. The investigator conducts interviews the complainant or affected employee in each selected case to gather information relevant to the follow-up review. The review results are used to inform both recovery support for affected employees and improvements to the grievance handling process

Human Rights Violation Grievance Handling Process





Human Rights Management

Human Rights Management Activities

Raising Awareness of Human Rights

Company-Wide Human Rights Training Program

To enhance the effectiveness of our human rights training, Pulmuone integrated its human rights management, HR, and labor management functions in early 2026 and restructured its human rights training framework accordingly.

We provide human rights training through a company-wide curriculum as well as tailored programs for managers and working-level employees. The training covers human rights management, key human rights issues that may arise in HR and labor management, and appropriate response measures. Since 2025, managers have also received training on the prevention of human rights violations. In addition, we plan to provide workplace harassment prevention training on a regular basis alongside mandatory workplace sexual harassment prevention training.

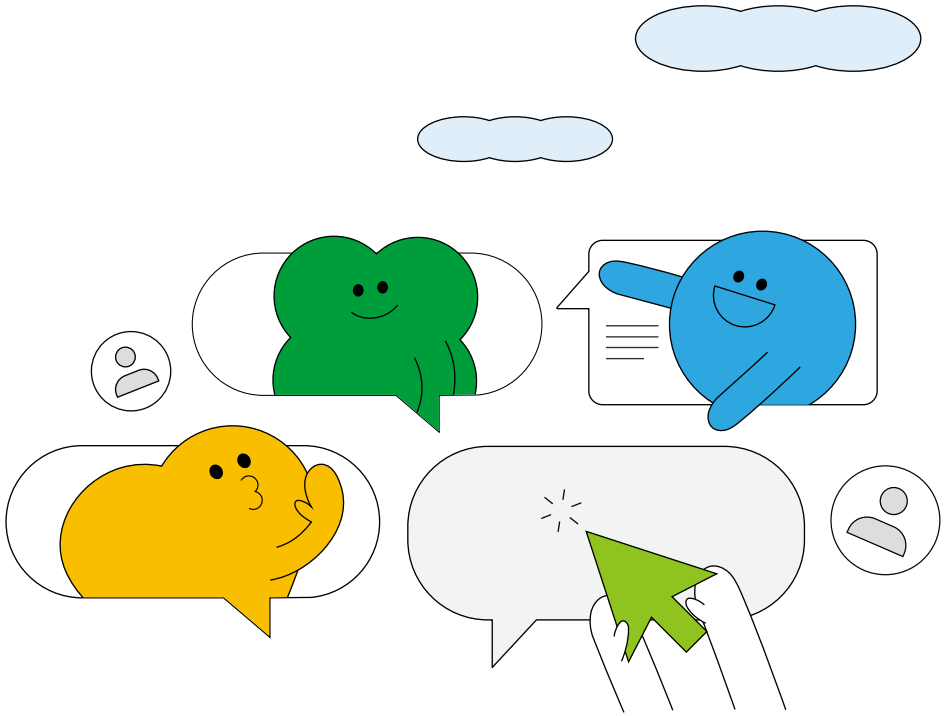
Company-Wide Human Rights Training Framework

Target Group	Training Program	Details
All Employees	Workplace Harassment Prevention	Definition of workplace harassment, applicable laws and regulations, and examples of substantiated and unsubstantiated cases
	Workplace Sexual Harassment Prevention	Importance of preventing workplace sexual harassment, definition of workplace sexual harassment, applicable laws and regulations, and examples of substantiated and unsubstantiated cases
Managers	Right Mind Leadership Training	Importance of human rights management and responses to human rights risks, approaches to employee management in accordance with laws and policies related to workplace harassment and sexual harassment, and approaches to addressing HR and labor issues in organizational management
Relevant Departments, as Requested or Needed	Tailored Training for Working-Level Employees	Pulmuone's Culture of Respect for People and related policies, and guidance on grievance handling procedures

Raising Awareness of Human Rights

Human Rights Center Newsletter

To raise employees' human rights awareness and improve the visibility of our grievance reporting channels, we published Human Rights Center Newsletters on key human rights topics. For Gender Equality Week, the newsletter introduced gender-inclusive language for everyday communication and included a crossword puzzle contest to encourage employee participation. During the human rights impact assessment period, another issue provided information on the assessment and invited employees to share feedback on their working environment. The newsletters were made available on the company-wide intranet for employees to access at any time.



Occupational Health and Safety

Occupational Health and Safety Management Strategy

Pulmuone works to prevent and manage occupational health and safety risks arising from its production and sales activities. At the company-wide level, we set and manage a Lost Time Injury Frequency Rate (LTIFR) target aligned with global ESG reporting standards.

We promote site-led safety management and encourage the reporting of workplace hazards, minor accidents, and near misses. The resulting data are analyzed to identify root causes and prevent serious accidents.

View Pulmuone's Occupational Health and Safety Management Policy[1)]

1) Pulmuone's Occupational Health and Safety Management Policy applies across the holding company and all affiliates, including Pulmuone Foods.

Short-, Mid-, and Long-Term Targets

Category			Unit	Base Year	Reporting Year (2025)		Mid-Term Target(2028)	Long-Term Target(2030)
				2023	Target	Performance		
Lost Time Injury Frequency Rate (LTIFR)	Overall		Cases per 1 million hours worked	5.00	4.05	5.35	2.95	2.39
	Pulmuone	Company-wide	Cases per 1 million hours worked	3.65	2.96	4.55	2.16	1.75
		Pulmuone Foods[2)]	Cases per 1 million hours worked	0.67	0.54	0.86	0.40	0.32
	Suppliers		Cases per 1 million hours worked	7.08	5.73	6.58	4.18	3.39

2) The targets and performance figures cover only Pulmuone Foods employees at the Eumseong Tofu Plant and Suseo Business Site.

Health and Safety Management System

Pulmuone's Occupational Health and Safety Management System is based on the ISO 45001 standard and is continuously improved to respond to changes in the internal and external environment. ISO 45001 is an international standard established by the International Organization for Standardization (ISO). It provides a framework for creating safe and healthy working environments, preventing work-related injuries and illnesses, setting improvement priorities and action plans, and continuously improving occupational health and safety performance.
Currently, 16 domestic sites, including Pulmuone's headquarters and manufacturing and logistics sites, hold ISO 45001 certification. Pulmuone's Occupational Health and Safety Management System applies to all persons at our business sites, including Pulmuone employees, personnel from suppliers, and visitors, as well as external stakeholders such as construction contractors. The system covers manufacturing processes, non-process operations, and on-site outsourced operations[3)] across all business sites. Manufacturing processes include production lines, while non-process operations include facility maintenance, utilities, and construction sites. Employee participation also forms part of the system, with feedback from the workplace incorporated into our occupational health and safety management practices.

3) Includes cafeterias, logistics operations, and security facilities.



Occupational Health and Safety

Occupational Health and Safety Risk Management

Significant Health and Safety Impacts

Pulmuone operates manufacturing, logistics, food service, and other business sites in Korea and overseas. Based on business site risk assessments and accident analyses, we manage key occupational health and safety hazards such as falls, burns, and caught-in or caught-between hazards.

Risk Assessments at Manufacturing and Logistics Sites

In accordance with Article 36 (Conducting Risk Assessment) of the Occupational Safety and Health Act and Article 37 (Recording and Retention of Risk Assessment Activities and Results) of its Enforcement Rule, Pulmuone conducts risk assessments[1] to identify and manage occupational health and safety hazards at its manufacturing and logistics sites. Identified hazards are classified as high, medium, or low based on their likelihood and severity, with corrective actions prioritized for high-risk hazards.

Identified hazards and proposed corrective measures are presented as key agenda items at major on-site committees, including the Industrial Health and Safety Committee, Factory Safety Committee, and Contractor Council, to gather feedback. In particular, the monthly Factory Safety Committee meetings provide a forum for in-depth discussions on corrective measures and help build the practical capabilities of safety personnel.

All corrective actions are recorded and tracked through our internal ESH management platform. Once completed, corrective actions are subject to regular inspections and cross-checks to verify their effectiveness in preventing workplace accidents. The findings are used to further improve our Occupational Health and Safety Management System.

In 2025, a total of 5,760 occupational health and safety hazards were identified across all our business sites in Korea and overseas, with corrective actions completed for more than 95% of them. At Pulmuone Foods, a total of 1,651 hazards were identified, with corrective actions completed for 89.5% of them.

1) For new business sites, risk assessments are conducted within 30 days of the commencement of normal operations. For existing business sites, risk assessments are conducted as needed.

CASE

Site-Specific Occupational Health and Safety Targets Based on Risk Assessments

At the beginning of each year, Pulmuone distributes its Safety Management Target Setting Guide, developed based on company-wide safety management and risk assessment data and tailored to site-specific characteristics, to each business site. The guide sets measurable key targets for injury rate reduction, hazard correction, and safety culture awareness. Based on these targets, each business site develops and implements detailed action plans tailored to its operating environment.

Progress toward the targets is tracked monthly using quantitative data through our ESH management platform. The holding company's dedicated occupational health and safety department and each business site's Factory Safety Committee regularly monitor progress based on these data. Monthly reporting also helps strengthen implementation at each business site and keep progress toward the targets on track.

Company-Wide[2] Occupational Health and Safety Targets and Performance (2025)

Category	Target	Performance
Injury Rate Reduction	· Reduce by at least 10% year over year	· Reduced by 7.6% year over year
Hazard Correction Rate	· Achieve a hazard correction rate of at least 95%	· Achieved a hazard correction rate of at least 95%
Safety Culture Awareness	· Improve by at least 5%	· Improved by 2.5%

2) Pulmuone applies the same occupational health and safety targets across all business sites. Company-wide performance is calculated by aggregating the results from each business site.

Occupational Health and Safety Committees at Manufacturing and Logistics Sites

Committee	Meeting Cycle	Details
Occupational Safety and Health Committee	Quarterly	· A labor-management committee operated in accordance with applicable laws at business sites with 100 or more regular employees. The committee consists of an equal number of employer and employee representatives, including the business site manager. · The committee discusses legally required health and safety matters, including occupational accident prevention plans, health and safety training, workplace environment monitoring, and the management of hazardous machinery and equipment.
Factory Safety Committee	Monthly	· An occupational health and safety committee at each plant, chaired by the business site manager. · The committee discusses occupational health and safety activities, including roadmaps, accident prevention and recurrence prevention, risk assessment improvement initiatives, management of changes, equipment safety, training, special health examinations, and emergency response systems.
Contractor Council	Monthly	· A council operated in accordance with applicable laws at business sites with on-site contractors, comprising the principal employer and contractor employers. · The council discusses occupational health and safety matters related to contracted work, including risk assessments, coordination of work chedules and processes, emergency communication, and response systems.

Occupational Health and Safety

Health and Safety Risk Management

Accident Management and Recurrence Prevention

Pulmuone applies its Accident Management Guideline across all business sites and suppliers. When an accident occurs, it is reported within 24 hours, and a root cause investigation using the 4M method[1] is conducted within seven days. Investigation results are shared in real time through our ESH management platform to help prevent similar accidents. We place particular emphasis on identifying and analyzing near misses to uncover potential hazards and prevent serious accidents.

We also provide an Injured Employee Management Program to help employees return to work following an occupational accident. The program is tailored to the type of accident and length of recovery, with sessions ranging from half a day to two days. Through the program, participants meet with their department managers, receive safety training, and review workplace hazards to recommend improvements. These activities are designed to ease the transition back to work, support psychological well-being and safety awareness, and help prevent similar accidents.

1) The 4M method is a root cause analysis technique that examines the causes of an accident from four perspectives: Man, Machine, Method, and Management.

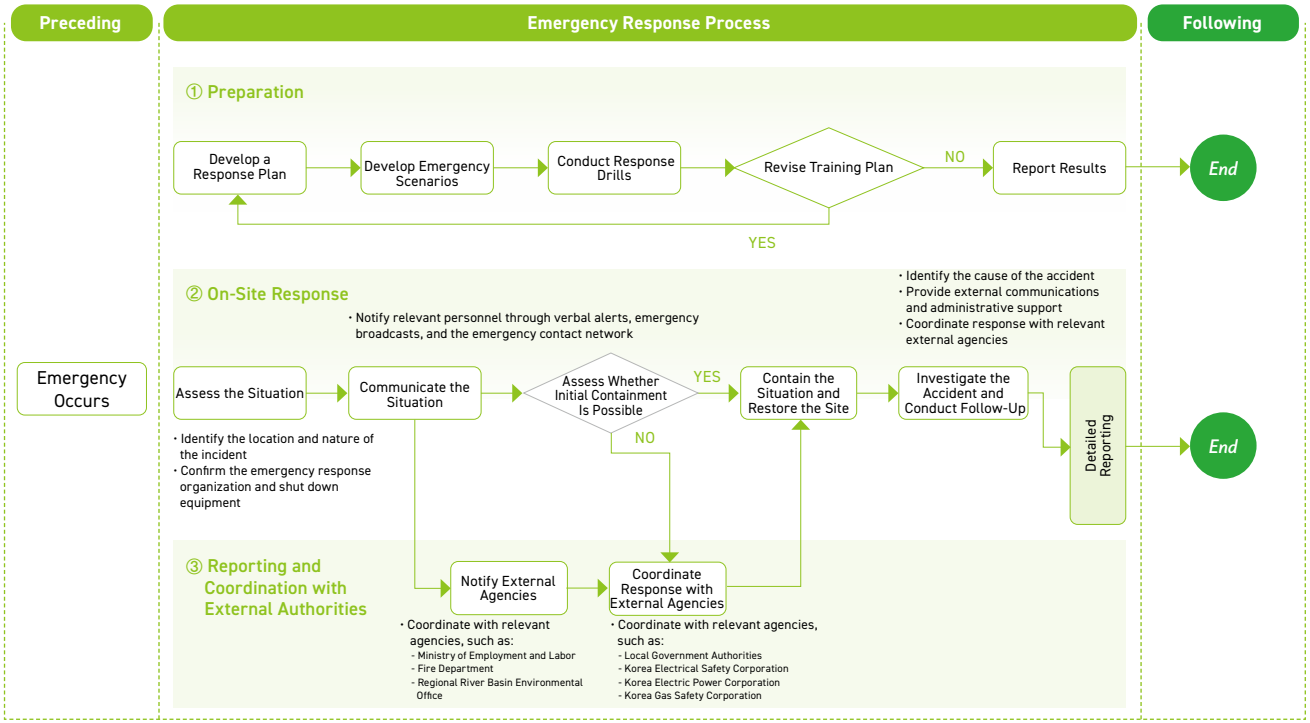


Emergency Response

To prepare for accidents and emergencies that may affect environmental safety, Pulmuone identifies potential hazards and takes preventive measures to minimize harm to people, property, and the environment. In the event of an incident, we follow established emergency response procedures to contain the impact, support recovery, and prevent recurrence.

Emergency situations include fires, explosions, power outages, hazardous substance and chemical spills, typhoons, earthquakes, heavy rainfall, snowfall, flooding, landslides, and cold snaps. Our response procedures for these situations consist of three key stages: preparation, on-site response, and reporting and coordination with external agencies. To ensure a rapid response to high-risk emergencies such as fires and explosions, each business site conducts drills in accordance with its emergency action plan at least once every six months. These drills include evacuation and fire suppression exercises to strengthen employees' emergency response capabilities.

Emergency Response Process



Occupational Health and Safety

Health and Safety Risk Management

Internal Audit

Pulmuone conducts company-wide internal audits covering six key categories. In 2025, we introduced a Serious Accident Prevention Audit covering all manufacturing and logistics sites, focusing on strengthening compliance with regulatory requirements and eliminating workplace hazards and risks. The audit results inform follow-up actions to improve safety management at each business site.

Types and Frequency of Internal Occupational Health and Safety Audits

Category	Definition and Audit Criteria	Frequency	Target
Serious Accident Prevention Audit	· Identifies hazards, implements corrective actions, and monitors follow-up measures to prevent serious accidents	Annually	Company-wide
Comprehensive Prevention Audit	· Identifies hazards related to fires, electrical incidents, natural disasters, and other risks, and implements and monitors corrective actions	Throughout the year	Company-wide
ESH Legal Audit	· Monitors changes in relevant laws and regulations, including the Serious Accidents Punishment Act, provides compliance guidance, investigates accidents, and implements and monitors corrective actions	Semi-annual	Company-wide
ISO14001 and ISO45001 Internal Audit	· Assesses the operation of the Environmental, Health and Safety Management System against ISO 14001 and ISO 45001 requirements at 16 sites, including domestic factories, logistics centers, and research facilities	Semi-annually	ISO-certified business sites
Safety Culture Assessment	· Conducts interviews with employees at all levels, from managers to frontline employees, to assess safety culture awareness and implements and monitors corrective actions based on the assessment results	Throughout the year	Company-wide
Ongoing Audit	· Conducts unscheduled inspections of business sites to ensure continuous risk control	Throughout the year	Company-wide

Supply Chain Health and Safety Management

Pulmuone focuses on preventing occupational accidents in contracted operations in accordance with Chapter V of the Occupational Safety and Health Act (Prevention of Industrial Accidents in Contracting) and Article 4 of the Serious Accidents Punishment Act (Establishment and Implementation of a Health and Safety Management System).
At the business-site level[1], we hold contractor council meetings monthly, conduct joint inspections quarterly, and perform safety level assessments at least annually. Through these activities, we strengthen collaboration with suppliers and continuously improve their capabilities to prevent occupational accidents. We also integrate suppliers into Pulmuone's safety management system, engaging them in occupational injury rate management, risk assessments, safety campaigns, and recognition for accident-free performance.

1) Refers to manufacturing and logistics sites across all affiliates, including the Eumseong Tofu Plant operated by Pulmuone Foods.

CASE

Health and Safety Standards Incorporated into Supplier Requirements

When selecting new service providers and contractors, Pulmuone specifies health and safety requirements at the bidding stage. Compliance with applicable laws is reviewed before contract signing and throughout the contract period. We also assess suppliers' safety management practices to mitigate legal risks and promote higher safety standards.
Health and safety criteria account for 10% of both initial and periodic contractor assessments. New suppliers are evaluated based on criteria such as occupational injury rates, whether a safety organization is in place, and completion of health and safety training. Existing suppliers are assessed on their health and safety management systems, implementation of health and safety activities, operational management practices, and occupational injury rates, with additional points awarded for relevant awards and certifications.

Occupational Health and Safety

Health and Safety Risk Management

Enhancing Health and Safety Awareness

Diversifying Health and Safety Education Methods

Pulmuone provides training in various formats to raise employees' occupational health and safety awareness and foster a culture of self-directed accident prevention at business sites.

We regularly provide safety leadership training for senior management to ensure that management's commitment to safety is communicated effectively across business sites. For employees at business sites, training is tailored to the major types of accidents at each site, such as caught-in accidents, falls, and burns. Employees engaged in higher-risk work involving confined spaces or chemical handling receive additional specialized training.

We have also expanded hands-on training for supervisors, who play a key role in workplace safety. This training, conducted at specialized external facilities, covers practical skills such as pre-entry safety checks for confined spaces and emergency rescue for injured workers. In addition, all supervisors at our business sites are required to complete cardiopulmonary resuscitation (CPR) training and obtain a Basic CPR Course Certificate for the General Public.

Embedding Safety Awareness into Everyday Work

Pulmuone uses visual communications and employee participation programs to embed a strong safety culture into everyday work. We have installed Digital Information Display (DID) systems along frequently used routes, including cafeterias and entrances to work areas. The displays feature internally produced safety videos and real-time safety messages to keep employees regularly informed about workplace safety.

When a safety incident occurs at one of our business sites or at another company in our industry, we immediately distribute a Daily Safety Message (DSM) across all business sites. This enables business sites to conduct timely safety checks and employee training to help prevent similar incidents.

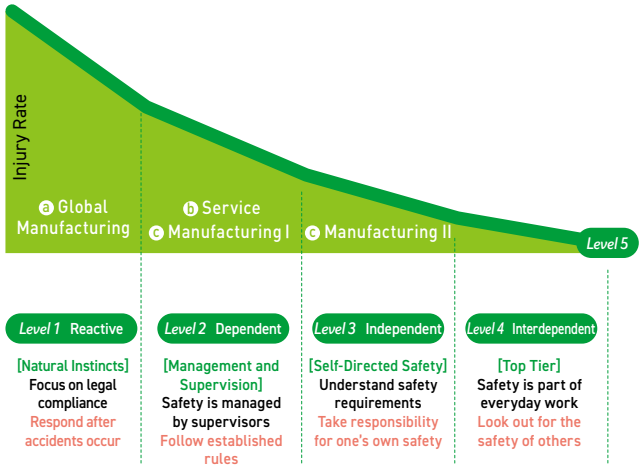
In 2026, we revamped our annual year-end safety recognition program by introducing a points-based Safety Practice Award program that recognizes safety activities throughout the year. Under the new program, individuals and business sites earn points for activities such as identifying hazards through risk assessments and preparing Standard Operating Procedures (SOPs) and One Point Lessons (OPLs). Additional points are awarded for identifying high-risk hazards, encouraging employees to focus not only on the number of hazards identified but also on those that require greater attention and improvement. Based on the points accumulated, individual employees are recognized quarterly, while outstanding business sites are recognized at year-end.

Safety Culture Assessment

Since 2023, Pulmuone has conducted interview-based safety culture assessments[1] with employees at all levels to strengthen its safety culture. The assessment, based on the Bradley Curve, placed Pulmuone at the Dependent Stage. Based on the assessment results, we are applying identified improvement measures and best practices more broadly across three areas: leadership, organizational management, and execution management. We also continue to implement safety initiatives that reflect the assessment findings.

1) The safety culture assessment covers domestic manufacturing and logistics sites, overseas manufacturing sites, and business sites operated by Pulmuone Food & Culture.

Safety Culture Levels Based on the Bradley Curve

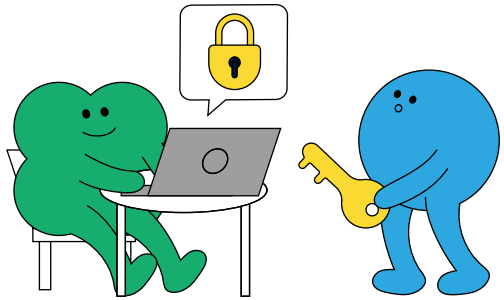


Information Security

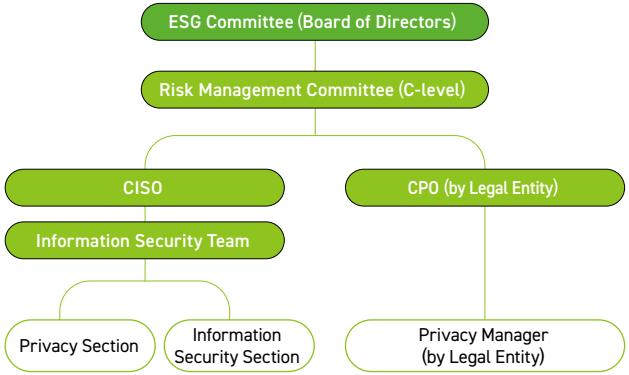
Information Security Governance

Roles of the Board of Directors and Management

Pulmuone continues to strengthen its information security governance to proactively respond to increasingly sophisticated cybersecurity threats and protect customer personal information, corporate assets, and key trade secrets, including recipes for major products.
We have appointed a Chief Information Security Officer (CISO) and a Chief Privacy Officer (CPO) and systematically implement administrative, technical, and physical safeguards across our domestic and overseas business sites. We also continue to refine the roles and responsibilities of the CISO and CPO in response to changes in the information security landscape, including the expanding use of AI technologies and increasingly stringent global data regulations.
Key information security issues are regularly reviewed by the Risk Management Committee, attended by executives from each business unit. Significant matters are reported to the ESG Committee under the Board of Directors for deliberation.



Information Security Organizational Structure



Board Member with Information Security Expertise

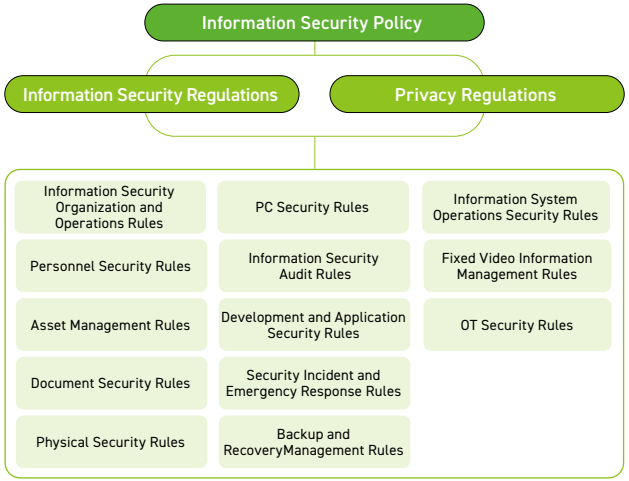
Name	Experience
Kim So-jeong	· Former Executive Vice President and Chief Marketing Officer (CMO), Integrated Marketing Division, eBay Korea · Former Chief Executive Officer, Delivery Hero Stores Korea, and Vice President, New Business Division, Delivery Hero Korea · Former Head of the Digital Group, Hana Bank · Visiting Professor, Graduate School of Business, Ewha Womans University · Independent Director and Audit Committee Member, Hyundai Capital Co., Ltd.

Information Security Policy

Pulmuone has established the Pulmuone Information Security Policy[1] to protect our information assets and customers' personal information. Reflecting the CEO's commitment to information security, it serves as Pulmuone's highest-level policy document and provides the foundation for our overall information security framework.
In 2025, we reorganized our information security and privacy policies in line with Pulmuone's internal policy framework. Under the Pulmuone Information Security Policy, the Information Security Regulations and Privacy Regulations set out standards tailored to Pulmuone's operations based on applicable legal requirements. The framework also includes 13 detailed rules that specify standards of conduct and procedures.

1) The Pulmuone Information Security Policy, related regulations, and detailed rules apply across the holding company and all affiliates, including Pulmuone Foods.

Information Security Policy Framework



Information Security

Information Security System

Information Security-Related Business Continuity Plan

Pulmuone and its affiliates receive 24/7 year-round security monitoring services from an external cybersecurity service provider to respond to security incidents, with no security breaches caused by viruses or hacking reported during the five-year period from 2021 to 2025.
We have also established policies, regulations, detailed rules, and response procedures to respond to security incidents and contain their impact. Each year, we conduct simulation exercises based on scenarios involving personal information breaches and information security incidents. In addition, we provide company-wide information security awareness training and campaigns, along with separate training for employees in key roles, to strengthen security awareness and response capabilities.

External Certification of the Privacy Management System

Pulmuone has obtained ePrivacy certification from the Korea Online Privacy Association, demonstrating the adequacy of its privacy management system. The ePrivacy certification is a private-sector certification program that assesses compliance with applicable privacy laws and regulations and the implementation of privacy protection measures.

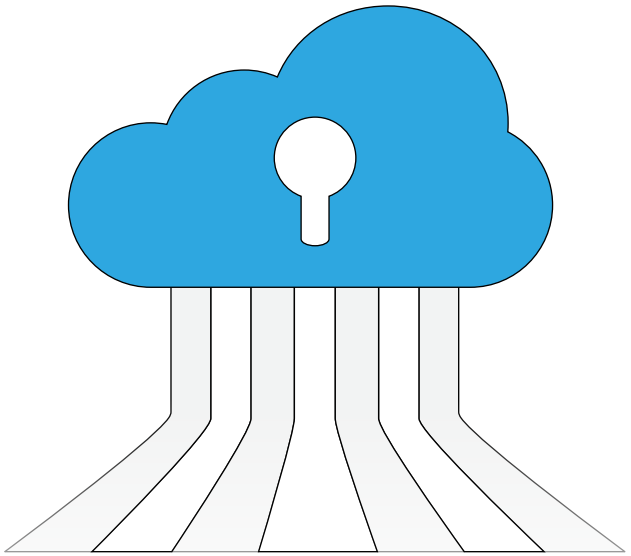
Information Security Risk Management

Information Security Vulnerability Analysis

Pulmuone conducts regular information security vulnerability analyses and assessments of its systems, networks, and applications. Vulnerability analyses are conducted using a combination of automated tools and real-time checks, and identified vulnerabilities are addressed through measures such as applying patches, improving access controls, and strengthening data encryption.

Reporting Process for Information Security Incidents, Vulnerabilities, and Suspicious Activities

To support the timely identification and response to information security risks, Pulmuone requires employees to promptly report information security incidents, vulnerabilities, and suspicious activities, including suspicious emails such as spam. Reports may be submitted through multiple channels and are reviewed by the Information Security Team, which determines the appropriate response based on their severity.
When an incident occurs, the Information Security Team analyzes its cause and takes appropriate follow-up action. Where necessary, external experts are engaged to identify areas for improvement. Beginning in 2025, Pulmuone also formalized a process that allows individuals involved to provide an explanation when anomalous activity is detected, enabling the incident and surrounding circumstances to be reviewed more objectively.
Improvements identified through the incident response process are used to strengthen our information security management system and are reflected in related training and exercises to help prevent similar incidents.



Information Security

Information Security Risk Management

Internal Audit for IT Infrastructure and Information Security Management System

Purpose and Scope of Security Audits

Pulmuone conducts regular security audits to protect its internal systems and data. The audits cover personal information processing systems, server and database infrastructure, and applications. They are conducted to identify security vulnerabilities and assess security management practices.

Security Audit Process

Category	Details
System Diagnosis and Evaluation	· Analyze vulnerabilities in internal systems and networks
Security Policy Compliance Check	· Review compliance with information security policies and regulations, legal requirements, and industry standards
Analysis and Reporting	· Identify potential threats and formulate improvement measures
Audit Report Preparation	· Prepare a report outlining measures to strengthen security based on the audit results

Improvement Measures Based on Security Audit Results

Pulmuone implements corrective measures for key vulnerabilities and risks identified through security audits. We also develop and implement an annual security enhancement plan covering crisis response and measures to strengthen security.

Improvement Measures Based on Security Audit Results

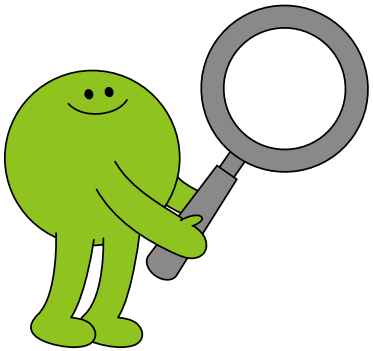


Security Audit Cycle and Security Status Monitoring

Pulmuone conducts security audits at least once annually and works with external security specialists to conduct vulnerability assessments. In addition, we operate real-time monitoring and incident response systems to manage security risks across our internal systems and respond to incidents.

Disclosure of Security Audit Results

Audit results are transparently disclosed to key stakeholders where required under applicable laws and regulatory requirements. We provide detailed information on audit findings and improvement measures to build trust in our information security efforts.





Information Security

Information Security Activities

Information Security Investments

DLP System Enhancement

In 2025, Pulmuone replaced its existing Data Loss Prevention (DLP) system with a new solution, strengthening its internal data loss detection and prevention capabilities. The new DLP system detects and blocks unusual data transfers and data leakage attempts across employees' work environments in real time, preventing key information assets from being transferred outside the company. In addition, the system records and analyzes data leakage attempts, providing greater visibility into internal security threats and supporting faster incident detection and response.

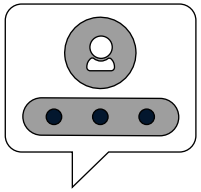
SSL VPN System Replacement

In 2025, Pulmuone replaced its aging Secure Sockets Layer (SSL) Virtual Private Network (VPN) system with a new solution to strengthen the security and reliability of its remote access environment. The new SSL VPN provides encrypted communication channels when employees remotely access internal systems, effectively preventing data leakage and unauthorized access through external networks. This enables employees to work securely from home and other off-site locations.



Enhancing Information Security Awareness

Pulmuone conducts regular information security awareness training and campaigns for all employees. We also provide separate advanced training for employees who handle personal information and those in key information security roles. Practical exercises, including Spam E-Mail Simulation Exercise, further strengthen employees' security response capabilities.



Essential Information Security Training Curriculum

Category	Details
CPO Training	Understanding privacy-related laws and policies and developing response and management capabilities for regulatory changes
IT Developer Training	Training focused on information security practices to prevent vulnerabilities in existing and newly developed systems
Key Personal Information Handler Training	Learning secure methods for handling personal data throughout its lifecycle—from collection to destruction—to ensure compliance with relevant laws
Business Secret Handler Training (Accounting and Finance)	Learning procedures to protect the company's business secrets and prevent information leakage from threats such as phishing and spam emails
Company-Wide Privacy and Information Security Training	Online training for all employees to raise awareness of privacy and information security

Simulation Exercises

Category	Details
Spam E-Mail Simulation Exercise	Regular company-wide simulation exercises for all employees based on phishing and spam email scenarios
DDoS Incident Response Exercise	DDoS attack simulations covering detection, blocking, recovery, emergency communication, and roles across relevant departments

Social Contribution

Community Engagement Strategy

Community Engagement Policy

In accordance with its Corporate Social Responsibility Policy[1], Pulmuone promotes social contribution initiatives that leverage its core business to create both economic and social value. Pulmuone's social contribution initiatives consist of two main areas.

The holding company and affiliates, including Pulmuone Foods, carry out programs that contribute to community development by promoting health, protecting the environment, and supporting the self-reliance of vulnerable groups. Pulmuone Foundation operates various educational programs.

Pulmuone Foundation's primary funding sources are the Love the Earth Fund, funded by a portion of sales from products and services offered by affiliates, including Pulmuone Foods, and the Love Our Neighbor Fund, funded by voluntary donations from employees across Pulmuone.

1) The Pulmuone Corporate Social Responsibility Policy applies across the holding company and all affiliates, including Pulmuone Foods.

CASE

Standards for Donation and Sponsorship

According to Article 31 of the Political Funds Act, Pulmuone strictly prohibits political contributions to corporations or organizations and does not engage in lobbying activities or political sponsorships. Sponsorship of initiatives and donations are determined based on a comprehensive review of their relevance to the industry, alignment with Pulmuone's corporate mission, contribution to enhancing ESG capabilities within Pulmuone and across the industry, and contribution to global goals such as the Paris Agreement and the Sustainable Development Goals (SDGs).

Donation-related decisions follow transparent and independent procedures from proposal through approval in accordance with the company-wide Letter of Authorization (LOA) regulations. These procedures are designed to prevent donations from being misused for corrupt purposes or to secure an improper advantage. Likewise, association memberships, related activities, and budget expenditures are reviewed and managed under the same standards and policies, with regular monitoring to ensure their alignment with Pulmuone's business direction and interests.

Community Engagement Framework and Goals

Guided by its mission of 'Building a Sustainable Korean Society Based on Coexistence,' the Foundation is pursuing its vision of 'Becoming a Learning Institution that Promotes Sustainable Lifestyles and Coexistence.'

To achieve this vision, the Foundation shares knowledge and ways of living that contribute to sustainable development with people of all ages across three key areas—Healthy Food, Healthy Environment, and Healthy Society.

Social Value Creation Targets (Pulmuone Foundation)

Category	Unit	Reporting Year (2025)		Mid-Term Target (2028)	Long-Term Target (2030)
		Target	Performance		
Cumulative No. of Training Sessions	Sessions	21,600	22,473	32,300	40,000
Cumulative No. of Training Participants	Persons	505,000	495,780	737,500	1,000,000

CASE

Plans to Achieve Social Value Creation Targets

Pulmuone Foundation has established short- and mid- to long-term plans to create social value. In the short term, the Foundation aims to strengthen practical activities in food and environmental education and enhance its educational framework to turn awareness into action and action into lasting habits. It also aims to make education in the Healthy Society area more widely available, expanding learning opportunities for people of all ages. In addition, the Foundation plans to support children nationwide in developing healthy lifestyle and thinking habits through its edutech platform.

Over the medium to long term, the Foundation plans to develop Sustainable Diet and environmental education models that reflect Pulmuone's values and expand these models into public education with a focus on future-ready skills. It also plans to incorporate AI into its edutech platform to provide personalized learning that promotes healthy lifestyles and ways of thinking.

Community Risk Management

Pulmuone manages risks that may arise from conflicting interests or weakened cooperation with local communities, including complaints, disputes, reputational damage, and disruptions to business operations. As part of these efforts, we implement various mutual growth programs to strengthen cooperation with local communities and prevent potential issues. Through a contract farming program conducted in partnership with the National Institute of Crop and Food Science, we provide farmers with cultivation technologies and seeds for high-quality new soybean varieties and purchase the entire volume produced, helping them secure a stable income.

In partnership with local governments, including Wando-gun in Jeollanam-do, we promote climate-resilient aquaculture technologies and new varieties through agreements on seaweed farming. We further support efforts to address rural population aging and labor shortages by providing ICT training and hands-on field practice in open-field smart farming. Beyond these initiatives, we work with the Marine Stewardship Council (MSC) and local governments to develop social contribution and sustainability initiatives that address local community needs.

In 2025, there were no significant disputes involving local communities or disruptions to business operations related to community issues.

Social Contribution

Community Mutual Growth Initiatives

Key Infrastructure Investments

Pulmuone Together Operations

Pulmuone operates Pulmuone Together, a certified standard workplace for persons with disabilities, to support their economic and social independence. To create an accessible and supportive working environment, we provide commuter bus services for employees who live far from the facility.
Accessibility was also considered from the design stage, with universal design features such as slip-resistant flooring and minimal level differences at entrances to improve employee safety and mobility.[1)] Employees also receive the same benefits as those at the parent company, Pulmuone Food & Culture, providing them with equal working conditions.
Employees at Pulmuone Together participate in various production and logistics processes for products of Pulmuone affiliates. Their work includes manufacturing water ice packs, packaging natto for online delivery, bundle packaging of soft tofu, extra-soft tofu, and tofu noodles, and repacking gift and event packages into smaller units. In 2025, the facility produced and shipped approximately 1.22 million ice packs, 100,000 boxes of natto for online delivery, and 3.17 million bundle and gift packages.
Reflecting its efforts to maintain stable employment and improve the working environment, Pulmuone Together recorded an average employee turnover rate of 5.7% from 2023 to 2025. In 2025, its efforts were recognized with commendations from the Korea Employment Agency for Persons with Disabilities and the Ministry of Employment and Labor. The facility was also selected to participate in a job development program for food ingredient inspection roles for persons with disabilities.

1) These efforts led to Pulmuone Together obtaining Barrier-Free (BF) Certification

Support for Ganghwa Uri Maul

Pulmuone has maintained a long-term partnership with Ganghwa Uri Maul, a nonprofit vocational rehabilitation facility for people with developmental disabilities. Established in 2001 by Kim Seong-su, former Archbishop of the Anglican Church of Korea, Ganghwa Uri Maul supports vocational rehabilitation and economic independence.
Since signing an MOU in 2011, Pulmuone has provided business-linked support to Ganghwa Uri Maul, including supplying soybeans, supporting quality control, improving production facilities and processes, and purchasing and distributing bean sprouts. Following a fire that completely destroyed the production facility at Ganghwa Uri Maul in 2019, a dedicated task force (TF) comprising researchers from Pulmuone headquarters and equipment specialists supported the design of a new factory, helping it resume production sooner.
Currently, Pulmuone purchases approximately 50% of the bean sprouts produced by Ganghwa Uri Maul and sells them through its nationwide distribution network. In 2025, Pulmuone and Pulmuone Health & Living donated a portion of product sales proceeds to Ganghwa Uri Maul. Pulmuone also provided home appliances, food, and other items to help improve living and working conditions at Ganghwa Uri Maul. Pulmuone donated an additional KRW 100 million for the construction of Simon's House, a group home for older adults with developmental disabilities operated by Ganghwa Uri Maul.
Going forward, Pulmuone plans to combine regular visits and exchange programs with business-linked donations to further develop its long-term partnership with Ganghwa Uri Maul.

Provision of Support Services

Pulmuone Foundation Education Projects

Pulmuone Foundation's educational programs are organized around three core areas—Healthy Food, Healthy Environment, and Healthy Society—and are offered to children, adults, and seniors to help them develop sustainable lifestyle habits. In 2025, the Foundation launched an AI- and edutech-based platform, Pulmuone Foundation Classroom, to provide both online and offline learning in response to changes in education in the digital era. As of 2025, cumulative participation in the Foundation's offline programs had reached approximately 500,000, while its online learning platform had recorded approximately 1.3 million cumulative visits.
The Healthy Food education program promotes healthy eating by encouraging participants to enjoy the natural flavors of food and maintain a nutritionally balanced diet. It also encourages plant-forward choices and the selection of animal welfare products to help participants develop sustainable eating habits. Healthy Environment education programs, including the Good Cleaning Class and Blue Sea Class, encourage participants to adopt environmentally friendly practices in their daily lives. Healthy Society education programs, including Empathy Education for Coexistence and Scientific Thinking Education, help the next generation develop a stronger sense of social responsibility and problem-solving skills.
In 2025, Pulmuone Foundation received several recognitions for the quality and effectiveness of its educational programs. It was designated an Outstanding Institution for Educational Donations by the Ministry of Education and received official Education for Sustainable Development (ESD) project certification from the Korean National Commission for UNESCO. The Foundation also ranked ninth in the UNESCO Global Education for Sustainable Development Award.





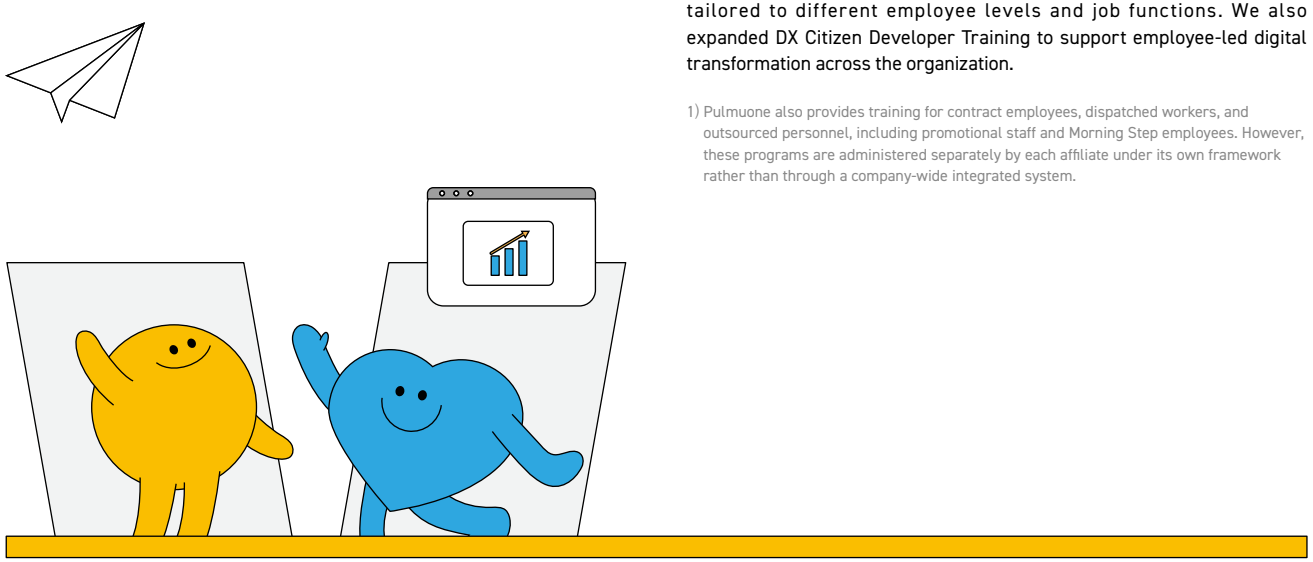


View Pulmuone Foundation's Education Programs: Activities and Performance

Talent Management

Human Resource Management Strategy

Employees play a central role in bringing Pulmuone's corporate values to life. Our human resource management aims to create a virtuous cycle in which individual growth and organizational performance reinforce each other. To this end, we promote fair and transparent performance evaluation and compensation, support employee development, and foster a work environment that supports work-life balance.



Talent Development Programs

Pulmuone provides online and offline training programs[1] to support continuous employee development and align organizational capabilities with the company's strategic direction. Offline training is tailored by job function and level, while our e-learning platform provides access to learning regardless of time or location. We also operate a self-development support program for employees pursuing further learning and development.

In 2025, we focused on strengthening the core competencies needed to execute our strategy across the organization. We established a company-wide training framework for the common competencies expected of all Pulmuone employees and extended it to our global subsidiaries to ensure employees across the organization develop a consistent set of core competencies. We also introduced hands-on entrepreneurship training for employees selected for the internal venture program. The training is designed to embed the entrepreneurial mindset, a key initiative under Pulmuone's New Management Declaration, and foster a culture of challenge and execution.

In response to rapid advances in AI, we expanded our Digital Academy programs, including Generative AI Training, with AI and data training tailored to different employee levels and job functions. We also expanded DX Citizen Developer Training to support employee-led digital transformation across the organization.

1) Pulmuone also provides training for contract employees, dispatched workers, and outsourced personnel, including promotional staff and Morning Step employees. However, these programs are administered separately by each affiliate under its own framework rather than through a company-wide integrated system.

Leadership Development Programs

Coaching

Pulmuone provides leadership development programs tailored to the needs of leaders at different levels, with a particular focus on coaching leadership.

Newly appointed leaders receive training in essential team management skills, including work management and one-on-one feedback. Senior executives participate in group coaching focused on strategy execution. In 2025, 10 next-generation executive leadership candidates received individual development plans and one-on-one coaching through our Successor Development Program.

We have also introduced a capability-building program to ensure continuity in leadership development and integrated future-critical capabilities, such as AI proficiency, into leadership training.

Digital Organizational Culture Program

Teamwork & Networking

Pulmuone operates the Digital Organizational Culture Program to help employees become more familiar with digital technologies and build digital literacy through a variety of learning experiences.

In 2025, we offered programs such as DX Movie Day, Documentary Day, and Music Day. We also introduced the Digital Organizational Culture Outreach Program to broaden access to these programs across Pulmuone. The outreach program was tailored to the work environment and characteristics of each participating organization, allowing employees at a wider range of business units and business sites to experience and learn about digital technologies. A total of seven sessions were held during the year, with 169 employees participating.

Talent Management

Talent Development Programs

Core Values Internalization Program

Teamwork & Networking

Following the announcement of Pulmuone's new core values in 2025, we launched an online course titled 'Pulmuone's Organizational Innovation Direction' to give employees a clear understanding of the company's organizational innovation priorities and build consensus on the need for change. The course was offered to approximately 1,900 operational employees across Pulmuone, with 1,728 completing the program, representing a 90% completion rate.

Pulmuone Academy, our training center for values-based education, also provides ongoing programs to help employees incorporate Pulmuone's values into their work. Training is tailored to different career levels and roles, from new hires and working-level employees to managers and senior executives. Core training covers the key elements of Pulmuone's desired organizational culture and how they can be applied in practice. The Academy is also expanding participatory and experiential learning to help employees better understand and practice Pulmuone's brand philosophy and sustainability values. Approximately 2,000 employees participate each year, with an average annual satisfaction score of 96.7 out of 100.

Asset Management Seminar

Coaching

In 2025, Pulmuone offered an asset management seminar for employees preparing for retirement or career transitions to strengthen their financial management skills. The seminar was designed as a transition support program that goes beyond financial education to support employees' long-term growth and well-being.

Led by a well-known economics YouTuber, the seminar provided financial guidance tailored to different stages of life. Held over three sessions, it covered practical topics such as tax-advantaged financial products, including Individual Savings Accounts (ISAs) and pension savings accounts, as well as dividend-focused retirement planning strategies. The seminar focused on practical financial planning for life after retirement, with Q&A sessions addressing participants' individual asset management needs.

Going forward, Pulmuone plans to expand its educational programs to provide practical support for employees preparing for life after retirement.

Digital Transformation Training

Teamwork & Networking

Generative AI Training

Pulmuone is building generative AI capabilities across the organization and promoting cultural change to keep pace with the evolving digital ecosystem.

In 2025, we provided hands-on generative AI training to all 112 senior executives and 333 team leaders. Training for senior executives covered prompt engineering and strategic planning to support the use of generative AI in decision-making. Training for team leaders focused on practical applications such as improving work productivity and coaching team members. Other employees were given access to e-learning resources for self-directed learning, while teams with specialized job requirements received tailored programs focused on data analytics. The overall participant satisfaction score for generative AI training was 4.8 out of 5 in 2025.

In 2026, we plan to expand job-specific AI training tailored to departmental workflows, with a stronger focus on practical application.

In-House Entrepreneurship Development Program

Coaching

In 2025, Pulmuone launched 'P:CELL Internal Venture Program.' a new business incubation program designed to encourage employees to take on creative challenges and identify new growth opportunities.

A total of 112 innovative ideas were submitted from across the company. The proposers of 10 selected ideas received hands-on training in business model development and minimum viable product (MVP) creation, followed by opportunities to present their projects. This process helped refine the ideas for potential commercialization and build participants' execution skills. For the final winning ideas, Pulmuone plans to form dedicated teams and provide ongoing support for commercialization.

In 2026, Pulmuone plans to provide continued support for ideas developed through the entrepreneurship training and foster further innovation across the company.

DX Citizen Developer Training

Teamwork & Networking

Pulmuone operates DX tool-based Citizen Developer training to equip employees with practical skills in workflow automation and data analytics. The training is designed to help working-level employees become Citizen Developers and create solutions that can be applied directly to their work.

The training consists of two tracks—Robotic Process Automation (RPA) and Business Intelligence (BI)—and combines in-person classroom training with one-on-one coaching for participants working on individual workplace projects. The RPA track, focused on improving productivity by automating repetitive tasks, was delivered over three cohorts to 20 participants. The BI track, focused on promoting data-driven decision-making, was delivered over two cohorts to 27 participants.

In 2025, 47 employees completed the Citizen Developer training and carried out 46 automation projects across the two tracks. These projects reduced annual working hours by approximately 4,710 hours, equivalent to the workload of approximately 2.4 full-time employees and an estimated annual value of KRW 103.6 million.[1)]

Going forward, Pulmuone plans to support program graduates in identifying and implementing additional automation and data analytics projects, improving operational efficiency and promoting data-driven ways of working across the organization.

1) Calculated based on the median employee salary and 194 working days per employee in 2024.

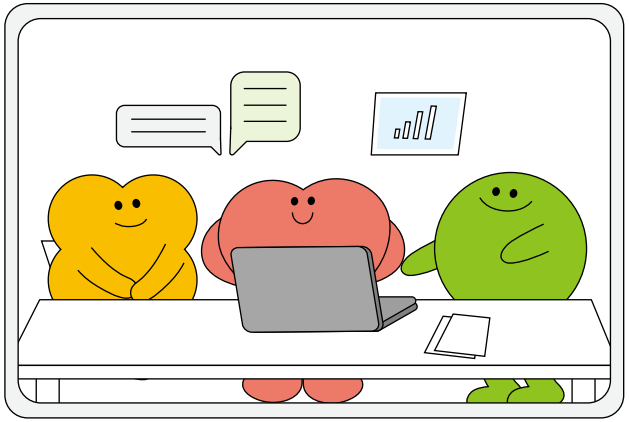
Talent Management

Talent Development Programs

Other Training Programs

Teamwork & Networking

Pulmuone provides New Product Development (NPD) training for marketing professionals to strengthen their strategic marketing and execution skills and help them respond effectively to changing market conditions. The training consists of foundational and advanced courses.
The foundational program uses video-based learning content to introduce Pulmuone's NPD process and help employees apply a consistent approach in their work. The format also makes the training more accessible and convenient for employees.
The advanced program focuses on strategic planning and execution based on the NPD process. Delivered in person, the program covers practical topics such as product naming strategies, AI marketing, and company-wide marketing practices to support application in the workplace.



2025 Performance and Effectiveness of Key Training Programs

Category			Performance Evaluation (Unit: Persons)			Effectiveness Evaluation (Unit: Points)		
			Indicator	Target	2025 Performance	Indicator	Target	2025 Performance
Leadership Development Programs	New Leader Program	Leadership Preparation Course	No. of Employees Completing Training	56	56	Satisfaction Survey Score	4.6	4.7
		New Team Leader Course	No. of Employees Completing Training	40	40	Satisfaction Survey Score	4.5	4.6
	Executive Leadership Program		No. of Employees Completing Training	13	13	Satisfaction Survey Score	4.6	4.8
	Successor Development Program		No. of Employees Completing Training	10	10	-	-	-
Cultural Training	Digital Organizational Culture Program		No. of Employees Completing Training	6	7	-	-	-
	Core Values Internalization Program		No. of Employees Completing Training	1,900	1,728	-	-	-
Career Transition Training	Asset Management Seminar		No. of Employees Completing Training	1,683	1,683	-	-	-
Digital Transformation Training	Generative AI Training	Generative AI for Team Leaders	No. of Employees Completing Training	333	333	Satisfaction Survey Score	4.7	4.8
		Strategic Use of Generative AI for Senior Executives	No. of Employees Completing Training	112	112	Satisfaction Survey Score	4.7	1.8
	DX Citizen Developer Training		No. of Employees Completing Training	30	47	Working Hours Saved[1)]	3,600	4,710
Other Training Programs	NPD Training		No. of Employees Completing Training	30	29	Satisfaction Survey Score	4.5	4.3

1) The unit for the effectiveness evaluation of this indicator is hours.

Talent Management

Performance Evaluation and Compensation Programs

Performance Evaluation System

Pulmuone evaluates performance against clear milestones and goals rather than focusing solely on results. Organizational performance is assessed based on each department's achievement of its KPIs, while individual performance is managed through Communication for Success (CfS), our management-by-objectives program.

Organizational goals aligned with the annual business plan are cascaded into departmental goals and then into specific individual goals. CfS provides an ongoing performance management process that includes goal setting, mid-year reviews, regular feedback, and assessment of results. For executives and team leaders, promotion and appointment decisions also take into account a multidimensional performance appraisal based on 360-degree feedback from supervisors, peers, and direct reports.

Organizational and individual performance evaluations include both quantitative metrics, such as sales, profit, and costs, and qualitative metrics, such as strategic and operational initiatives. Pulmuone also operates the Communication Leader (CL) program to support agile and flexible goal management. CLs serve as evaluators, regularly discussing progress with employees and supporting them in developing and implementing strategies to achieve their goals.

Compensation System

In line with its performance-based HR principles, Pulmuone determines employee compensation based on individual job competencies and performance. Compensation consists of base salary and performance-based bonuses. Base salaries vary based on performance to motivate employees, while performance-based bonuses are calculated based on organizational performance evaluations and the achievement of organizational targets. These bonuses are generally paid in the year following the evaluation year, with different payment criteria applied to executives and other employees.

Pulmuone also operates Phantom LTI (Long-Term Incentive), a long-term incentive program for employees in key management roles, including heads of independent legal entities, innovation business leaders within legal entities, senior executives, and functional leaders. The program rewards increases in shareholder value, reflecting the responsibility and contribution of key management personnel to long-term performance and corporate value creation.

CASE

Performance-Linked Long-Term Incentive Program for In-House Entrepreneurship

Pulmuone operates a long-term incentive program for employees in the department responsible for the P:CELL Internal Venture Program. Eligible employees may choose between equity- and cash-based incentives, with payouts linked to performance against established targets. The department sets three-year targets and uses them to manage employee KPIs and determine long-term incentive payments based on performance.



Talent Management

Work Environment Improvement Programs

Employee Satisfaction Assessment

In 2025, Pulmuone conducted an organizational culture survey among employees at the holding company and major affiliates. The survey assessed key aspects of the employee experience, including job satisfaction, sense of purpose, positive work experiences, and workplace stress. A total of 427 employees participated, representing 5.16% of all employees. Of the total workforce, 2.11% (175 employees) reported a high level of employee satisfaction.

Pulmuone also conducts in-depth interviews with specific employee groups to better understand their experiences and identify areas for improvement. Interviews were conducted with employees from the Brand Management Office in 2023 and the Pulmuone Institute of Technology in 2024. In 2025, approximately 150 employees in logistics, manufacturing, and other functions participated in the interviews.

The interviews identified several areas for improvement, including career path development by employee level and job function, greater support for regional business sites, and stronger intergenerational communication. In response, Pulmuone is considering short- and medium-term measures such as enhancing training and practical work experience tailored to different employee levels and job functions, expanding job rotation opportunities, holding communication days at individual business sites, and developing support measures for employees working in regional locations.

2025 Organizational Culture Survey Results

(Unit: Points, Maximum Score: 5)

Category	Score
I generally find my current work rewarding	3.7
I believe my work creates meaningful value for both the organization and myself	3.8
I generally have positive experiences at work	3.7
The level of stress I experience at work is manageable	3.4

Work Environment Programs

Employee Benefits

1. Workplace Stress Management Program

Pulmuone operates an Employee Assistance Program (EAP) to support employees' emotional well-being, quality of life, and engagement at work. The program provides full-time employees with up to eight free psychological counseling sessions per year. Additional services are provided as needed, including group counseling, stress management seminars, and on-site programs.

2. Health Management Program

Pulmuone provides annual health checkups for all employees, including tumor marker testing and biological age assessments. Employees in designated age groups and job categories are also offered comprehensive health screenings and coronary artery calcium CT scans.

In 2025, Pulmuone introduced health programs to help prevent cardiovascular and cerebrovascular diseases, as well as promote healthy lifestyle habits.

The Know Your Numbers group counseling program provided metabolic syndrome screenings and one-on-one consultations to 143 employees. Including follow-up consultations after three and six months, a total of 194 counseling sessions were conducted.

The Self Body Check challenge, designed to reduce obesity and improve physical fitness, engaged 282 employees across the organization over three months. Participants recorded an average 2.6% improvement in body fat percentage and a 1.2% increase in skeletal muscle mass.

The Nutrition Design Program provided personalized support for improving eating habits. A total of 58 employees underwent continuous glucose monitoring for one month and received individualized dietary guidance and counseling based on the results. The number of participants with indications of metabolic syndrome decreased by 15%, and 27% showed improvement in at least one metabolic syndrome risk factor.

2. Health Management Program

Pulmuone also offered the No-Dam Friend program to support smoking cessation. Following six months of individual counseling and personalized smoking cessation support, 11 of the 23 participants (48%) successfully quit smoking.

Family Benefits

1. In-house Daycare Center

Pulmuone operates an in-house daycare center at its Seoul Suseo business site. To expand childcare capacity, enhance facilities, and better accommodate children of different age groups, the center was expanded from approximately 496 m² to 893 m² and reopened in October 2025. Environmentally friendly materials and design were incorporated into the expanded facility. In March 2026, the center became the first workplace childcare center in Korea to earn LEED Gold certification, a globally recognized green building certification. The Pulmuone Childcare Center is operated by the Hansol Education Hope Foundation, a professional education organization, and provides education and childcare for children aged 1 to 5.

2. Lactation Facilities

At Pulmuone, female employees who give birth generally transition directly from maternity leave to one year of parental leave before returning to work. As a result, there have been no cases of employees returning to work during the breastfeeding period, and Pulmuone does not operate a dedicated lactation room. Instead, Pulmuone provides a women's lounge with amenities such as massage chairs. The lounge may also be used for breastfeeding or expressing breast milk when needed.

Talent Management

Work Environment Improvement Programs

Employee Satisfaction Assessment

Family Benefits

3. Paid Parental Leave Program

In accordance with the Labor Standards Act and the Equal Employment Opportunity and Work-Family Balance Assistance Act, Pulmuone provides parental leave of up to 18 months (78 weeks) per child to eligible employees, regardless of gender. We also offer a reduced working hours program for employees raising children aged 12 or younger.

Furthermore, Pulmuone provides a reduced working hours program during pregnancy that goes beyond statutory requirements. Employees who are within the first 14 weeks of pregnancy or at 32 weeks or later may reduce their working hours by up to two hours per day without any reduction in pay. The program supports employees' health during early pregnancy and their preparation for childbirth.

In addition, in accordance with Article 73 of the Labor Standards Act, Pulmuone provides paid time off for prenatal medical examinations. Eligible employees may take paid leave once per month through the 28th week of pregnancy, once every two weeks from weeks 29 to 36, and once per week from the 37th week onward. Male employees with no remaining annual leave are also provided with four additional periods of paid leave, which may be taken in half-day increments.

CASE

Family-Friendly Company Certification

The Family-Friendly Company Certification is awarded by the Ministry of Gender Equality and Family to companies and organizations that demonstrate exemplary family-friendly policies, including childbirth and childcare support, as well as flexible working arrangements. As of 2025, three major Pulmuone affiliates—Pulmuone Foods, Pulmuone Waters, and Foodmerce—held the Family-Friendly Company Certification.

Working Conditions

Within the framework of the Labor Standards Act, Pulmuone offers a range of flexible work arrangements to support employee autonomy and work-life balance. Under our selective working hours system, employees may determine their own working hours based on their work needs, within the maximum monthly working hours, and adjust their start and end times accordingly. Pulmuone also complies with statutory working hour requirements, with overtime permitted only with prior approval and on a limited basis.

1. Group Insurance Plan

In addition to health, industrial accident, and employment insurance, Pulmuone provides group insurance to protect employees against unforeseen accidents or illnesses that may occur during their employment. Employees who enroll in optional medical expense coverage may also enroll eligible family members, including spouses, children, and parents, with Pulmuone covering a portion of the insurance premiums.

2. Retirement Pension System

In accordance with the Act on the Guarantee of Employees' Retirement Benefits, Pulmuone operates a retirement pension system covering all employees. The system is primarily a Defined Benefit (DB) plan, while a Defined Contribution (DC) plan applies to employees subject to the wage peak system and certain senior executives. Retirement pension assets are set aside and managed separately by financial institutions, with 100% of the contributions funded by the company. Upon retirement, employees may receive their retirement benefits as a lump-sum payment or transfer them to an Individual Retirement Pension (IRP) account. From the age of 55, retirement benefits may be received as a pension in accordance with applicable laws and regulations.

Pulmuone's Work Environment Programs

Category	Program
Family-Friendly Programs	· Reduced Working Hours during Pregnancy · Leave for Prenatal Checkups, Maternity Leave, Parental Leave (78 Weeks), and Reduced Working Hours for Childcare · Family Care Leave · Childcare Allowance · Women's Lounge · In-House Daycare Center · Childbirth Grant · Tuition Support for Children · School Entrance Grant · Marriage Grant (equivalent to five months' salary) · Childcare Support for Children with Disabilities · Bereavement Supplies
Leisure Programs	· Condominium Support · Support for Employee Clubs
Leave & Work Schedules	· Leave for Family-Related Matters · Annual, Additional, and Official Leave · Remote and Working-from-Home Arrangements · Flexible Working Hours (selective working hours, discretionary working hours, and staggered working hours)
Training	· E-Learning Support · Support for Foreign Language Learning and Job-Related Certification Costs
Healthcare	· Employee Health Management Programs · Health Check-ups
Lifestyle	· Group Insurance and Retirement Pension · Mutual Aid Loans · Flexible Welfare Points · Subsidies for Purchasing Company Products · EAP 'Finding Happiness' Psychological Counseling
Rewards	· Long-Service Awards · Exemplary Employee Awards

Health and Nutrition

Health and Nutrition Strategy

Improving the Health and Nutrition of Products

Pulmuone provides nutritionally balanced products and meals designed to reduce excessive intake of sodium, sugars, and saturated fats while providing vitamins, minerals, and phytochemicals to help prevent lifestyle-related diseases. Pulmuone's nutritionally balanced products and meals are developed in accordance with Pulmuone's Nutrition Profiling System, which is based on scientific evidence and guidance from the World Health Organization (WHO), the Korean Dietary Reference Intakes (KDRIs), the Dietary Guidelines for Americans (DGA), the Korean Diabetes Association (KDA), national nutrition policies, and clinical research.

Pulmuone's Nutrition Standards

Pulmuone's Nutrition Standards are voluntary nutrition criteria developed to address nutritional concerns associated with processed foods. The standards are established based on Korea's national nutrition policies and domestic and international dietary guidelines, while also taking into account the nutritional composition of comparable products in the Korean market. The current 2017 Nutrition Standards apply to 15 product categories and establish maximum levels per serving for sodium, sugars, and saturated fat, which are considered key risk factors for nutritional imbalance, to prevent excessive levels in products. Pulmuone applies the standards in product development and production and regularly monitors compliance.

Low-GL Diet

The Low-GL Diet is a dietary approach proposed by Pulmuone to reduce glycemic load (GL). Pulmuone has integrated the GL Prediction Model, developed based on a range of clinical studies, into its internal systems and uses it to develop low-GL products.

Nutrition Balance Food Pattern

The Nutrition Balance Food Pattern is a Sustainable Meals model that considers both individual health and the health of the planet. It provides a nutritional framework that can be applied from a single meal to a full day's meals. The model sets target calorie intake and serving units across 12 food groups, including plant-based protein foods. Based on these guidelines, it provides meal plans tailored to different life stages, from infancy through older adulthood. In particular, the target daily intake of 1,800 kcal for adults has been incorporated into Pulmuone's food service menu planning system and is used to develop healthy meal plans.

Based on this model, Pulmuone also promotes the 211 Diet, which structures meals in a 2:1:1 ratio of vegetables, protein foods low in saturated fat, and whole grains, encouraging the adoption of Sustainable Diet practices. In 2025, we conducted a four-week study in which participants consumed Sustainable Meals three times a day to evaluate their health effects. We also hosted a Sustainable Meals Competition to showcase a variety of dishes and raise awareness both within and outside the company. Pulmuone plans to refine the model based on the study findings and further develop the Sustainable Meals concept. Beginning in 2026, the revised nutrition standards will be applied to Sustainable Meals.

Nutrition Balance Food Pattern[1)]

Food Group		Serving Units	Calories (Unit: kcal)	Carbohydrate (Unit: g)	Protein (Unit: g)	Fat (Unit: g)	Saturated Fat (Unit: g)	Unsaturated Fat (Unit: g)	Dietary Fiber (Unit: g)	Sugars (Unit: g)	Recommended
Carbohydrate	Whole Grains	4	400	88	12	-	-	-	4	-	○
	Starchy Foods	3	300	69	6	-	-	-	-	-	
	Sugars	2	120	30	-	-	-	-	-	30	
	Vegetables	9	135	27	9	-	-	-	18	-	○
	Starchy Vegetables	3	90	18	3	-	-	-	6	-	○
	Fruits	2	100	24	-	-	-	-	4	16	○
	High-Sugar Fruits	1	70	18	-	-	-	-	2	15	○
Protein	Plant-Based Protein Foods	3	210	12	21	9	3	6	6	-	○
	Low-Fat Animal Protein Foods	3	180	-	24	9	3	6	-	-	○
	High-Fat Animal Protein Foods	1	100	-	8	8	4	4	-	-	
Fat	Liquid Fats and Nuts	2	90	-	-	10	2	8	-	-	○
	Solid Fats	1	45	-	-	5	2	3	-	-	
Total			1,840	286	83	41	14	27	40	61	
Energy Ratio (Unit: %)				Carbohydrate 62	Fat 18	Protein 20	Saturated Fat 6.8			Sugars 13.2	

1) Based on a target daily energy intake of 1,800 kcal for adults.

Health and Nutrition

Health and Nutrition Strategy

Providing Nutrition Information

Pulmuone provides information on the health, nutrition, and sustainability attributes of its products through product labeling and its website to help consumers better understand these attributes.

Nutrition Labeling for Global Markets

Pulmuone provides nutrition labeling on all products subject to labeling requirements in accordance with applicable food labeling regulations in each country. In Korea, in addition to the nine mandatory nutrition labeling items—calories, sodium, carbohydrates, sugars, fat, saturated fat, cholesterol, trans fat, and protein—we voluntarily provide additional nutrition information, such as dietary fiber, vitamin A, vitamin C, calcium, and iron.

Accurate Marketing Communication of Product Attributes

Pulmuone communicates key product attributes through product packaging, including the use of distinctive ingredients, flavor characteristics, plant-based or alternative food attributes, sustainability features, and preparation methods. On product pages across sales channels, including our online store, we also provide preparation instructions and supporting evidence for product claims.

Improving Product Affordability and PromotingAppropriate Consumption

Pulmuone continuously improves its products and meals to support a healthy, nutritionally balanced diet while improving affordability. During product and meal development, we conduct consumer research to determine appropriate price points. We also help prevent overconsumption by adjusting package quantities, managing portion sizes, and providing relevant information to consumers.

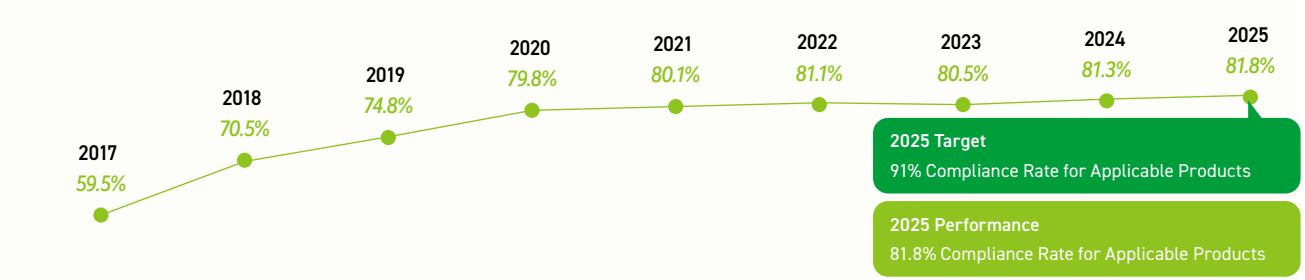
Health and Nutrition Program

Target Management

To reduce the intake of sodium, sugars, and saturated fat, Pulmuone established its own Nutrition Standards and has set annual compliance targets since 2017. In 2025, the compliance target was 91%. While we continue to improve compliance, some products cannot fully meet the standards without compromising their intended characteristics or quality. For these products, we focus on other nutritional benefits. We also continue to develop nutritionally balanced products.

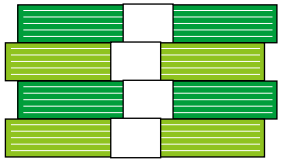
Beginning in 2026, we plan to apply revised Nutrition Standards that reflect a more diverse range of product characteristics and domestic and international nutrition policies and establish new targets accordingly.
In addition, we set and manage sales targets for Design Meal, our personalized meal service focused on health and nutrition.

Compliance Rate with Pulmuone's Nutrition Standards



Design Meal Sales Targets

Category	Unit	2025 Target	2025 Performance
Everyday Care Meals	KRW 100 million	39	30
Preventive Meals		75	66
Therapeutic Meals		4	4
Care Meals		10	8
Total		128	107



Health and Nutrition

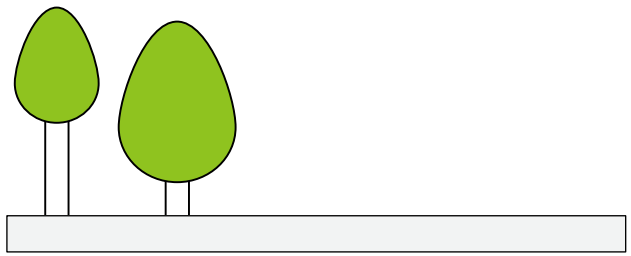
Health and Nutrition Program

Target Management

CASE

Pulmuone Design Meal

Design Meal is a subscription-based diet management platform that provides meal plans and nutrition solutions based on users' lifestyles and health status. Using data accumulated through Design Meal and Pulmuone's nutrition expertise, the platform recommends products and meal plans aligned with users' health goals and supports lasting improvements in eating habits.
Through Design Meal, Pulmuone provides meal plans tailored to users' health status and nutrition management goals, including programs for older adults and patients. One example is the Nutrition Meal Program for Older Parents. The program has evolved from a meal delivery service with preset menus into a personalized care service that uses AI-powered nutrition assessments and dietary habit analysis to recommend meals, manage dietary intake, and provide follow-up feedback.



Research and Development

Pulmuone conducts nutrition research aimed at reducing the risk of chronic diseases, including through reductions in sodium, sugars, saturated fat, and glycemic load (GL). We also conduct research on Sustainable Diet. Based on these research efforts, we develop Sustainable Food and Sustainable Meals.
Alongside this research, we work to improve the affordability of nutritious foods, functional foods, Sustainable Food, and Sustainable Meals through consumer research on appropriate pricing and efforts to reduce manufacturing costs.

The Health & Nutrition Research team translates these research efforts into guidelines for products and services and for putting Sustainable Diet into practice. These include the Nutrition Standards, the Sustainable Food Framework, Sustainable Meals Standards, the definition of Sustainable Diet, dietary guidelines for different life stages, and healthy lifestyle guidelines. Research findings are also shared through domestic and international academic journals and conferences. The team also engages in academic exchange in relevant fields.

Research Areas of Focus

Area	Description
Nutrition Balance	· Establishing nutrition policies based on Nutrition Balance eating practices, managing product nutrition, and providing related training · Improving consumer access to products · Applying Sustainable Diet principles to improve product nutrition
Plant-Forward	· Establishing strategic direction and definitions for plant-based and plant-forward products and identifying relevant ingredients
Animal Welfare	· Assessing the health and environmental impacts of animal welfare ingredients and identifying globally certified animal welfare ingredients
Healthy Experience	· Defining Sustainable Health Foods, developing personalized nutrition programs and health and nutrition content, and conducting clinical trials
Eco-Caring	· Establishing a Carbon Positive dietary approach to reduce negative impacts on people and the environment

2025 Key Research Outputs

Patent, Paper, and Poster Title	Journal and Conference Name	Inventor and Author	Filing Date	Format
Postprandial Continuous Glucose Monitoring (CGM) of Meals based on a Sustainable Diet	The Korean Society of Community Nutrition Fall Conference	Heo Ye-Won, Moon Jun-Hwi, Ahn Yun, Kim Tae-Seok, Park Yoo-Kyoung, Kang Haejin, Lim Jungmin, Kim Yongchan	2025.11.14	Poster
Effects of the Sustainable Healthy Diet on Metabolic Syndrome Risk Factors		Kim Yongchan, Kang Haejin, Lim Jungmin, Kim Tae-Seok, Ahn Yun, Heo Ye-Won, Moon Jun-Hwi, Park Yoo-Kyoung	2025.11.14	Poster
Analysis of Noodle Consumption and Hypertension in Korean Adults: Using the Korea National Health and Nutrition Examination Survey 2014~2023		Moon Jun-Hwi, Ahn Yun, Kim Tae-Seok	2025.11.14	Poster
Development of a Web Database System for Food Sensory Terms		Jo Young-Ju, Ahn Yun, Kim, Tae-Seok	2025.11.14	Poster
Development of a Product-Customized Sensory Test Design System		Bae Jiyeon, Ahn Yun, Kim Tae-Seok	2025.11.14	Poster

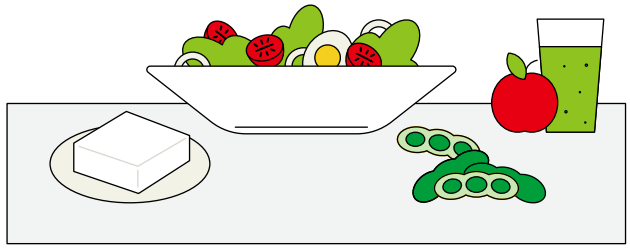
Health and Nutrition

Health and Nutrition Program

Alignment with Global Nutrition Standards

In addition to Pulmuone's Nutrition Standards, Pulmuone uses Nutri-Score as a reference to expand its portfolio of nutritionally balanced products. Nutri-Score is a front-of-pack (FOP) nutrition labeling system used in several European countries. It helps consumers easily understand, compare, and choose products based on their nutritional quality, while also encouraging manufacturers to improve the nutritional quality of their products.

Although Nutri-Score is not mandatory in Europe, Pulmuone continuously monitors the proportion of products that would qualify for Nutri-Score grades A or B in preparation for expansion into global markets. Representative products include tofu, natto, mung bean sprouts, tofu noodles, and roasted eggs.



CASE

Products for Nutritionally Vulnerable Groups and Packaging Designed to Support Appropriate Consumption

Pulmuone offers product brands developed with nutritionally vulnerable groups in mind, including infants, children, older adults, and people with chronic conditions, and continues to develop products for these consumer groups. Key offerings include foodservice ingredients and meal-type lunchboxes for nutritionally vulnerable groups. These products are also available to general consumers seeking to improve their diets.

In addition, we continue to reformulate products to reduce sugars, sodium, and saturated fat while taking steps to prevent adverse health and nutritional effects from overconsumption. To encourage appropriate consumption, we apply a range of measures, including using two-serving packages, avoiding excessive increases in product size, and providing information that helps consumers understand product size in advance.

Products for Nutritionally Vulnerable Groups

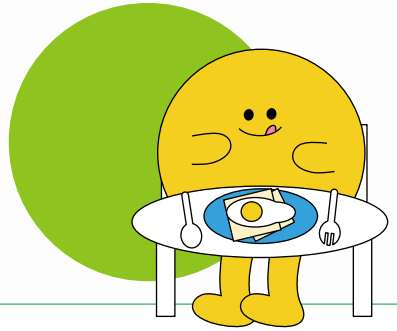






Providing Information on Appropriate Serving Sizes





Sustainable Sourcing

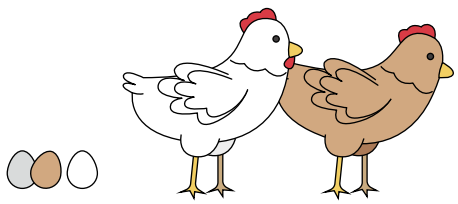
Sustainable Sourcing Strategy

Pulmuone operates a Sustainable Sourcing Policy[1] to promote healthy eating based on Wholesome Food and protect the environment while fulfilling social, environmental, and ethical responsibilities across the supply chain. The policy focuses on expanding sustainably sourced ingredients, improving the transparency and traceability of ingredient information, and supporting responsible practices among ingredient-producing farms and contracted suppliers.

As part of these efforts, we have identified key raw materials based on their use in major products and purchase volumes and established criteria for managing sustainability certifications for these materials. We are also gradually increasing the proportion of Plant-Based Foods and Animal Welfare Foods and plan to continue expanding the use of sustainability-certified ingredients.

Since 2006, we have operated our own traceability system to systematically manage raw material information. We are also working with domestic food companies to develop a supply chain data management system.

1) The Sustainable Sourcing Policy applies to Pulmuone and its domestic and international affiliates. We encourage all farms supplying raw materials and second-tier suppliers to voluntarily participate in and comply with the policy.



CASE

Pulmuone's Animal Welfare Principles

Since becoming the first company in the Korean food industry to introduce the concept of animal welfare in 2007, Pulmuone has continued to strengthen the foundation for animal welfare in collaboration with its suppliers. To this end, we have established Animal Welfare Principles and Principles of Safe Livestock Products and operate a management system to ensure that these principles are consistently applied throughout the value chain.

We regularly check the animal welfare certifications[2] of supplier farms and conduct on-site assessments to verify supplier compliance. In addition, as part of our efforts to increase the daily supply of eggs that meet animal welfare standards to approximately one million by 2028, we support interested poultry farms in establishing European-style open housing systems, contributing to a more sustainable livestock farming environment.

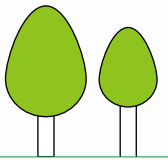
2) The Animal and Plant Quarantine Agency, the certification authority, conducts follow-up inspections at least once a year to verify that certified farms continue to comply with animal welfare standards.

Pulmuone's Five Freedoms of Animal Welfare

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury, and disease
- Freedom to express normal behavior
- Freedom from fear and distress

Pulmuone's Principles of Safe Livestock Products

- No use of antibiotics
- No use of growth-promoting substances or other hormones
- Laying date labeling
- No use of genetically modified or cloned animals



Sustainable Sourcing

Sustainable Sourcing Initiatives

Strengthening Sustainability in Raw Material Sourcing

To enhance the stability of its global raw material supply, Pulmuone began pilot cultivation in 2024 and operated approximately 120 hectares of testbeds for soybean varieties intended for sprouting and processing in Primorsky Krai, Russia, in 2025. The testbeds are being used to assess the feasibility of establishing an overseas production base using smart farming technologies.

In 2026, we plan to build on the testbed results by selecting varieties suited to local soil, climate, and growing conditions and optimizing cultivation factors such as planting intervals, intertillage, soil covering, and drainage. We also plan to introduce a yield prediction model using agricultural and forestry satellite data and gradually adopt smart farming technologies, including autonomous agricultural machinery. These initiatives are intended to improve cultivation management, reduce reliance on labor, and enable proactive management of production risks associated with climate variability, supporting a more stable raw material production base.

We also plan to expand the cultivation area in Primorsky Krai to approximately 300 hectares and assess the medium- to long-term potential to replace at least 50% of imported soybeans for sprouting based on quality, price, and supply stability. In parallel, we will further define raw material quality standards based on product processing characteristics and develop tailored sourcing strategies. We also plan to diversify overseas sourcing regions for organic non-GMO soybeans and conduct test cultivation in newly secured regions to assess cultivation feasibility, quality consistency, and long-term supply conditions.

Expanding the Use of Sustainability-Certified Ingredients

Sustainability certifications are granted by domestic and international governments or third-party certification bodies based on relevant laws and global standards and cover areas including the environmental impact and safety of raw materials. To incorporate sustainability considerations into the contracting and purchasing process, we require raw material producers with relevant certifications to submit their certificates.

We are also increasing the share of certified raw materials purchased, focusing on key raw materials, and plan to gradually expand the scope of management, beginning with directly purchased raw materials. In 2024, we established product-level reference data to support the expansion of certified raw material purchases. In 2025, we plan to establish regulations that further define our responsible raw material sourcing standards.

Sustainability Certifications for Raw Materials

Category	Certification Type	Certifying Body	Category	Certification Type	Certifying Body
Plant-Based	Organic	Ministry of Agriculture, Food and Rural Affairs	Animal-Based	Antibiotic-Free	Ministry of Agriculture, Food and Rural Affairs
	Pesticide-Free	Ministry of Agriculture, Food and Rural Affairs		Organic Livestock	Ministry of Agriculture, Food and Rural Affairs
	GAP (Good Agricultural Practice)	Ministry of Agriculture, Food and Rural Affairs		Animal Welfare	Ministry of Agriculture, Food and Rural Affairs
	Non-GMO	Internal Verification		ASC Certification	Third-Party Certification Body

Operation of the Food Traceability System

In 2006, Pulmuone became the first company in the Korean food industry to introduce a Production History Information System for organic tofu and bean sprouts. Since then, we have steadily expanded the range of products covered by the system. In 2021, we introduced a mobile version of the food traceability system, enabling consumers to easily access production history information via QR codes on product packaging.

The system currently provides production history information for tofu made with domestically grown soybeans, Noeul Haesim seaweed, eggs, and bottled water, along with product descriptions and recipes.

Sustainable Sourcing

Initiatives to Promote Sustainable Agriculture

Pulmuone's Sustainable Raw Material Policy applies to the headquarters and its domestic and international subsidiaries and affiliates.

We encourage all first-tier supplier farms that provide raw materials to Pulmuone, as well as second-tier suppliers, to comply with the policy and operate various support programs to help them do so.

Reducing Envoronmental Pollution and Reducing GHG Emissions

Development of Cultivated Meat

Cultivated meat has emerged as an alternative to conventional livestock production, with the potential to reduce GHG emissions and land use.
According to a study by CE Delft, a Netherlands-based nonprofit research and consulting organization, cultivated meat produced using renewable energy can reduce GHG emissions by up to 92% and land use by up to 90% compared with conventional beef.
Through an MOU signed in 2020 with BlueNalu, a U.S.-based cultivated seafood startup, we have developed expertise in seafood cell cultivation and laid the groundwork for commercialization. In 2026, we are working toward U.S. FDA authorization for the sale of cultivated seafood.
For livestock cell-based cultivated meat, we entered into a strategic investment agreement in 2023 with Simple Planet, a Korean company specializing in cultivated meat development. We are exploring hybrid products that combine cultivated livestock cell-based ingredients with plant-based meat products under our Jigusikdan brand. We plan to assess commercialization opportunities in stages, taking into account technological and regulatory developments.

Reducing GHG Emissions

Adoption and Expansion of Smart Farming Technologies

To strengthen resilience to rapidly changing crop-growing conditions caused by extreme weather, Pulmuone is developing AI models using agricultural and forestry satellite imagery for key crops, including soybean varieties intended for sprouting and processing, cabbage, and garlic, and monitoring crop growth at farms in major production regions. The expected benefits include identifying optimal farming practices in response to changing environmental conditions, such as supplemental fertilization and irrigation. The technology is also expected to improve yield forecasting by harvest period.

Reducing GHG Emissions and Protecting Soil Health

Development of a Biochar-Based Low-Carbon Agriculture Model

Pulmuone is developing a biochar-based low-carbon agriculture model to reduce the environmental impacts of raw material production. Biochar is a carbon-sequestering material that improves crop productivity and soil health by storing carbon in the soil and enhancing its water and nutrient retention capacity. Pulmuone is expanding the use of biochar in the cultivation of key crops, including soybeans, to reduce GHG emissions and improve soil health.

Protecting Soil Health and Reducing Environmental Pollutions

Implementation of Training Programs for Farmers

Pulmuone provides technical support to farmers growing soybeans for sprouting. To improve productivity, we offer cultivation training tailored to each stage of crop growth. We also provide training on pesticide use and pest control in accordance with soil safety standards to minimize environmental impacts. The program currently supports approximately 250 farms each year across major production regions in Jeju and mainland Korea. Going forward, we plan to gradually expand the number of participating farms and the scope of the program over the medium to long term.

Reducing Water Consumption

Implementation of Water Risk Assessments in Raw Material Sourcing Regions

Pulmuone conducts water risk assessments using the WWF Water Risk Tool across domestic and international sourcing regions, including those for tofu soybeans, soybeans for sprouting, and natto soybeans. The assessments cover physical risks related to water quantity and quality, as well as regulatory and reputational risks, enabling us to identify and continuously monitor key water risks in raw material sourcing regions.

Preventing the Destruction of Ecosystem

Expansion of ASC Certification

Noeul Haesim was the first in the world to obtain ASC seaweed certification in the laver category, and Pulmuone has since expanded its range of ASC-certified products to include shrimp, salmon, and other seafood. ASC certification is an international certification awarded only to seafood that meets rigorous standards for sustainable aquaculture, including water quality, biodiversity, and local communities. Pulmuone continues to work to reduce the impacts of its business activities on marine ecosystems in Sinan-gun and Buan-gun, Jeollanam-do, where Noeul Haesim's aquaculture farms are located.

Preventing the Destruction of Ecosystem

Implementation of Biodiversity Risk Assessments

Pulmuone conducts biodiversity risk assessments of significant suppliers and raw material sourcing regions using the WWF Biodiversity Risk Filter to identify dependencies on natural capital and potential impacts on biodiversity. The assessments consider factors such as ecosystem sensitivity, proximity to protected areas, land-use change, and water resources.
Areas with high biodiversity value or environmental pressure are designated as priority areas for further assessment and management. For regions identified as high risk, Pulmuone plans to develop measures to mitigate the environmental impacts of raw material sourcing.

Governance



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Governance Structure

Board Structure

Director Appointment Process

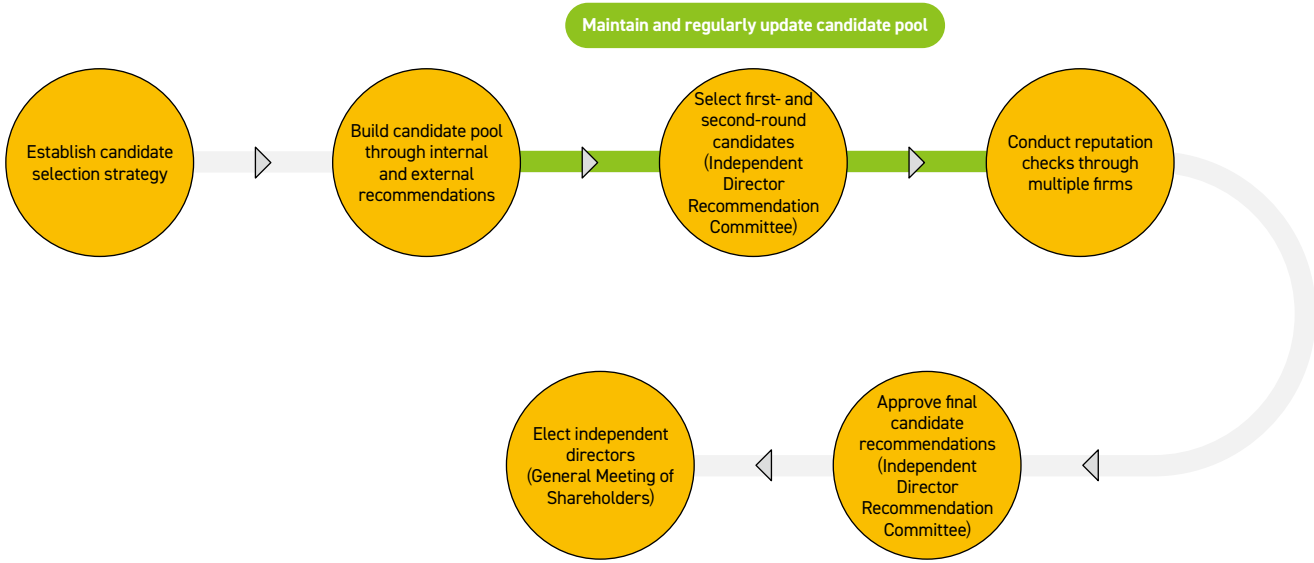
Pulmuone maintains a Board composed of directors with the independence, diversity, and expertise necessary to effectively oversee and make decisions on key matters,[1] including those related to management and finance, as well as ESG risks and opportunities.

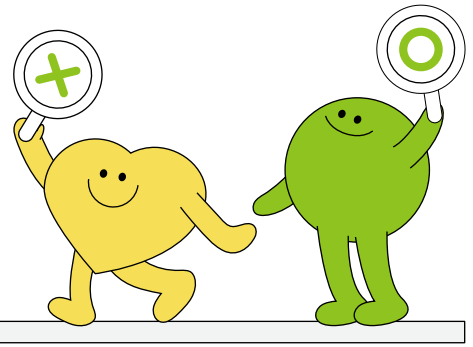
To this end, Pulmuone has established an independent and transparent director appointment process led by the Independent Director Recommendation Committee, which is composed entirely of independent directors. In 2023, we defined the core competencies required of the Board and developed a Board Skills Matrix (BSM). In 2024, we established a competency-based candidate selection strategy and introduced regular updates to the independent director candidate pool to proactively manage unexpected succession risks. In 2025, based on feedback from the Independent Director Recommendation Committee, we further strengthened the fairness of the selection process by conducting reputation checks through multiple firms, enhancing the objectivity and validity of candidate selection.

The independent director candidate pool consists of candidates recommended internally by independent directors and management, as well as externally by executive search firms. The Independent Director Recommendation Committee first selects an initial pool of candidates based on their experience and track record. The Committee then conducts a comprehensive evaluation of each candidate's business knowledge, ethical standards, and fit with the competencies defined in the BSM. Following a vote, the Committee approves the recommendation of the final independent director candidates. The recommended candidates are submitted separately to the general meeting of shareholders for appointment and are elected upon shareholder approval.

1) The role of the Board of Directors in sustainability management is defined in Article 3 (5) of the Regulations of the Board of Directors.

Independent Director Selection and Appointment Process





Governance Structure

Board Structure

Board Composition

As of the end of March 2026, Pulmuone's Board of Directors consists of 2 executive directors, 1 other non-executive director, and 8 independent directors, with an average tenure of 3.18 years.

Independent directors account for 72.7% of the Board, while female directors represent 27.3%. In addition, 27.3% of the directors have expertise in the food industry.

Pulmuone's Board Members and Board Skills Matrix (BSM)

(As of March 31, 2026)

Category			Independent Directors								Executive Directors		Other Non-Executive Director
			Won Hye-young (Independent Lead Director)	Han Chan-sik[4]	Kim Woo-jin	Lee Ji-yoon	Lee Soo-yeon	Shin Mi-hyeon	Ryu Gang-seok	Kim So-jeong	Lee Woo-bong	Cheon Yeong-hun	Lee Hyo-yul (Chairperson[5])
Basic Information	Date of Initial Appointment		2021.03.25	2022.03.30	2022.03.30	2022.04.27	2024.03.28	2025.03.26	2026.03.31	2026.03.31	2024.03.28	2026.03.31	2013.03.29[6]
	No. of Other Mandates[1]		0	1	1	0	1	1	0	1	N/A	N/A	N/A
Board Skill Matrix	Career and Experience	Leadership[2]	●	●	●	●	●	●	●	●	●	●	●
		International Experience					●	●			●		●
	Expertise	Accounting, Finance, and Banking			●		●				●	●	●
		Marketing and Communications				●			●			●	
		Legal and Risk Management		●			●				●		
		Global Human Resources and Performance Management						●					
		Government and Public Policy	●										
		Industry Expertise[3]									●	●	●
		AX and Information Security								●			
		ESG	●		●	●							
	Independence		●	●	●	●	●	●	●	●	-	-	-
	Diversity	Gender	M	M	M	F	M	F	M	F	M	M	M
		Age	74	57	55	60	62	57	58	54	63	58	68

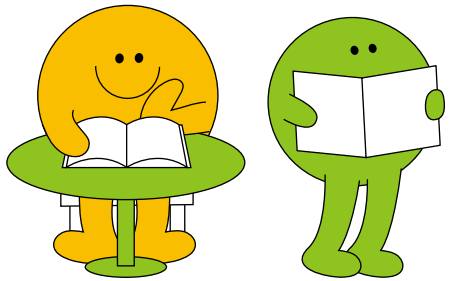
1) Pursuant to Article 34 of the Enforcement Decree of the Commercial Act, a director may hold a concurrent position as a director, executive officer, or auditor at only one other company besides Pulmuone.
2) Refers to C-level and Board experience.
3) Refers to expertise in the food industry and the global fast-moving consumer goods (FMCG) sector.
4) Independent Director Han Chan-sik voluntarily resigned on June 21, 2026, for personal reasons.
5) Lee Hyo-yul was appointed Chairperson of the Board based on his management expertise and extensive experience as General CEO and CEO. He was considered well suited to oversee and advise management while leading an independent, Board-centered governance structure.
6) For Lee Hyo-yul, the date shown refers to the date of his initial appointment as an executive director; he was first appointed as an other non-executive director on March 26, 2025.

Governance Structure

Board Structure

Board Committees

Pulmuone has established and operates eight committees with independent and specialized decision-making structures to enable the Board of Directors to effectively serve as the company's highest decision-making body.
Each committee draws on its area of expertise to review and deliberate on the validity, appropriateness, and risk factors of matters before they are submitted to the Board, enabling the Board to focus on key issues and make strategic decisions more effectively.



Status of Board Committees

Committee	Committee Purpose and Authority
Strategy Committee	· Review, discuss, and validate key initiatives, strategies, and investment directions to support the company's mid- to long-term growth and create long-term value · Function as an advisory body to the Board and General CEO
Audit Committee	· Oversee corporate compliance, internal controls, and systematic risk management · Oversee accounting and operational audits
General CEO Recommendation Committee	· Nominate, evaluate, and deliberate on candidates for General CEO · Review and deliberate on succession plans to ensure management continuity and a stable transition
ESG Committee	· Review and approve strategies and objectives for addressing ESG risks and opportunities
Compensation Committee	· Review and approve matters related to executive compensation, bonuses, and severance pay
Independent Director Recommendation Committee	· Review and approve the BSM annually · Maintain an ongoing pool of independent director candidates and review and recommend candidates based on assessments of their independence, expertise, and other qualifications
Independent Director Evaluation Committee	· Evaluate the performance of independent directors in their Board activities · Assess the Board's overall operations
Business Management Committee	· Execute matters related to business management as delegated by the Board

CASE

Strengthening Transparency in General CEO Succession

In 2017, under the leadership of Founder and then-General CEO Nam Seung-woo, the Board of Directors pursued a transition to a professional management system and established the General CEO Recommendation Committee, creating a transparent, Board-centered succession system. The General CEO Recommendation Committee annually reviews the role and key competencies required of the General CEO and continuously manages pools of internal and external candidates based on these criteria. The Committee also operates a structured development program for key candidates to build a pool of well-prepared succession candidates. When the appointment of a new General CEO becomes necessary, such as upon the expiration of a term or in an emergency, the Committee selects multiple finalists from the existing candidate pool and external candidates, conducts an in-depth evaluation, and recommends the final candidate to the Board of Directors.
Ahead of the expiration of General CEO Lee Hyo-yul's term in 2024, the Board, through the General CEO Recommendation Committee, conducted a thorough review over approximately 18 months and appointed Lee Woo-bong, then Head of the Strategic Management Center, as the new General CEO. In addition to the Committee, which consisted of one executive director, one other non-executive director, and two independent directors, a separate Candidate Review Panel was formed as part of the succession process. The Panel comprised the Committee's two independent directors and two additional independent directors, making all four members independent directors. This strengthened independent director-led decision-making and enhanced the transparency and objectivity of the succession process.

Governance Structure

Board Structure

CASE

Advancing Board and Committee Effectiveness

Pulmuone is undertaking the following initiatives to strengthen its corporate governance and advance Board-centered management.

Enhancing Board Composition Based on the BSM

Pulmuone uses the BSM to systematically enhance the expertise and diversity of its Board. The Independent Director Recommendation Committee regularly reviews and updates the core competencies defined in the BSM to keep them aligned with the company's mid- to long-term strategy and evolving business environment. The Committee also redefines the competencies required of newly appointed directors, taking into account the expertise of retiring directors.

Strengthening the Board's Oversight and Risk Management Capabilities

To improve the effectiveness of Board oversight and risk management, Pulmuone is focusing on three areas: strengthening the independence of the audit function, streamlining reporting and decision-making when risks arise, and conducting more rigorous reviews of Board agenda items before and after Board meetings.

To enhance the Audit Committee's independence, Pulmuone expanded its consent authority over personnel decisions from the head of the internal audit organization to all members and reorganized the Audit Committee support unit as an audit department.

Pulmuone also strengthened its risk reporting process by requiring significant risks to be reported immediately to the General CEO and shared with the Board Secretariat. This enables prompt reporting to the Board and more effective responses.

Strengthening the Board's Role as a Strategic Advisor and Highest Decision-Making Body

Beyond its oversight responsibilities, Pulmuone's Board serves as a strategic advisor and the company's highest decision-making body, supporting long-term value creation and sustainable growth. The Strategy Committee reviews key business strategies, including strategies for overseas expansion, marketing and branding, and AX innovation. It also participates directly in developing the company's mid-term business strategy and annual business plan, helping translate strategic decisions into action.

Board-centered management has contributed to a range of governance and strategic initiatives, including improvements to governance reporting, the restructuring of the General CEO compensation system, the establishment of the Sustainable Diet strategy, the launch of the Pulmuone Jigusikdan brand, and the transition to a professional management system.

Effective Use of Board Evaluation Results and Improvement of Independent Director Compensation

Pulmuone is improving its Board evaluation and compensation systems to strengthen Board effectiveness and accountability. Each year, we evaluate the Board, its committees, and individual independent directors and use the results to improve their operations. Independent director compensation for committee service varies based on the roles and responsibilities of each committee, with additional compensation provided to chairs.

Governance Structure

Board Governance Policy

Ensuring Board Independence

Maintaining Independent Director Representation on the Board

To ensure that the Board can effectively perform its independent decision-making and oversight functions, Pulmuone maintains independent directors at no less than 50% of the Board. As of the end of March 2026, 8 of the Board's 11 directors were independent directors, representing 72.7% of the Board. Directors serve three-year terms and may be reappointed by resolution of the general meeting of shareholders, although independent directors are subject to a maximum tenure of six years under the Commercial Act. Board independence is further supported by requiring the Audit Committee, Compensation Committee, Independent Director Recommendation Committee, and Independent Director Evaluation Committee to be composed entirely of independent directors.

Independence Requirements for the Board

1. Independent directors must not be current directors, executive officers, or employees engaged in the regular business of the company, or have held any such position within the past two years.
2. Independent directors must not be the largest shareholder or the spouse, lineal ascendant, or lineal descendant of the largest shareholder. If the largest shareholder is a corporation, they must not be a director, auditor, executive officer, or employee of that corporation.
3. Independent directors must not have received compensation exceeding KRW 80 million (approximately USD 60,000) from the company, its parent company, or subsidiaries during any 12-month period within the past three years, including compensation received by family members.
4. Independent directors must not be the spouse, lineal ascendant, or lineal descendant of a director, auditor, or executive officer of the company.
5. Independent directors must not be directors, auditors, executive officers, or employees of the company's parent company or subsidiaries.
6. Independent directors must not serve as advisors or consultants to the company.
7. Independent directors must not have a material interest in a key customer or supplier of the company, nor may they serve as a director, auditor, executive officer, or employee of a corporation that has a material business relationship with the company.
8. Independent directors must not be employees of an entity that has an advisory contract with the company as a principal legal or management advisor.
9. Independent directors must not have a material interest in a nonprofit organization that receives substantial contributions from the company.
10. Independent directors must not serve as directors, auditors, executive officers, or employees of another company in which a director, executive officer, or employee of Pulmuone serves as a director or executive officer.
11. Independent directors must not have any other conflicts of interest that could compromise their independence as defined by the Board.

Operation of the Independent Lead Director System

Pulmuone has operated the independent lead director system since 2018, in accordance with Article 5 (2) of the Regulations of the Board of Directors. As the representative of the independent directors, the independent lead director has the authority to convene and chair meetings of independent directors. The role also includes facilitating the effective performance of independent directors' duties, reviewing and evaluating the effectiveness of Board and committee functions and activities, as well as reporting the results. As of the end of March 2026, Won Hye-young serves as the independent lead director.

Strengthening Board Diversity

In developing its director succession plan, Pulmuone considers candidates' expertise and experience to maintain an optimal skill mix across the Board. We also review candidates based on fair and objective criteria, without discrimination on the basis of gender, age, place of origin, or race.

To maintain a balanced Board composition, the Independent Director Recommendation Committee updates and approves the BSM annually, taking diversity factors into account. Pulmuone is not subject to the special provisions on Board gender composition under the Financial Investment Services and Capital Markets Act. Nevertheless, three of its 11 Board members are female independent directors.

Strengthening Board Accountability

To strengthen the accountability and independence of its Board of Directors, Pulmuone allows directors to concurrently serve as a director, executive officer, or auditor at no more than one other company, in accordance with Article 34 of the Enforcement Decree of the Commercial Act. We also require directors to maintain an average Board meeting attendance rate of at least 75%.

Under Article 433 of the Commercial Act, any amendment to the Articles of Incorporation requires approval by the general meeting of shareholders. The most recent amendment was approved at the 42nd annual general meeting of shareholders held on March 31, 2026. Details of the amendment and the history of amendments over the past three years are disclosed in our 2026 Semiannual Report and 2025 Business Report.

Pulmuone also provides for limitations on directors' liability for damages to the extent permitted under Article 400 (2) of the Commercial Act (Limitation of Directors' Liability). However, these limitations do not apply when a director causes damage through willful misconduct or gross negligence.

Governance Structure

Activities of the Board

Board meetings are convened by the Chairperson in accordance with the Regulations of the Board of Directors. Five regular meetings are held each year, with special meetings convened as necessary. Details of Board meetings held in 2025 are provided below.

Board Meetings and Key Agenda Items in 2025

Category	Date		Key Agenda Items		Director Attendance Rate
1st Special Meeting	2025.02.11	Resolution	· Approval of the 41st financial statements · Approval of the 41st cash dividend proposal and determination of the record date · Approval of the 41st business report	Approved: 3	100%
		Report	· Environmental management performance and action plan	Reported: 4	
1st Regular Meeting	2025.02.25	Resolution	· Convening of the 41st regular general meeting of shareholders · Appointment of the chairperson of the 41st general meeting of shareholders · Partial amendment to the Articles of Incorporation (2 items) · Amendment to the Regulations of the Board of Directors · Amendment to the Executive Personnel Management Regulations · Nomination of director candidates · Nomination of an independent director candidate to serve as a member of the Audit Committee · Nomination of an Audit Committee member candidate · Approval of the compensation limit for directors · Introduction of an electronic voting system · Report on the operation of the Internal Control over Financial Reporting (ICFR) system in 2024	Approved: 12	100%
		Report	· 2024 ICFR system status report · 2024 ICFR system review report by the Audit Committee	Reported: 3	
2nd Special Meeting	2025.03.26	Resolution	· Approval of transactions between directors and the company · Election of the independent lead director · Changes to the composition of the Board of Directors and its committees (chairperson, committee chairs, and members) · Amendment to the Audit Committee Regulations	Approved: 4	90.9%
		Report	· Summary report on Strategy Committee outcomes	Reported: 1	
2nd Regular Meeting	2025.04.24	Resolution	· Redefinition of Pulmuone's core values · Establishment of the Stock Grant Management Regulations · Approval of the Stock Grant Plan (2 items) · Amendment to the Internal Accounting Management Regulations	Approved: 5	100%
		Report	· Review of first-quarter performance for the 42nd fiscal year and first-half outlook	Reported: 4	
3rd Special Meeting	2025.06.27	Resolution	· Approval of the Occupational Health and Safety Plan · Amendment to the Independent Director Evaluation Committee Regulations	Approved: 2	100%
		Report	· Development of Pulmuone's ESG strategy	Reported: 5	
3rd Regular Meeting	2025.08.18	Resolution	· Amendment to the Audit Committee Regulations (consent authority over the appointment and dismissal of audit support personnel) · Amendment to the Internal Audit Regulations and establishment of the Internal Audit Practice Manual	Approved: 2	100%
		Report	· Disclosure of the corporate value enhancement plan (draft)	Reported: 4	
4th Regular Meeting	2025.11.06	Report	· Review of third-quarter performance for the 42nd fiscal year and annual outlook · Review of the company-wide regulations management process and proposed improvements · Report on improvements to the food safety risk management process	Reported: 9	100%
5th Regular Meeting	2025.12.05	Resolution	· Approval of financial targets for the 2026 annual business plan	Approved: 1	100%
		Report	· Report on the results of the Compliance Guidelines review and the 2026 plan · Report on the 2026 Board of Directors operating plan	Reported: 7	

Governance Structure

Board Performance Evaluation

Pulmuone continues to improve its Board evaluation and compensation systems to ensure that objective assessments of directors' performance are appropriately reflected in their compensation.
Since 2020, the Independent Director Evaluation Committee, composed of four independent directors, has conducted an annual evaluation of the Board's operations and activities. The results are publicly disclosed on Pulmuone's website. In 2025, we further improved the objectivity of the evaluation by revising the evaluation categories and questions. We also introduced evaluation guidelines to clarify its purpose and criteria. Using the same questions for self- and peer evaluations also improved comparability.

To ensure that the evaluation results are effectively used, each independent director receives their individual results. The average peer evaluation score over the previous three years is also considered when reviewing independent directors for reappointment. The Board resolved to publicly disclose resulting improvement measures and future plans, further enhancing the transparency of Board operations.
In 2025, the Board's overall evaluation score was 4.88 out of 5.00, up 0.02 points from the previous year. The most notable improvement was in 'Board Independence,' while scores declined for some individual items under 'Board Composition and Roles' and 'Board Committees.' Based on the results, areas for improvement were identified, and corresponding actions will be incorporated into the 2026 operating plans for the Board and its committees.

View Pulmuone's Board Evaluation Table and Results

Board Evaluation Results and Improvement Initiatives

Evaluation Criteria	Unit	2023	2024	2025	Areas for Improvement	Improvement Plan
Board Composition and Roles	Points (5-point scale)	4.83	4.94	4.94	Strengthen the Board's role in fulfilling directors' duty of care and loyalty	· Focus Board discussions on key themes identified for each year · Improve director training to strengthen Board capabilities
Board Independence		4.86	4.84	4.97	-	-
Board Effectiveness		4.69	4.77	4.77	-	-
Board Committees		4.83	4.88	4.90	Improve the efficiency of committee operations	· Provide advance briefings on upcoming agenda items and gather feedback · Continuously improve the operations of each committe

Independent Director Evaluation Criteria

Category	Purpose	Evaluation Criteria
Self Evaluation	· Evaluate each independent director's roles, responsibilities, and performance · Assess individual strengths and areas for improvement to guide future development	· Roles and responsibilities of independent directors · Participation in Board meetings · Communication with stakeholders
Peer Evaluation	· Facilitate constructive feedback among Board members · Support the development of the Board's overall capabilities and incorporate evaluation results into operating plans	

CASE

CEO Performance Evaluation

Financial Metrics

The General CEO's short-term performance incentive ranges from 0% to 70% of base annual salary based on the level of achievement against financial and strategic targets. Financial and strategic metrics account for 70% and 30% of the evaluation, respectively. Financial metrics consist of revenue and operating profit, while the internal performance evaluation is weighted 30% for Net New Revenue (NNR), 30% for Core Earnings Before Interest and Taxes (CEBIT),[1] and 10% for Free Cash Flow (FCF).
Strategic metrics assess the execution of key strategies, including Sustainable Food, Healthy Experience, and Eco-Caring, as well as efforts to strengthen technological competitiveness.

1) CEBIT is a proprietary performance metric used by Pulmuone for internal management purposes. It is calculated by deducting non-operating income and expenses from operating profit

Relative Financial Metrics

At its second regular Board meeting in April 2025, Pulmuone approved the inclusion of relative financial metrics in its Long-Term Performance Management Regulations. Accordingly, Relative Total Shareholder Return (R-TSR) was added as a performance metric for the General CEO.
R-TSR is calculated by subtracting a benchmark return from Pulmuone's TSR over the evaluation period. The benchmark combines, with equal weighting, the growth rate of the KRX Food & Beverage Index and the average TSR of the peer group. R-TSR therefore measures Pulmuone's shareholder returns from share price appreciation and dividends relative to this benchmark.

Governance Structure

Board Performance Evaluation

CASE

CEO Performance Evaluation

Non-Financial Indicators

Pulmuone conducts competency evaluations based on non-financial metrics to assess the General CEO's leadership and strategic execution capabilities, which are difficult to measure through financial performance alone. The Board assesses how effectively the General CEO fulfills the role across four areas—values, strategic execution, organizational management, and networking—along with responses to open-ended questions.

The Board combines this non-financial assessment of the General CEO's role performance and competencies with the financial performance evaluation approved by the Compensation Committee to form a comprehensive assessment.

Board Remuneration

Remuneration for the General CEO, registered directors (executive directors and other non-executive directors), independent directors, and Audit Committee members is paid within the limit approved at the annual general meeting of shareholders.

The remuneration of registered directors consists of base salary, incentives, and retirement pay. Base salary reflects the director's position, delegated responsibilities, and performance, while incentives are linked to the company's business performance. Incentives are classified as Short-Term Incentives (STI), based on performance in the previous fiscal year, and Long-Term Incentives (LTI), evaluated over a three-year period. Retirement pay is provided in accordance with the criteria set out in Chapter 7 of the Executive Personnel Management Regulations.

Remuneration for independent directors and Audit Committee members is determined within the approved limit based on their responsibilities, expertise, and contributions to the company, without separate incentives or retirement pay.

Separate approval procedures apply to remuneration decisions to ensure transparency and objectivity. The compensation policy and remuneration levels for registered directors are approved by the Compensation Committee, which is composed entirely of independent directors. Matters related to the remuneration of independent directors and Audit Committee members are delegated to the Business Management Committee, which consists of executive directors and other non-executive directors. This structure provides checks and balances in remuneration decisions.

CASE

Shareholder Return Policy

Pulmuone's Articles of Incorporation provide for treasury share cancellations, dividends, and quarterly dividends as measures to support stable shareholder returns.

Retained earnings may be allocated to legal reserves, dividends, and discretionary reserves. Treasury shares may also be canceled by resolution of the Board of Directors within the amount of distributable profits.

Dividends may be paid in cash or shares within the amount of distributable profits calculated in accordance with Article 462 of the Commercial Act and Article 19 of its Enforcement Decree. Pulmuone's dividend policy is to maintain a consistent level of cash dividends regardless of business performance. Under this policy, Pulmuone aims to maintain annual cash dividends of at least KRW 102 per share through 2028. The policy remained in effect in 2025.

Risk Management

Risk Governance

Roles of the Board of Directors

Pulmuone's Board of Directors receives annual reports on key risks and delegates oversight responsibilities to relevant committees based on their nature. Non-financial risks are overseen by the ESG Committee, while business and financial risks are primarily overseen by the Strategy Committee and Audit Committee. Significant risks are escalated through the relevant committees for review and oversight by the Board.
Pulmuone plans to expand the information provided to Board members and strengthen communication to improve their understanding of key risks. We will also introduce more structured Board reviews and discussions to enhance oversight of complex and long-term risks.



Risk Governance Framework

In 2025, Pulmuone reorganized its risk governance framework by redefining the role of the Risk Manager (RM), introducing the Risk Officer (RO) function, and reappointing personnel to clarify responsibilities and strengthen risk ownership and accountability at the business unit level.

First Line

At the First Line, each business unit is responsible for identifying and managing risks arising from its operations. RMs and ROs designated within each business unit manage and review risks. Key risks requiring enterprise-wide oversight are reported through a separate monitoring process led by the holding company on a monthly or quarterly basis.

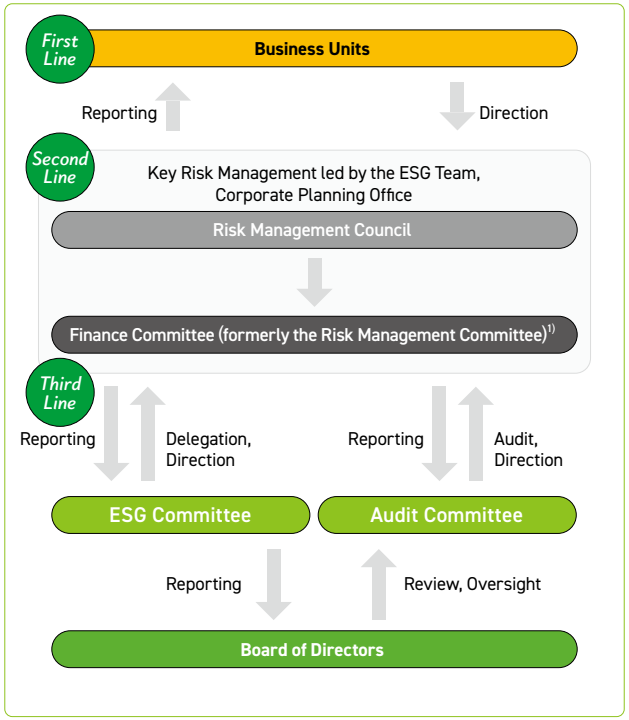
Second Line

At the Second Line, the ESG Team at the holding company leads the management of key enterprise-wide risks and reviews them annually. Financial and non-financial issues are also reported and discussed quarterly by the Finance Committee, which includes the General CEO and the heads of each business unit.
In 2025, Pulmuone established the Risk Management Council to bring together ROs and RMs from each business unit to discuss and review risk management measures. During the first half of the year, we developed and reviewed the Council's operating framework. In the second half, risk management personnel were appointed and the Council was formally launched.

Third Line

At the Third Line, non-financial and financial risks are subject to separate oversight, with non-financial risks reviewed by the ESG Committee and financial risks by the Audit Committee. Significant risks are escalated to the Board for review and oversight through an integrated reporting process.
Pulmuone has also strengthened its crisis management governance to enhance Board oversight and support directors in fulfilling their duty of loyalty to shareholders.

Risk Governance Framework Diagram



1) The climate risk pool is finalized by the Finance Committee.

Risk Management

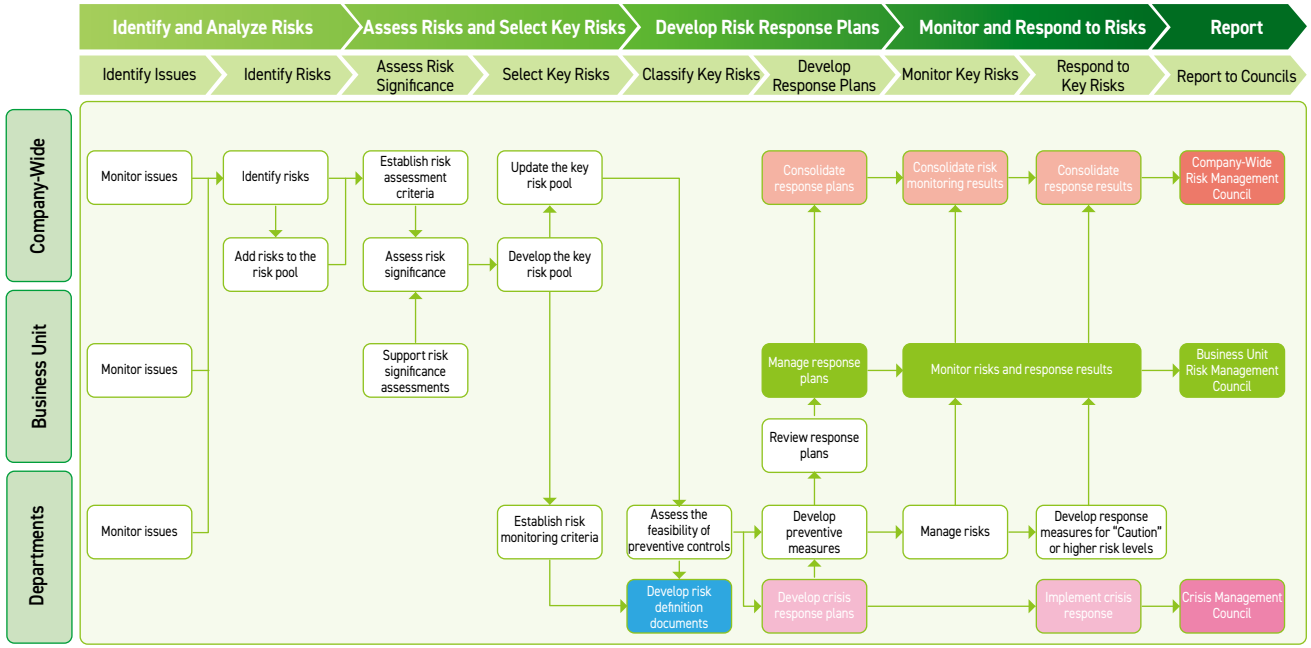
Risk Management System

Risk Management Processes

Pulmuone operates an enterprise-wide risk management system covering both financial and non-financial risks through a structured process of identification, assessment, response, monitoring, and reporting. All identified risks are assessed in accordance with Pulmuone's Internal Risk Management Regulations.
At the business unit level, risk pools are reviewed as needed in response to changing business conditions. At the enterprise level, risks are identified and assessed at least twice a year to determine whether additional risks need to be managed and whether existing risks should remain under management.

In 2025, Pulmuone established the Risk Management Council to facilitate collaboration between business unit risk managers and the holding company in reviewing the adequacy of risk management. The holding company also designates heads of relevant functions to provide advice and expert review on business unit risks in areas such as human rights, IT, and treasury. The Council meets once in each half of the year.

Risk Management Process Diagram



CASE

Continuous Risk Monitoring and Communication Through the Risk Management Council

Pulmuone established the Risk Management Council to improve the effectiveness of risk management and support continuous improvement.
The Council serves as an operational decision-making body that reviews key enterprise-wide risks and discusses appropriate responses through regular meetings. To support proactive risk management, it will periodically review key risk indicators and issues, conduct in-depth root cause analyses when incidents occur, and develop and implement improvement measures to prevent the recurrence of similar risks.
The outcomes of the Council's activities will be shared across the organization to raise risk awareness. Risk review and improvement cases will also be documented and used to continuously improve risk management practices.

Risk Management

Risk Management System

Risk Evaluation Methodology

Pulmuone evaluates risks by identifying and analyzing their impact, causes, and level of control. Each risk is then assigned one of five levels—Low, Middle Low, Middle, Middle High, or High—based on a comprehensive assessment of impact, likelihood, resilience, and controllability.

Risk Evaluation Items

Category	Description
Impact	The extent of the adverse impact on the organization's financial performance, reputation, operations, and other areas if the risk materializes
Likelihood	The likelihood that the risk will occur
Resilience	The organization's ability and speed to recover and return to normal operations after the risk materializes
Controllability	The extent to which the organization can manage and control the risk to prevent or mitigate its impact

Risk Types

Category	Description
Non-Financial	Technology ethics, user protection, policy and regulatory matters, compliance, climate change, environmental issues, etc.
Financial	Interest rate, liquidity, financial reporting, internal controls over financial reporting, taxation, etc.

Risk Categories

Category	Description
Operational	Quality, new products and services, technology, occupational health and safety, cost volatility, etc.
Financial	Market volatility, liquidity, profit and loss, credit, taxation, etc.
ESG	Community, human rights, mutual growth, IT and information security, privacy protection, fraud and corruption, environment, etc.
Business	Brand, public relations, labeling and advertising, SCM, logistics, new business expansion, overseas investment, customer satisfaction, etc.

Evaluated risks are broadly divided into financial and non-financial risks for effective management and monitoring and are further classified into four categories: operational, financial, ESG, and business risks. Risk response measures are also classified as preventive or post-event depending on the nature of the risk and the extent to which it can be controlled.

In accordance with Pulmuone's enterprise-wide risk management criteria, risk appetite is defined and managed for each risk level.[1] Risks rated from Low to Middle are considered manageable through regular monitoring, while those rated Middle High or High are classified as key risks that exceed the defined risk appetite and are subject to preventive management processes. When a crisis occurs, a Crisis Cell[2] is convened, and the response framework set out in the Crisis Management Regulations is applied based on the crisis level and scope of response.

1) Risk appetite is regularly reviewed by the Risk Management Council.
2) A Crisis Cell is a team formed to enable a swift and effective on-site response during a crisis. Based on the crisis level determined by the Crisis Cell, the need to convene the Crisis Management Council and the scope of its involvement are determined.

Risk Management Processes

Category	Description
Preemptive Management	Preventive controls using defined metrics and established processes
Post-Event Management	Scenario-based responses and emergency response processes for crisis situations

Key Risk Levels

Category	Description
Low (Attention)	· Risks remain stable under routine monitoring and control
Middle (Caution)	· Minor risks that can be addressed at the department level · Risks requiring preventive measures due to potential loss of control
Middle High (Alert)	· Critical risks requiring a response at the division or office level · Risks that are no longer under control and may adversely affect the performance targets of the relevant division or office
High (Serious)	· Critical risks requiring a response at the business unit level · Risks that are no longer under control and may adversely affect the performance targets of the relevant business unit · Risks requiring company-wide decision-making and response

Internal and External Audits of the Risk Management Process

Internal Audit

Pulmuone selects four to five key risks each year from those designated for management and conducts audits covering their prevention and post-event response processes. The audit begins with the distribution of a self-assessment checklist to the personnel responsible for managing each risk. The checklist covers risk definition and awareness, current management status, control of risk factors, occurrence and response, follow-up actions, and change management. The responsible personnel submit the completed self-assessment and supporting documentation to the Audit Team, which conducts document reviews and on-site inspections to verify the information provided.

The internal audit findings are compiled into a report that includes audit opinions such as recommendations for improvement or corrective action. The report is shared with the relevant division head, who may agree with the audit opinions or provide additional justification. Once the audit is completed, the relevant division develops and implements action plans based on the audit opinions set out in the report, continuously improving its risk prevention and response processes.

External Audit

To assess the adequacy of its internal controls, including risk management, Pulmuone undergoes an external audit of its Internal Control over Financial Reporting (ICFR) based on the COSO framework. The results of the 2025 ICFR audit are available in the auditor's report, published on page 187 of this report.

Risk Management

Risk Identification and Management Activities

The tables below summarize the key risks identified, assessed, and managed by Pulmuone in 2025, together with the corresponding management activities and outcomes.

Key Risks in 2025

Risk Classification	Details	Likelihood	Severity
Decline in Operating Profit Due to Rising Raw Material Prices	· Maintain product costs through advance purchasing	· Identified for preventive management · Likely to occur	High
Non-Compliance with Personal Information Management Procedures	· Compliance with departmental procedures for reporting the collection and destruction of personal information	· Identified for preventive management · Unlikely to occur	Middle High
Rebuilding the QA Response System and Manual	· Significant impact on corporate reputation and regulatory compliance due to inadequate response systems	· Identified for preventive management · Unlikely to occur	Middle High

Key Risk Management Results in 2025

Risk Classification	Management Activity	Management Result
Decline in Operating Profit Due to Rising Raw Material Prices	· Continuous monitoring of the share of major raw materials in procurement spending · Reducing costs through advance purchasing and optimization of product specifications	· Maintained product costs through long-term contracts
Non-Compliance with Personal Information Management Procedures	· Implementing departmental personal information reporting procedures · Conducting regular inspections	· Reduction in personal information reporting incidents
Rebuilding the QA Response System and Manual	· Strengthening of the QA response system and manual	· No significant issues identified through internal and external issue monitoring

Emerging Risks

The following emerging risks were identified, assessed, and managed by Pulmuone in 2025.

Emerging Risk Details

Risk	Biodiversity- and Natural Capital-Related Raw Material and Legal Risks	Climate-Related Risks in Agricultural Technology Development and the Transition to Regenerative Agriculture
Category	Environmental	Economic & Environmental
Description	The food industry depends heavily on natural capital, particularly agricultural and marine resources. The Food and Agriculture Organization of the United Nations (FAO) recognizes biodiversity as essential to food security. Yet industrialization and development continue to drive ecosystem degradation and biodiversity loss. The World Economic Forum (WEF) ranks biodiversity loss and natural resource depletion as the third- and fourth-largest global risks over the next decade, respectively, underscoring their implications for supply chains. At the same time, frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD) are placing greater emphasis on corporate disclosure of dependencies and impacts on natural capital.	Agflation, the sharp rise in agricultural commodity prices driven by increasing climate variability, is emerging as a structural risk. Accordingly, the development of agricultural technologies for climate change adaptation and mitigation, together with the transition to regenerative agriculture, have become key mid- and long-term priorities for food companies. In addition, agriculture and raw material production are major sources of GHG emissions for food companies, and emissions from these stages are expected to be a key factor in determining future Scope 3 reduction performance.
Impact	Biodiversity loss directly affects profitability by increasing raw material sourcing costs and causing instability in raw material quality. The extinction of specific species or the deterioration of production environments may require fundamental changes to product strategies and lead to increased research and development costs. In addition, as global environmental regulations become more stringent, the scope of ecosystem impact management is expanding across the entire supply chain, including Tier 2 suppliers such as raw material producers. Failure to respond adequately may result in legal and financial risks, including restrictions on exports and investment.	Uncertainty in raw material prices can directly increase manufacturing costs, leading to a long-term decline in profitability. In addition, as supply chain carbon management requirements become more stringent, the adoption of climate change mitigation technologies and regenerative agriculture may become a potential barrier to access to global distribution channels or entry into new markets. This may also create operational burdens by requiring a mid- to long-term transformation of supply chains away from conventional farming practices.
Mitigating Actions	· Development of food technologies to reduce dependence on nature: Pulmuone is focusing on developing next-generation food technologies that reduce dependence on nature, including cultivated meat and land-based seaweed cultivation technologies.[1)] · Strengthening supply chain management: We are expanding checks on raw material producers' sustainability certifications during contracting and procurement and plan to strengthen traceability for key raw materials.	· Development of agricultural technologies for climate change adaptation and mitigation: Pulmuone is investing in research and technologies to support climate change adaptation, including establishing overseas production bases incorporating smart farming, developing smart farming technologies[2)], and creating AI-powered cultivation models using agricultural and forestry satellite imagery[3)]. · Monitoring regenerative agriculture trends: We are continuously monitoring global regulatory trends and domestic and international research and technology developments to assess the feasibility of gradually adopting regenerative agriculture in response to increasingly stringent supply chain carbon management requirements.

1) For more information on the development of cultivated meat and land-based seaweed cultivation technologies, please refer to the 'Food Tech Innovation' section of the 2026 Pulmuone Open Shareholders' Meeting Report.
2) For more information on the establishment of overseas production bases incorporating smart farming and the development of smart farming technologies, please refer to the 'Food Tech Innovation' section of the 2026 Pulmuone Open Shareholders' Meeting Report.
3) For more detailed information, please refer to page 101 of this report.

Risk Management

Risk Identification and Management Activities

Embedding a Risk Management Culture

Risk Management Training for Independent Directors

Pulmuone provides annual training for independent directors to help them better understand the company's strategic direction and effectively oversee and respond to risks. In 2025, an external professional organization delivered 10 training sessions to independent directors serving on the Audit Committee.

The training focused on key risk management topics, including fraud prevention and ICFR, the Audit Committee's oversight function, and changes in the capital market environment.

Key Training Activities

Training Date	Training Provider	Participating Independent Directors	Key Content
2025.01.09	Audit Committee Forum	Lee Soo-yeon	Study on the Appointment of Auditors and Audit Committee Members
2025.04.16	Samil PwC Governance Center	Lee Soo-yeon	The Future of Business Driven by Advanced Governance: Transparency and Trust
2025.05.09	Deloitte Corporate Governance Center	Lee Soo-yeon	The Future of Corporate Governance in 2025 for Boards and Audit Committees
2025.05.23	Samjong KPMG ACI	Kim Young-whan, Lee Soo-yeon	Key Accounting and Audit Issues for Audit Committee Members
2025.05.28	Audit Committee Forum	Lee Soo-yeon	A New Paradigm for Fraud Prevention: New Roles and Strategies for Boards and Audit Committees
2025.07.01	Samjong KPMG ACI	Kim Woo-jin, Kim Young-whan, Lee Soo-yeon	The Role of the Audit Committee in Enhanced Fund Controls and the New Evaluation and Reporting Framework for Internal Control over Financial Reporting
2025.09.11	Deloitte Korea	Lee Soo-yeon	Key Priorities for Boards and Audit Committees in 2025: Internal Controls and Risk Response
2025.09.26	Samil PwC Governance Center	Kim Young-whan, Lee Soo-yeon	Capital Market Regulations and a New Paradigm for Corporate Governance
2025.10.21	Audit Committee Forum	Lee Soo-yeon	The Role of the Audit Committee in a Changing Business Environment
2025.12.12	Audit Committee Forum	Lee Soo-yeon	Guidelines for Appointing External Auditors and Measures to Ensure Auditor Independence

Risk Management Training for Employees

Pulmuone offers annual risk management training to new employees to build foundational knowledge and awareness. We also work to foster a risk-aware culture across the organization.

Risk Management Initiatives

Year	Details
2018	· Online training for all position holders (150 participants)
2019	· Group risk management training conducted by business unit · On-site training for operational team leaders at regional business sites
2020	· Development of training videos and self-learning content
2023	· Seminar on risk management best practices
2024	· Report on enterprise-wide risk management enhancement measures to the General CEO and business unit heads
2025	· Briefing on enterprise-wide risk management measures for ROs and RMs

Considering Risks in Product and Service Development

Pulmuone incorporates risk considerations throughout product development, from pilot production to commercial production. Teams responsible for safety, quality, packaging, and regulatory compliance participate in the review process. The review covers the safety of raw materials, including GMOs, as well as food safety, supplier quality and safety, and the use of environmentally friendly packaging materials. Products are then developed through a structured approval process.

Linking Compensation and Incentives

Risk management performance is reflected in the KPIs used to determine compensation for ROs and RMs. Going forward, this approach will be further strengthened and extended to frontline risk managers.

Ethics and Compliance

Compliance and Ethics Policy

Compliance and Ethics Regulations

Pulmuone operates the Transparency, Integrity, Solidarity, and Openness (TISO) Management system to put its ethics and compliance principles into practice. To provide an institutional basis for the system, Pulmuone has established and implemented the TISO Management Policy.

Approved by the General CEO, the TISO Management Policy serves as Pulmuone's highest-level ethics policy, setting out the philosophy, principles, and overall direction of TISO Management. The Policy is supported by three subordinate regulations, each serving a distinct purpose. The TISO Management Code of Conduct sets standards of conduct for employees. The TISO Management Code of Practice provides practical guidelines for applying these standards in day-to-day operations. The TISO Management Operational Provisions define the responsibilities, governance structure, and procedures for operating the system. In addition, Pulmuone has established separate Human Rights Management Operational Guidelines that set out practical standards for human rights and ethical conduct.

To ensure that employees understand and follow the TISO Management system, Pulmuone requires all employees to sign the Pledge for Compliance annually. Executives also sign a separate Corporate Social Responsibility (CSR) Practice Pledge that sets out Pulmuone's economic, social, and environmental responsibilities to key stakeholders. This pledge is renewed annually.

Compliance and Ethics Regulations

Category	Details
TISO Management Policy	The highest-level ethics policy that sets forth the philosophy, principles, and overall direction of TISO Management
TISO Management Code of Conduct	Standards of conduct that employees are expected to follow in practicing TISO Management
TISO Management Code of Practice	Practical guidelines for applying TISO Management in day-to-day operations
TISO Management Operational Provisions	Responsibilities, governance structure, and procedures for operating the TISO Management system within the organization
Human Rights Management Operational Guidelines	Guidelines for protecting human rights and promoting a culture of respect, including the prohibition of discrimination and fair treatment

CASE

Anti-Corruption and Anti-Bribery

The TISO Management Operational Provisions provide detailed guidelines for preventing and addressing corruption and bribery, including the receipt or solicitation of money, gifts, and other payments. In accordance with Article 31 of the Political Funds Act (Restrictions on Contributions), all corporations and organizations in Korea are prohibited from making political donations.

Accordingly, as Pulmuone does not engage in any form of lobbying or political contributions, political contributions are not separately addressed in the TISO Management Policy. Other contributions and sponsorships made for social contribution purposes are governed by a separate Donations and Sponsorships Policy.

Key Elements of the TISO Management Operational Provisions

Chapter 5 Prohibition of Gifts and Entertainment

- Prohibition of solicitation and lobbying
- Prohibition of receiving money or gifts
- Prohibition of receiving entertainment from or requesting sponsorship from stakeholders
- Prohibition of requesting gifts, money, or entertainment among employees
- Reporting and processing of prohibited gifts and entertainment
- Restrictions on external activities related to duties
- Restrictions on receiving compensation for external lectures or engagements

Chapter 6 Principles for Proper Business Conduct and Reporting

- Prohibition of using budget for unintended purposes
- Prohibition of unnecessary budget requests
- Transparent accounting practices
- Standards for business reporting (prohibition of false, concealed, or distorted reporting)
- Prohibition of actions harmful to the company
- Prohibition of using one's position for personal gain
- Prohibition of improper exercise of job authority
- Protection of confidential information obtained through one's duties and customer information

Article 9 (TISO Management Program)

- Development and distribution of the TISO Management Manual
- TISO Management training and education
- Operation of the TISO Management Counseling Center
- Operation of an online reporting channel for employees and external stakeholders

Article 12 (Handling of TISO Management Violations)
Article 14 (Operation of an Internal Whistleblowing System)
Article 15 (Whistleblower Rewards)
Article 17 (Protection of Whistleblower Identity and Confidentiality)

Key Elements of the Donations and Sponsorships Policy

Departments must notify the relevant business unit's management support function before making donations, sponsorships, or membership payments to associations or initiatives.

For non-financial matters, the functions responsible for sustainability reviews whether the political or social positions of donation or sponsorship recipients and prospective associations conflict with Pulmuone's publicly disclosed environmental and social policies and declarations.

View TISO Management Policy
View TISO Management Code of Conduct
View TISO Management Operational Provisions
View Human Rights Management Operational Guidelines

Ethics and Compliance

Compliance and Ethics Policy

Compliance and Ethics Regulations

CASE

Prevention of Unfair Trade Practices

In accordance with Chapter 4 of the TISO Management Policy,[1] Pulmuone maintains internal policies to promote fair trade practices. We comply with the Monopoly Regulation and Fair Trade Act in our transactions with suppliers. We also convene the Fair Trade Deliberation Committee monthly and collect supplier grievances during site visits to identify potential unfair trade practices or misconduct.

In addition, we use newsletters to inform employees how to access the Cyber Audit Room, a reporting channel for TISO Management violations. Based on findings from inspections and reports, we develop and implement corrective measures to prevent violations of applicable laws and regulations. No fair trade violations or significant reports were received in 2025.

1) The TISO Management Policy applies to the holding company and all affiliates, including Pulmuone Foods.

Key Elements of the TISO Management Policy

Chapter 4 Promoting Fair Trade Practices

- Prohibition of collusion with competitors
- Entering into and fulfilling contracts with integrity
- Prohibition of preferential treatment
- Completion of fair trade training
- Prohibition of inappropriate transactions with stakeholders
- Reporting conflicts of interest and taking appropriate action



Fair Trade Practice Guidelines

Target	Category	Recommended Guidelines
Consumers	Provision of distinctive values	· We improve productivity through process innovation and provide high-quality products and services at reasonable prices · We provide products and services in line with Pulmuone's principles to support healthier lifestyles
	Accurate labeling and advertising	· We provide accurate information through the New Full Labeling System · We prohibit false, misleading, or exaggerated labeling and advertising
	Consumer Protection	· We respond promptly and appropriately to reasonable consumer request · We limit the use of consumer information and do not collect or disclose it without consent
Suppliers	Selection Based on Clear Criteria	· We provide equal opportunities based on established principles and procedures · We select business partners based on objective criteria through an internal selection committee
	Compliance with Trade Principles	· We prohibit unfair trade practices involving abuse of bargaining power, including unjustified refusal to transact, unilateral terms, and discriminatory treatment · We follow internal procedures at every stage of business transactions and conduct independent reviews using checklists
	Mutual Growth	· We provide customized training and technical support to strengthen our business partners' capabilities · We maintain ongoing communication with business partners to promote mutual growth and cooperation
Competitors	Prohibition of Unfair Collective Actions	· We do not collude with other businesses to determine product prices, types, specifications, or other terms of trade · We comply with the Pulmuone Guidelines for Communication with Competitors
	Prohibition of Unfair Customer Solicitation	· We do not offer or accept improper solicitations, gifts, money, or entertainment in connection with business transactions · We do not offer excessive benefits that deviate from customary business practices to attract competitors' customers
	Competition in Good Faith	· We do not improperly collect, solicit, or disclose competitors' technology or ininformation · We do not disseminate false information for the purpose of disparaging competitors

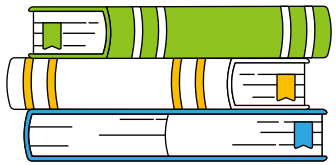
Ethics and Compliance

Compliance and Ethical Management Policy

Tax Policy

Pulmuone complies with applicable tax laws and regulations and fulfills its tax obligations arising from its business activities. To support compliance, Pulmuone has established a Tax Policy and provides regular training to employees responsible for accounting and tax matters. Tax risks are managed through consultation with external legal, accounting, and tax professionals as needed. The executive responsible for overseeing the implementation of Pulmuone's tax strategy is Kim Jong-heon, Chief Finance Officer (CFO).

View Tax Payments by Country



Pulmuone Tax Policy

❶ Basic Principles

- We comply with domestic and international tax laws and regulations and fulfill our tax filing and payment obligations in a fair and transparent manner.
- In line with Pulmuone's TISO Management Policy, we respond to tax authorities in good faith and with mutual respect and fulfill our tax compliance obligations transparently, without concealing, distorting, or exaggerating facts.
- We respond promptly to changes in tax laws and regulations in each country and work to incorporate them into our operations in a timely manner.

❷ Tax Risk Management

- We seek to minimize unforeseen tax risks across all of our business activities.
- We continue to strengthen company-wide tax compliance through external compliance reviews, internal training, and consistent operating standards. We also work with external experts as needed to identify unforeseen tax risks.
- We meet all tax filing and payment deadlines. We also document and retain appropriate supporting evidence and the basis for decisions related to business transactions.

❸ Prevention of Tax Avoidance

- We maintain investment and transaction structures that are consistent with the intent of applicable tax laws in transactions with third parties and related parties.
- For domestic transactions, we maintain fair transaction prices with third parties and related parties in accordance with applicable laws. For international transactions, we apply arm's length prices in accordance with the OECD Guidelines and Base Erosion and Profit Shifting (BEPS) standards.
- We do not use tax havens or tax structures without commercial substance for tax avoidance.
- We do not transfer value created to low-tax jurisdictions.

❹ Transfer Pricing Policy

- We do not set transfer prices in a manner that favors Pulmuone in transactions involving raw materials, products, or services with overseas subsidiaries or other legal entities, in accordance with our principle of transparent and responsible tax payment.
- We set transfer prices in accordance with the OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations and applicable tax laws in each country. Accordingly, we pay taxes on income generated through our business activities in accordance with the tax laws of the relevant jurisdiction.

Ethics and Compliance

Compliance and Ethics Governance

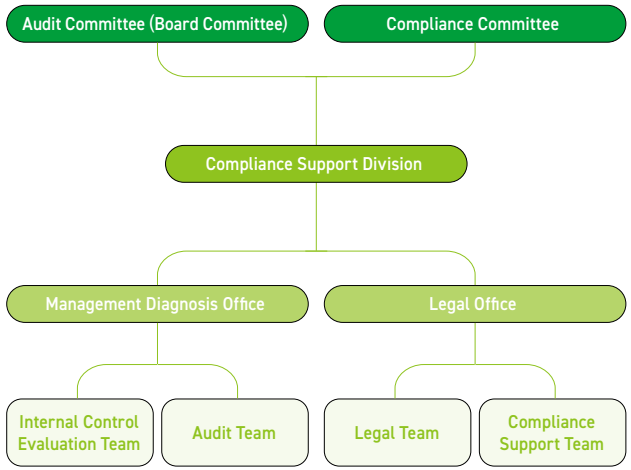
The Compliance Support Division supports Pulmuone's ethics and compliance activities through the Management Diagnosis Office and the Legal Office.

Within the Management Diagnosis Office, the Internal Control Evaluation Team works with the Compliance Officer to identify legal and procedural issues before they lead to violations and to support sound business practices. The Audit Team uses risk-based regular and routine audits to identify fraud and corruption risks and assess compliance with ethics and compliance policies. Whistleblowing and fraud prevention training further support a strong ethics and compliance culture.

The Legal Team and Compliance Support Team within the Legal Office support these efforts by working with the Audit Team on compliance guidance and monitoring. They also follow up on issues identified through these activities.

Significant matters are reported to the General CEO each quarter, taking into account the nature and type of the issue. The Audit Committee receives quarterly reports, while the Compliance Committee receives reports semiannually. This reporting structure provides management and the Board with regular oversight of key compliance matters.

Compliance and Ethics Governance Structure



CASE

Establishment and Application of Compliance Guidelines

As Pulmuone's total assets exceeded KRW 500 billion at the end of 2019, the company became subject to Article 542-13 of the Commercial Act, which requires companies meeting the relevant criteria to establish Compliance Guidelines and appoint at least one Compliance Officer. Accordingly, on July 30, 2020, the Board of Directors appointed a Compliance Officer and established the Compliance Guidelines, which have since remained in effect.

Compliance control encompasses the policies and control activities used to systematically address legal and regulatory requirements across business operations, monitor employee adherence, prevent legal violations, and manage legal risks. Pulmuone's Compliance Guidelines apply to all business activities and employees, as well as subsidiaries and affiliates. Agents are also subject to the Guidelines where required by contract.

To prevent legal risks arising from employee non-compliance, the Compliance Officer raises awareness of compliance, provides related education and training, and monitors adherence to the Guidelines. The findings are reported annually to the Board of Directors at year-end. As of the end of 2025, Pulmuone's Compliance Officer is Yu Won-mu, Head of the Compliance Support Division.

Compliance and Ethical Risk Management

To systematically manage legal risks that may arise across its business activities, Pulmuone operates a Fair Trade Compliance Program (CP).[1] Led by the Compliance Support Division, the program manages risks in key areas such as anti-corruption, fair trade, human resources and labor, and occupational health and safety through three stages: prevention, monitoring, and follow-up.

1) Pulmuone's Fair Trade Compliance Program (CP) applies to the holding company and all affiliates, including Pulmuone Foods.

Risk Management Processes

Prevention	Monitoring	Follow-Up
· CP Guidelines: Regular updates to compliance manuals to reflect changes in applicable laws and regulations · Legal and Regulatory Risk Prevention: Legal review of new business initiatives and contracts · Compliance Training: Online and offline training to build compliance awareness	· Regular and Ad Hoc Reviews: Reviews of key business sites and departments by the Compliance Support Team and Audit Team · Whistleblowing System: A dedicated channel for internal and external stakeholders to anonymously report misconduct · Reporting to the Board of Directors: Annual reporting by the Compliance Officer on review results and the status of compliance activities	· Recurrence Prevention: Root cause analysis following violations, followed by process improvements and system enhancements · Disciplinary Action: Disciplinary measures, including referral to the Personnel Committee, for violations of applicable laws, regulations, or internal policies, in accordance with the zero-tolerance principle · Effectiveness Review: Evaluation of the internal compliance control system and regular external reviews of the effectiveness of the CP

The following key risks were identified through enterprise-wide[2] reviews and monitoring and selected for focused management. The table also presents the mitigation measures implemented for each risk.

2) Enterprise-wide refers to the holding company and all affiliates, including Pulmuone Foods.

Key Risks for Focused Management and Mitigation Measures

Area	Key Risk	Key Mitigation Measures
Fair Trade	Legal risks arising from unfair trade practices and inadequate contract management	· Expanding the use of standard contracts: Establishing, updating, and reviewing standard contract templates for major transaction types across the organization · Providing on-site CP training: Delivering practical compliance training to sales, procurement, and marketing departments
Anti-Corruption	Risk of non-compliance with ethics policies due to insufficient compliance awareness	· Requiring the Pledge for Compliance: Obtaining annual pledges and self-assessments from all employees · Conducting the TISO Management 'Go! Clean' Campaign: Promoting the 'No Giving or Receiving Gifts' campaign during holiday periods and distributing notices to suppliers

Ethics and Compliance

Compliance and Ethics System

Operation of the Whistleblowing System

The Audit Team within the Compliance Support Division is responsible for handling reports and consultations related to TISO Management violations.[1] Whistleblowers may submit reports anonymously[2] by telephone, mail, through the Cyber Audit Room, or via the intranet.

All reports are investigated in accordance with TISO Management regulations, and details of reports and investigations are kept confidential. Pulmuone applies a zero-tolerance policy for retaliation against whistleblowers and provides whistleblower protection guidelines, including the TISO Management Whistleblower Reward Guidelines, through the Cyber Audit Room. We also have measures in place to encourage reporting.

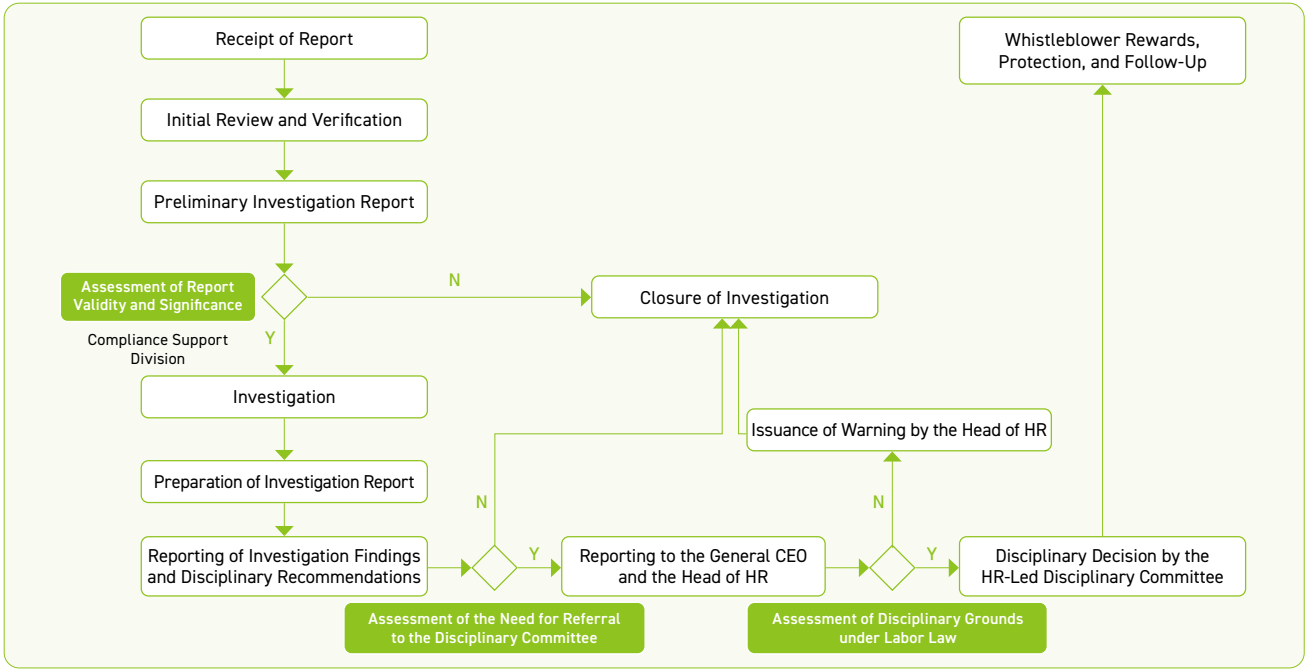
When a violation is confirmed, Pulmuone recommends necessary corrective action and improvements to prevent recurrence. Disciplinary action, including referral to the Disciplinary Committee, is taken in accordance with the disciplinary regulations. An overview of reports and disciplinary actions is shared quarterly on the internal portal.

Pulmuone also provides training on the reporting channel, the '6 Don'ts Policy,' and reporting procedures. Monthly sessions are provided to new employees, including both entry-level and experienced hires, while regular training[3] is provided to managers and executives across the organization.

1) Includes reports of corruption and bribery violations.
2) Whistleblowers may also submit reports under their real names if they choose to do so.
3) In 2025, a total of nine training sessions were conducted for 444 participants.



TISO Management Violation Reporting and Investigation Process



TISO Management Policy Violation Reporting and Consultation Channels

View TISO Management Violation Reports

Channel	How to Access
Cyber Audit Room	· https://cp.pulmuone.kr:3444/cyber/
Mail	· 8F, 280 Gwangpyeong-ro, Gangnam-gu, Seoul (Pulmuone Compliance Support Division and Human Rights Center, Rosedale Building)
E-mail	· Misconduct (Compliance Support Division): audit@pulmuone.com · Human Rights Violations (Human Rights Center): sos@pulmuone.com

Ethics and Compliance

Compliance and Ethical Management System

Internal and External Audits

Regular and Ad Hoc Internal Audits

Pulmuone conducts regular and ad hoc internal audits across all business sites to prevent corruption and regulatory violations and identify risks at an early stage. The audits also assess the efficiency of business processes and the appropriateness of expenditures. They are conducted conducted in accordance with the annual audit plan approved by the General CEO and the Audit Committee.

When issues or risks are identified, Pulmuone develops improvement plans and recommends necessary corrective action. Follow-up audits verify the implementation of these measures, and the results are reported to the Audit Committee.

2025 Internal Audit Results

Category		Details	Target Corporate (% based on revenue)	Request for Review and Clarification	Actions (Improvement, Correction, Addition, etc.)
Regular Audit	Comprehensive Audit	Reviewing an organization or business unit as a whole to assess the appropriateness of operations, internal controls, and regulatory compliance and identify areas for improvement	Company-wide (100.0)	4	97
	Follow-Up Audit	Verifying whether recommendations from comprehensive audits have been implemented in accordance with the established improvement plans	Company-wide (100.0)	14	66
	Regular Audit	Conducting regular audits based on themes designated each year	Company-wide (100.0)	1	18
	Internal Control Audit	Assessing the adequacy and effectiveness of the Internal Control over Financial Reporting (ICFR)	Holding Company (7.0)	4	54
Ad Hoc Audit	Continuous Monitoring of Expenditures	Regularly reviewing employee expenses and taking corrective action where necessary	Company-wide (100.0)	1,991	832

Regular External Audit

In accordance with the Act on External Audit of Stock Companies, Pulmuone engages PwC Samil, an independent third-party auditor, to audit its internal control system.

The audit is conducted based on 17 principles set out in the Conceptual Framework for Internal Control over Financial Reporting Design and Operation, which incorporate ethical values. The audit results are submitted to the Financial Services Commission. In 2025, the auditor confirmed that Pulmuone's internal control system was effectively designed and operating effectively.

Compliance and Ethics Activities

Ongoing Legal Support

Pulmuone uses the Pulmuone Legal Management System (PLMS) to support compliance across the organization. Employees can access annually updated standard contract templates, including franchise and subcontracting agreements, and request contract reviews through the system. PLMS also automatically records and maintains contract history, providing a centralized record of contract-related activities. Contract reviews and legal consultations help identify and address potential legal risks before they arise in the course of business.

Compliance Review

To prevent legal violations and detect them at an early stage, Pulmuone conducts reviews of compliance with applicable laws and regulations in accordance with its Compliance Guidelines. These include the Fair Transactions in Franchise Business Act, Fair Transactions in Subcontracting Act, Monopoly Regulation and Fair Trade Act, Act on the Consumer Protection in Electronic Commerce, and Act on the Promotion of Mutually Beneficial Cooperation Between Large Enterprises and Small and Medium Enterprises. When violations are identified, Pulmuone develops corrective action plans and monitors their implementation to improve the effectiveness of its compliance activities.

2025 Compliance Review Details

Date	Key Review Activities	Results
Ongoing	· Ongoing monitoring of compliance with the Act on the Consumer Protection in Electronic Commerce	Good
May	· Self-assessment of compliance with the Act on the Promotion of Mutually Beneficial Cooperation Between Large Enterprises and Small and Medium Enterprises at the holding company	Good
June	· Review of Pulmuone Healthcare's compliance with the Fair Transactions in Franchise Business Act · Self-assessment of trade secret compliance at Pulmuone Health & Living	Good
May–June	· Review of ORGA Whole Foods' compliance with the Fair Transactions in Subcontracting Act	Good
August	· Self-assessment of compliance at the holding company, Pulmuone Foods, and Foodmerce	Good
September	· Review of the Research Institute's compliance with the Fair Transactions in Subcontracting Act	Good
December	· Self-assessment of compliance with the Fair Transactions in Franchise Business Act at the holding company, Pulmuone Foods, Foodmerce, Pulmuone Healthcare, Pulmuone Waters, and Pulmuone Health & Living	Good

Ethics and Compliance

Compliance and Ethical Management System

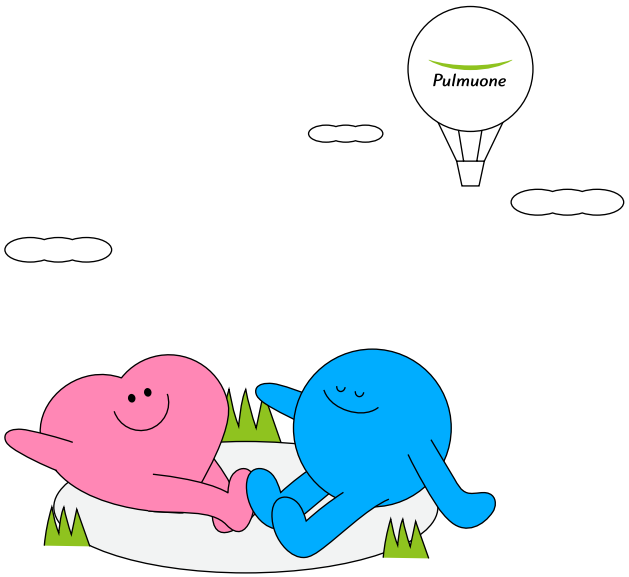
Enhancing Compliance and Ethics Awareness

TISO Management Awareness

Pulmuone provides regular training and communications to increase awareness of TISO Management and reinforce ethics awareness. As part of onboarding, new employees receive training on the 6 Don'ts Policy,[1] which sets out key standards of conduct for Pulmuone employees. Existing employees receive misconduct prevention training tailored to each business unit.

Pulmuone also regularly distributes the TISO Management Letter and posts relevant regulations on the internal bulletin board, allowing employees to access them at any time.

1) The '6 Don'ts' refers to six key prohibited actions: false reporting, misappropriation of company assets or public funds, improper entertainment or hospitality, unfair business practices, sexual harassment or assault, and workplace bullying.



Compliance Awareness

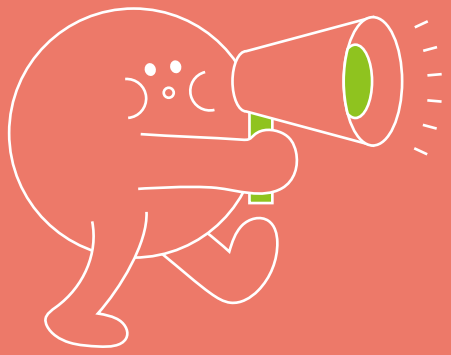
To raise compliance awareness across the organization, Pulmuone uses the CP Newsletter to promptly share updates on relevant laws and provide practical guidance on how to apply them. In addition to large-scale training, we provide small-group training tailored to specific job functions as needed. We also distribute checklists to help employees in key relevant departments better understand applicable laws and conduct self-assessments.

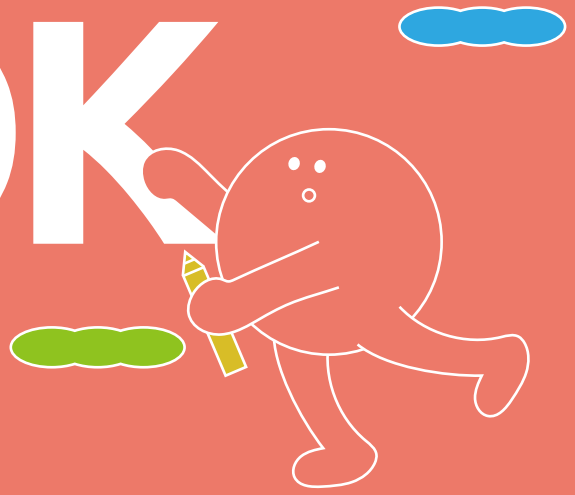
2025 Compliance Training Details

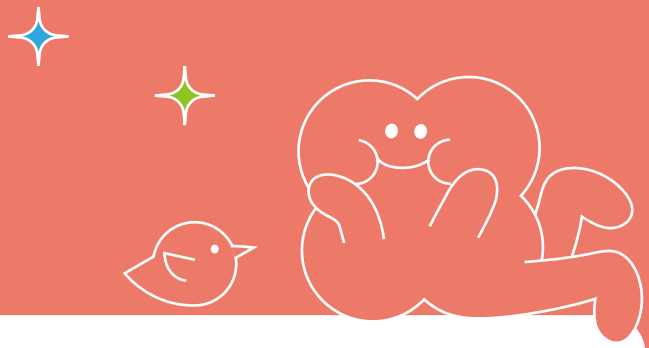
Training	Target Group	Total Participants (Pulmuone Foods) (Unit: Persons)	Training Hours per Person (Unit: Hours)
Fair Transactions in Subcontracting Act	Employees responsible for subcontracting transactions at ORGA Whole Foods	20	0.5
Fair Transactions in Subcontracting Act	Employees responsible for subcontracting transactions across the organization	108(39)	1.5
Business Secrets Protection	Living Care Business Division	13	1
Fair Transactions in Franchise Business Act	Employees in franchise-related departments at Pulmuone Healthcare	17(17)	1
Commercial Act	Employees in relevant departments across the organization	25(2)	1
Business Secrets Protection	Employees at the Pulmuone CTO and B&P Center	46(18)	1
Monopoly Regulation and Fair Trade Act	New employees across the organization	30	0.5
Occupational Health and Safety Act	Responsible executives, ESH personnel, and legal personnel	47(2)	2.5
Fair Transactions in Franchise Business Act	Employees in franchise-related departments at Pulmuone Health & Living	10	1
Monopoly Regulation and Fair Trade Act	Sales personnel at Foodmerce	10(10)	1
Business Secrets Protection	Executives	95	1

PART.4

FACT BOOK







FOR YOU. FOR THE PLANET.

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Financial Performance

Key Financial Performance

Category	Unit	2023	2024	2025
Revenue	KRW million	2,993,468	3,213,697	3,380,189
Operating Income	KRW million	61,981	91,829	93,173
Net Income	KRW million	13,358	34,387	15,160
Production Volume[1)]	Ton	642,556	694,474	752,215

1) Includes production volume from domestic and overseas manufacturing operations.

Creation and Distribution of Economic Value

Category		Unit	2023	2024	2025
Customers	Revenue	KRW million	2,993,468	3,213,697	3,380,189
Employees	Salaries	KRW million	424,551	444,248	472,895
	Employee Benefits	KRW million	71,853	80,580	81,923
	Contributions to Defined Contribution Plans	KRW million	827	598	1,673
	Expenses Related to Defined Benefit Plans	KRW million	29,224	29,571	34,168
	Equity-Settled Share-Based Payments	KRW million	939	622	395
Shareholders and Investors	Cash Dividends	KRW million	3,751	3,760	3,763
	Cash Dividend Payout Ratio	%	19.20	10.60	24.80
Creditors	Interest Expense	KRW million	56,168	66,049	62,856
Government	Corporate Income Tax	KRW million	954	6,584	(15,041)
Suppliers	Total Purchases	KRW million	644,409	675,196	711,140
Local Communities	Donations	KRW million	1,967	2,021	2,618

Summary of the Consolidated Statements of Financial Position[2)]

Category	Unit	2023	2024	2025
Current Assets	KRW million	730,136	818,179	798,418
Non-Current Assets	KRW million	1,426,653	1,512,978	1,549,736
Total Assets	KRW million	2,156,789	2,331,158	2,348,153
Current Liabilities	KRW million	977,801	1,145,117	1,107,484
Non-Current Liabilities	KRW million	672,444	602,601	622,945
Total Liabilities	KRW million	1,650,245	1,747,718	1,730,429
Equity Attributable to Owners of the Parent	KRW million	317,612	303,641	310,103
Non-Controlling Interests	KRW million	188,933	279,799	307,621
Total Equity	KRW million	506,545	583,439	617,724

2) Prepared on a consolidated basis in accordance with K-IFRS. Detailed financial information is available in the Business Report.

Online Sales

Category	Unit	2023	2024	2025
Total	KRW million	172,438	204,570	222,179
Pulmuone Mall	KRW million	31,397	35,975	34,211
Third-Party Malls	KRW million	141,041	168,595	187,968

Financial Performance

Stock Information

Category		Unit	2023	2024	2025
Par Value		KRW	500	500	500
Total Shares Issued	Total	KRW	38,120,542	38,120,542	38,120,542
	Common Shares	Shares	36,770,842	36,863,355	36,893,263
	Preferred Shares	Shares	0	0	0
	Other	Shares	1,349,700	1,257,187	1,227,279
Year-End Closing Price		KRW	10,490	10,700	12,940

Share Ownership

Category		Unit	2023	2024	2025
Largest Shareholder and Related Parties	Shares Held	Shares	22,900,876	22,894,020	22,823,483
	Ownership	%	60.07	60.06	59.87
National Pension Service	Shares Held	Shares	1,366,753	1,332,833	1,182,510
	Ownership	%	3.59	3.50	3.10
Hanmaeum Foundation	Shares Held	Shares	3,809,060	3,809,060	3,809,060
	Ownership	%	9.99	9.99	9.99
Treasury Shares	Shares Held	Shares	1,349,700	1,257,187	1,227,279
	Ownership	%	3.54	3.30	3.22
Institutional Investors and Foreign Investors	Shares Held	Shares	1,665,673	1,491,034	1,734,354
	Ownership	%	4.37	3.91	4.55
Individual Shareholders	Shares Held	Shares	7,028,480	7,336,408	7,343,856
	Ownership	%	18.44	19.25	19.26
Total	Shares Held	Shares	38,120,542	38,120,542	38,120,542
	Ownership	%	100.00	100.00	100.00

Board Composition

Category		Unit	2023	2024	2025
Board Composition	Total Board Size	Persons	9	11	11
	Executive Directors	Persons	1	2	1
	Other Non-Executive Directors	Persons	1	1	2
	Independent Directors	Persons	7	8	8
Gender Diversity on the Board	No. of Female Directors	Persons	3	3	3
	Percentage of Female Directors	%	33.33	27.27	27.27
Age Diversity on the Board[1)]	Under 40	%	-	0.00	0.00
	40-49	%	-	0.00	0.00
	50-49	%	-	36.36	27.27
	60 or Older	%	-	63.64	72.73

1) Board age diversity data has been collected since 2024.

Financial Performance

Board Operation

Category		Unit	2023	2024	2025
Board Meetings		Sessions	8	9	8
Meeting Attendance[1]	Total	%	97.73	97.98	98.96
	Executive Directors[2]	%	100.00	100.00	100.00
	Independent Directors	%	96.88	97.22	98.61
Board Decisions	Total Agenda Items	Cases	20	28	29
	Opposed	Cases	0	1	0
	Deferred	Cases	0	2	0
	Amended	Cases	0	2	0
	Approved	Cases	20[3]	23	29

1) Previously reported 2023 and 2024 data have been revised due to a clerical error.
2) Includes Other Non-Executive Directors.
3) Previously reported 2023 data have been revised due to a clerical error.

Management Stock Ownership

Category	Unit	2023	2024	2025
Value of Shares Held as a Multiple of the General CEO's Base Salary	Times	1.35	2.01	0.34[4]
Value of Shares Held as a Multiple of Other Executives' Base Salary	Times	351.54	90.48	99.73

4) The significant year-over-year change in 2025 reflects the appointment of General CEO Lee Woo-bong.

Stock Ownership by Government Agencies and the Founding Family

Category	Unit	2023	2024	2025
Percentage of Shares Owned by Government Agencies	%	3.59	3.50	3.10
Percentage of Shares Owned by the Founding Family[5]	%	57.80	57.59	57.33

5) Includes shares held directly by the founder and family members, as well as shares held indirectly through other companies or organizations.

Tax Payments by Country (2025)[6]

Category	Unit	Revenue	Profit (Loss) Before Tax	Income Tax Payable (Prepaid)	Income Tax Expense
Korea	KRW million	3,734,513	116,655	9,004	8,011
USA	KRW million	569,713	(27,473)	607	1,193
China	KRW million	117,934	2,016	(138)	261
Japan	KRW million	86,578	(9,352)	163	0
Vietnam	KRW million	3,490	(1,041)	0	0

6) Refer to pp. 12–13 for the names of legal entities, key industries, and number of employees by country included in the data above.

R&D Costs

Category	Unit	2023	2024	2025
Total R&D Costs[7]	KRW million	29,646	29,790	30,671
Government Subsidies	KRW million	221	211	365

7) Total R&D costs are presented before deducting government subsidies.

Environmental Performance

GHG Emissions[1), 2)]

Category		Unit	2023	2024	2025
Direct Emissions (Scope 1)	Company-wide	tCO_2eq	55,594	54,188	54,561
	Pulmuone Corporation	tCO_2eq	246	249	246
	Pulmuone Foods	tCO_2eq	44,587	44,686	45,352
	Other Legal Entities[3)]	tCO_2eq	10,761	9,253	8,963
Indirect Emissions (Scope 2)	Company-wide	tCO_2eq	103,895	99,065	93,883
	Pulmuone Corporation	tCO_2eq	1,075	1,072	954
	Pulmuone Foods	tCO_2eq	66,055	64,895	60,101
	Other Legal Entities	tCO_2eq	36,765	33,098	32,828
Total GHG Emissions (Scope 1+2)	Company-wide	tCO_2eq	159,489	153,253	148,444
	Pulmuone Corporation	tCO_2eq	1,321	1,321	1,201
	Pulmuone Foods	tCO_2eq	110,642	109,581	105,453
	Other Legal Entities	tCO_2eq	47,526	42,351	41,791
GHG Emissions Intensity (Scope 1+2)	Company-wide[4)]	tCO_2eq/ KRW 100 million	5.33	4.77	4.39
	Pulmuone Foods[5)] Manufacturing Intensity	tCO_2eq/ton	0.42	0.41	0.39
	Manufacturing[6)] Intensity[7)] Excluding Pulmuone Foods	tCO_2eq/ton	0.04	0.004	0.03

1) Calculated in accordance with applicable national GHG management guidelines and IPCC guidelines.
2) Scope categories have been refined to improve the clarity of disclosed information.
3) Includes manufacturing sites of Pulmuone Health & Living, Danone Pulmuone, Pulmuone Waters, and Pulmuone Food & Culture (Together), as well as CDC Associates, Pulmuone Academy, and certain leased business sites.
4) Calculated based on revenue.
5) Calculated based on the production volume of Pulmuone Foods.
6) Calculated based on the production volume of domestic and overseas manufacturing sites excluding Pulmuone Foods.
7) Previously reported 2023 and 2024 data have been revised based on recalculations using the methodology described in Note 6.

Scope 3 GHG Emissions[8), 9)]

Category	Unit	2023	2024	2025
Total	tCO_2eq	342,044	368,898	379,408
Category 1. Purchased Goods and Services	tCO_2eq	229,100	243,968	237,890
Category 3. Fuel- and Energy-Related Activities	tCO_2eq	42,178	44,859	49,608
Category 4. Upstream Transportation and Distribution	tCO_2eq	46,890	55,003	65,294
Category 5. Waste Generated in Operations	tCO_2eq	8,770	9,623	9,952
Category 6. Business Travel	tCO_2eq	1,421	1,584	1,534
Category 7. Employee Commuting	tCO_2eq	176	208	394
Category 12. End-of-Life Treatment of Sold Products	tCO_2eq	13,508	13,653	14,737

8) Due to rounding, the sum of the reported values may differ from the actual emissions by less than ±1 tCO_2eq.
9) Scope categories have been refined to improve the clarity of disclosed information.

GHG Emissions Reductions

Category	Unit	2025
Company-wide	tCO_2eq	6,915
Solar Power	tCO_2eq	1,550
Solar Thermal	tCO_2eq	432
Small Hydro	tCO_2eq	18
Wood Pellets	tCO_2eq	4,774
Biodiesel[10)]	tCO_2eq	15
Hydrogen Vehicles[11)]	tCO_2eq	122
Geothermal Heat Pump[12)]	tCO_2eq	3
Boiler Replacement	tCO_2eq	0

10), 11), 12) GHG emissions reductions from biodiesel, hydrogen vehicles, and geothermal heat pumps were covered by third-party verification in 2025 but are not included in 'Renewable Energy Generation and Consumption' in the Energy Consumption table.

Environmental Performance

Energy Consumption

Category		Unit	2023	2024	2025
Total Energy Consumption		TJ	3,207	2,979	3,005
Non-Renewable Energy Consumption		TJ	2,954	2,868	2,891
Energy Intensity	Company-wide[1]	TJ/ KRW 100 million	0.099	0.089	0.086
	Pulmuone Foods[2] Manufacturing	TJ/ton	7.17	7.14	7.01
	Manufacturing Excluding Pulmuone Foods	TJ/ton	0.83	0.87	0.73
By Type	Direct Energy Consumption	TJ	1,049	1,028	1,039
	Indirect Energy Consumption	TJ	1,905	1,840	1,851
	Grid Electricity	TJ	1,898	1,837	1,844
	Steam and External Heat	TJ	7	4	7
By Legal Entity	Company-wide	TJ	3,027	2,979	2,891
	Pulmuone Corporation	TJ	27	27	26
	Pulmuone Foods	TJ	2,033	2,087	1,974
	Other Legal Entities	TJ	967	865	891
By Region	Korea	TJ	2,137	2,013	2,022
	USA	TJ	354	414	439
	Japan	TJ	362	318	291
	China	TJ	101	123	139
	Other (Vietnam and Europe)	TJ	0[3]	0[4]	0[5]
Percentage of Grid Electricity[6]		%	62.71	61.64	61.36

Category		Unit	2023	2024	2025
Renewable Energy Generation and Consumption[7]	Company-wide	TJ	72.55	111.47	114.37
	Pulmuone Foods	TJ	69.00	109.34	110.78
By Type	Solar Power	TJ	7.23	9.05	12.88
	Solar Thermal	TJ	3.71	5.68	3.59
	Small Hydro	TJ	0.06	0.09	0.15
	Wood Pellets	TJ	61.49	96.68	97.69
	Other	TJ	0.06	0.07	0.06
By Region	Korea	TJ	71.90	108.62	109.48
	USA	TJ	0.00	0.00	0.20
	Japan	TJ	0.00	0.00	0.00
	China	TJ	0.65	2.85	5.13
	Other (Vietnam and Europe)	TJ	0.00	0.00	0.00
Percentage of Renewable Energy Consumption[8]	Company-wide	%	2.40	3.74	3.81
	Pulmuone Foods	%	3.39	5.24	5.61

1) Calculated based on revenue.
2) Calculated based on the production volume of Pulmuone Foods.
3) Reported as 0 TJ due to rounding to the nearest TJ. The actual value is 0.09 TJ.
4) Reported as 0 TJ due to rounding to the nearest TJ. The actual value is 0.11 TJ.
5) Reported as 0 TJ due to rounding to the nearest TJ. The actual value is 0.16 TJ.
6) Calculation formula: (indirect energy consumption – steam and external heat) ÷ total energy consumption × 100
7) To provide more precise information, renewable energy generation and consumption are reported to two decimal places.
8) Calculation formula: renewable energy generation and consumption ÷ total energy consumption × 100

Environmental Performance

Energy Consumption Reduction[1)]

Category		Unit	2025
Company-wide		TJ	25
Boiler Efficiency Improvement	Improving the standby system for the LNG boiler at the Eumseong Fresh Noodle Plant	TJ	2.46
	Improving boiler efficiency at the Beijing Plant	TJ	0.54
Transition to Renewable Energy	Accelerating the transition to steam-free operations at the Eumseong Sprout Plant	TJ	1.31
	Reducing GHG emissions at the Uiryeong Tofu Plant and two other projects	TJ	10.64
Process Efficiency Improvement	Improving HVAC management at the Eumseong Fresh Noodle Plant	TJ	3.94
	Reducing electricity consumption at the Doan Green Juice Plant and 12 other projects	TJ	6.54

1) Energy consumption reductions reflect the results of energy-saving initiatives and projects directly implemented by Pulmuone.

Low-Carbon Product Performance

Category			Unit	2024	2025
Revenue Generated from Low-Carbon Products[2)]			%	0.72	0.75
Avoided Emissions Through Low-Carbon Products	Pulmuone Waters (0.5 L)	Avoided Emissions[3)]	tCO_2eq	1,822	3,025
		Sales Volume	1000s	118,031	133,163
		Emission Reductions per Product[4)]	gCO_2eq/unit	15.44	22.71
	Pulmuone Waters (2 L)	Avoided Emissions	tCO_2eq	3,404	5,290
		Sales Volume	1000s	27,926	34,936
		Emission Reductions per Product	gCO_2eq/unit	121.90	151.043

2) Based on company-wide revenue.
3) Calculation formula: carbon emissions reduction per product × sales volume
4) Refers to the reduction in carbon emissions per product compared with the benchmark used by the Korea Environmental Industry & Technology Institute (KEITI) for Carbon Footprint and Low-Carbon Product Certification.

Environmental Performance

Water Resource Management

Category			Unit	2023	2024	2025
Total Water Withdrawal			1,000 tons	6,471	6,712	6,909
By Legal Entity	Pulmuone Corporation		1,000 tons	14	13	15
	Pulmuone Foods		1,000 tons	4,856	4,959	4,904
	Other Legal Entities		1,000 tons	1,601	1,739	1,989
By Source	Third-Party Sources (municipal water supply, etc.)		1,000 tons	3,525	3,717	4,023
	Groundwater		1,000 tons	2,681	2,700	2,634
	Surface Water		1,000 tons	266	294	252
By Region	Korea	Third-Party Sources	1,000 tons	2,477	2,643	2,789
		Groundwater	1,000 tons	1,360	1,414	1,430
		Surface Water[1]	1,000 tons	266	294	252
	USA	Third-Party Sources	1,000 tons	725	701	721
	Japan	Third-Party Sources	1,000 tons	2	2	2
		Groundwater	1,000 tons	1,320	1,286	1,203
	China	Third-Party Sources	1,000 tons	321	372	511
	Other (Vietnam and Europe)	Third-Party Sources[2]	1,000 tons	0	0	0
Total Water Discharge[3]			1,000 tons	5,228	5,470	5,730
By Legal Entity	Pulmuone Corporation		1,000 tons	12	7	7
	Pulmuone Foods		1,000 tons	4,076	4,222	4,339
	Other Legal Entities		1,000 tons	1,140	1,242	1,383
Discharge Type	Direct Discharge		1,000 tons	2,418	2,508	2,531
	Direct Discharge Without Treatment		1,000 tons	767	782	755
	Off-Site Treatment		1,000 tons	2,043	2,180	2,224

Category			Unit	2023	2024	2025
By Region	Korea	Direct Discharge	1,000 tons	1,262	1,309	1,352
		Direct Discharge Without Treatment	1,000 tons	767	782	755
		Off-Site Treatment	1,000 tons	1,243	1,327	1,470
	USA	Off-Site Treatment	1,000 tons	503	598	636
	Japan	Direct Discharge	1,000 tons	1,155	1,199	1,178
		Off-Site Treatment	1,000 tons	28	8	13
	China	Off-Site Treatment	1,000 tons	269	247	325
	Other (Vietnam and Europe)	Direct Discharge	1,000 tons	0	0	0
		Direct Discharge Without Treatment	1,000 tons	0	0	0
		Off-Site Treatment	1,000 tons	0	0	0
Total Water Consumption[3]			1,000 tons	1,243	1,241	1,179
By Legal Entity	Pulmuone Corporation		1,000 tons	2	7	8
	Pulmuone Foods		1,000 tons	780	738	564
	Other Legal Entities		1,000 tons	461	496	606
By Region	Korea		1,000 tons	831	932	894
	USA		1,000 tons	222	103	85
	Japan		1,000 tons	139	81	14
	China		1,000 tons	52	125	185
	Vietnam		1,000 tons	0	0	0
Water Reuse[5]			1,000 tons	49	65[7]	42

1) Calculated based on river water withdrawal.
2) Reported as 0 due to rounding to the nearest thousand tons. The actual values are 0.05 tons in 2023, 0.19 tons in 2024, and 0.11 tons in 2025.
3) For Pulmuone Food & Culture and Pulmuone Foods expressway rest areas, groundwater withdrawal is calculated as discharge volume minus municipal water consumption when groundwater meter readings are unavailable.
4) Reported as 0 due to rounding to the nearest thousand tons. The actual values are 0.05 tons in 2023, 0.19 tons in 2024, and 0.11 tons in 2025.
5) Calculated as the difference between water withdrawal and water discharge for each legal entity.
6) Calculated based on water reused for cleaning at the PPEC Uiryeong and Danone Pulmuone sites and for toilet flushing at the Iseo Expressway Rest Areas operated by Pulmuone Food & Culture.
7) Previously reported 2024 data have been revised due to a clerical error.

Environmental Performance

Water Consumption in Water-Stressed Areas

Category			Unit	2023	2024	2025
Water-Stressed Areas[1](High and Extremely High)	Water Stress Ratio		%	20.78	37.46	41.20
	Water withdrawal	Total	1,000 ton	1,345	2,514	2,846
		Municipal Water Supply	1,000 ton	839	2,145	2,527
		Groundwater	1,000 ton	250	369	319
		Surface Water	1,000 ton	255	0	0
	Water Discharge	Total	1,000 ton	997	2,206	2,652
		Direct Discharge	1,000 ton	329	815	846
		Direct Discharge Without Treatment	1,000 ton	31	756	733
		Off-Site Treatment	1,000 ton	637	636	1,074
	Water Consumption[2]		1,000 ton	348	308	194
	Percentage of Manufacturing Plants Located in Water-Stressed Areas		%	20.00	38.46	40.00
Supply Chain Water Risk Exposure (Percentage of Raw Materials Sourced from Water-Stressed Areas)[3,4]	Major Agricultural Products	Legumes	%	-	31.23	16.85
		Wheat flour	%	-	79.75	7.24
	Other Agricultural Products		%	-	52.11	80.02
	Major Livestock Products	Eggs and Raw Milk	%	-	28.79	35.13
	Seafood		%	-	100.00	66.57

1) Pulmuone assesses water risks across its business sites and supply chain using the WWF Water Risk Filter and identifies water-stressed areas based on WRI Aqueduct Baseline Water Stress data. The data are calculated based on all business sites located in areas rated 4–5 in the Baseline Water Stress (BWS) assessment of the WWF Water Risk Filter. Service operations, logistics centers, and other sites such as research institutes, PTA, and leased offices that are considered to have low water stress based on business type, water consumption, and lease status are excluded.
※ The 15 business sites included in the assessment are:
① Eight domestic manufacturing sites: PPEC Eumseong Fresh Noodle, PPEC Global Kimchi, PPEC Eumseong Sprout, Pulmuone Foods Eumseong Tofu Plant, Pulmuone Healthcare Doan Green Juice Plant and Health Supplement Plant, Sinsun Natto, and Danone Pulmuone Muju Plant
② Two overseas manufacturing sites: Pulmuone U.S.A. Fullerton Plant and Beijing Pulmuone Green Foods
③ Five expressway rest areas: Iseo Expressway Rest Area (both directions), Hampyeong Expressway Rest Area (one direction), and Gongju Expressway Rest Areas (both directions)
2) Calculation formula: net freshwater consumption = water withdrawal – water discharge. For business sites where water discharge is not metered, water withdrawal is assumed to equal water discharge.
3) Pulmuone does not directly purchase or produce palm oil, cacao, coffee, cotton, or tobacco.
4) Pulmuone began tracking supply chain water risk exposure data in 2024.

Waste Management

Category			Unit	2023	2024	2025
Waste Generated[5]	Company-wide		Ton	53,621	69,817	76,735
	Pulmuone Corporation		Ton	160	164	179
	Pulmuone Foods		Ton	49,600	49,771	57,612
	Other Legal Entities		Ton	3,861	19,882	18,944
General Waste Treatment	Recycled		Ton	35,101	54,337	58,248
	Landfilled		Ton	3,958	4,998	4,740
	Incinerated	Incineration Without Energy Recovery	Ton	14,369	10,396	13,688
		Incineration With Energy Recovery	Ton	0	0	0
	Other		Ton	0	0	0
Designated Waste Treatment	Recycled		Ton	89	77	49
	Landfilled		Ton	0	0	0
	Incinerated	Incineration Without Energy Recovery	Ton	104	9	11
		Incineration With Energy Recovery	Ton	0	0	0
	Other		Ton	0	0	0
Percentage of Waste Recycled			Ton	65.63	77.94	75.97
Company-Wide Waste Treatment Excluding Recycling[6]			Ton	18,432	15,404	18,438

5) Until 2023, waste generated by Pulmuone Food & Culture was calculated based only on expressway rest areas. From 2024, data have been aggregated from all business sites, including catering and contracted food service operations.
6) Calculated based on landfill, incineration, and other treatment methods, excluding recycled waste, across all business sites.

Environmental Performance

Food Waste Management

Category		Unit	2023	2024	2025
Net Food Waste[1]	Company-wide	Ton	61	529	121
	Pulmuone Corporation	Ton	0	1	0
	Pulmuone Foods	Ton	48	92	120
	Other Legal Entities	Ton	13	436	2
Food Waste Generated[2]	Company-wide	Ton	24,369	41,098	42,780
	Pulmuone Corporation	Ton	80	100	103
	Pulmuone Foods	Ton	23,912	25,213	29,186
	Other Legal Entities	Ton	378	15,875	13,491
Food Waste Used for Alternative Purposes	Company-wide	Ton	24,309	40,569	42,659
	Pulmuone Corporation	Ton	80	99	103
	Pulmuone Foods	Ton	23,864	25,032	29,067
	Other Legal Entities	Ton	365	15,438	13,489
Percentage of Food Waste Diverted		%	99.75	98.71	99.70
Food Waste Intensity[3]		Ton/ KRW 100 million	0.81	1.26	1.26

1) Calculation formula: net food waste = food waste generated − food waste used for alternative purposes.
2) Until 2023, food waste generated by Pulmuone Food & Culture was calculated based only on expressway rest areas. From 2024, data have been aggregated from all business sites, including catering and contracted food service operations.
3) Calculated based on Pulmuone Foods' revenue using the following formula: food waste used for alternative purposes ÷ Pulmuone Foods' revenue.

Pollution Management

Category		Unit	2023	2024	2025
Refrigerant Emissions		Ton	4	5	4
Atmospheric Pollutant Emissions[4]	Nitrogen Oxides (NOx)	Ton	15	15	13
	Sulfur Oxides (SOx)	Ton	0	1	0
	Dust	Ton	1	1	1
Water Pollutant Discharges[5]	Biochemical Oxygen Demand (BOD)	Ton	503	640	772
	Total Organic Carbon (TOC)	Ton	206	270	292
	Suspended Solids (SS)	Ton	337	292	330
	Total Nitrogen (T-N)	Ton	38	47	66
	Total Phosphorus (T-P)	Ton	4	5	4

4) Calculated based on domestic manufacturing sites classified as Category 1–5 air emission facilities under applicable regulations.
5) Calculated for all business sites operating wastewater or sewage treatment facilities.
※ Overseas sites manage water pollutants in accordance with applicable local laws and report only those required by law.

Violations of Environmental Laws and Regulations[6), 7)]

Category	Unit	2023	2024	2025
Confirmed Violations	Cases	0	0	0
Fines and Penalties for Violations	KRW	0	0	0
Environmental Liabilities[8]	KRW	0	0	0

6) The number of violations of environmental laws and regulations was calculated in accordance with the business report preparation standards prescribed by the Financial Supervisory Service's corporate disclosure forms.
7) Applicable laws include the Act on the Promotion of Saving and Recycling of Resources, Environmental Technology and Environmental Industry Support Act, Water Environment Conservation Act, Clean Air Conservation Act, Chemicals Substances Control Act, Framework Act on Carbon Neutrality and Green Growth for Coping with Climate Crisis, and Energy Use Rationalization Act, among others.
8) Cumulative figures for potential fines, unpaid penalties, administrative actions.

Environmental Performance

Percentage of Sustainability-Certified Raw Materials[1)]

Category	Unit	2025
Soy[2)]	%	41.21
Cereal[3)]	%	57.69
Livestock Products (Cattle)	%	7.90
Livestock Products (Swine)	%	8.56
Poultry Products[4)]	%	88.34
Aquaculture Products (Seaweed)	%	16.91

1) Pulmuone does not purchase tobacco or cotton. As its direct purchases of sugar, palm oil, and cocoa are not significant, Pulmuone does not track the percentage of sustainability-certified raw materials for these commodities.
2) Includes soybeans for sprouting, mung beans, white soybeans, and natto soybeans.
3) Includes rice, wheat flour, corn starch, and starch syrup.
4) Includes chicken meat and eggs.

Plastic Packaging Management

Category	Unit	2023	2024	2025
Total Plastic Packaging Consumption	Ton	17,975	18,271[5)]	19,143
Percentage of Recyclable Plastic Packaging	%	84.33	84.28	85.65

5) Previously reported 2024 data have been revised due to a clerical error.

Eco-Friendly Sales

Category	Unit	2023	2024	2025
Percentage of Sales from Eco-Friendly Products and Services[6), 7)]	%	51.15	51.97	51.42

6) Based on revenue from Sustainable Food (Plant-Based Foods and Animal Welfare Foods).
7) Based on the total revenue of the business units that manufacture and sell the relevant products.

Social Performance

Employees

Category		Unit	2023	2024	2025
Total No. of Employees		Persons	7,784	7,929	8,203
By Gender	Male	%	45.44	45.77	45.82
	Female	%	54.56	54.23	54.18
By Contract Type	Permanent employees	%	79.71	79.22	79.90
	Fixed-term employees[1]	%	20.29	20.78	20.10
By Age	Under 30	%	16.10	15.46	14.23
	30-39	%	27.08	27.99	28.59
	40-49	%	23.03	23.56	24.13
	50-59	%	23.30	22.90	21.96
	60 or Older	%	10.48	10.09	11.11
By Employee Level	Executives[2]	%	1.66	1.72	1.73
	Managers[3]	%	5.54	5.71	5.81
	Senior Staff	%	22.21	22.75	24.06
	Other Employees[4]	%	70.59	69.82	68.39

1) Calculated in accordance with the reporting criteria under the Act on the Protection of Fixed-Term and Part-Time Employees.
2) Includes executives, independent directors, and advisors.
3) Includes Team Leaders and Part Leaders.
4) Includes manufacturing workers.

Diversity[5] and Inclusion

Category			Unit	2023	2024	2025
Percentage of Female Employees by Job Category	Revenue-Geerating Departments[6]		%	61.95	53.44	52.57
	STEM[7]		%	48.07	46.30	41.31
Percentage of Female Employees by Employee Level	Company-Wide	All Management Levels	%	36.65	37.82	38.87
		Executives	%	18.60	19.12	19.01
		Managers	%	21.35	21.85	21.80
		Senior Staff	%	41.82	43.24	44.43
	Pulmuone Foods	Executives	%	14.29	11.67	17.19
		Managers	%	17.75	16.67	19.48
		Senior Staff	%	41.04	42.19	43.80
Average Age by Employee Level	Company-Wide	Executives	Years	56	51	53
		Managers	Years	49	50	48
		Senior Staff	Years	45	45	43
	Pulmuone Foods	Executives	Years	56	55	52
		Managers	Years	51	50	47
		Senior Staff	Years	47	48	45
By Nationality	Republic of Korea	Total	%	84.22	84.84	85.57
		Management	%	70.29	70.83	69.38
	USA	Total	%	6.13	6.22	7.01
		Management	%	20.84	20.60	22.18
	China	Total	%	3.34	3.06	3.12
		Management	%	3.89	3.93	4.17
	Japan	Total	%	4.98	4.50	3.15
		Management	%	4.76	4.51	3.86
	Vietnam	Total	%	1.13	1.11	0.91
		Management	%	0.09	0.17	0.39
	Other	Total	%	0.19	0.26	0.24
		Management	%	0.00	0.00	0.04
Employees with Disabilities[8]	Company-Wide		Persons	125	157	128
	Pulmuone Foods		Persons	62	97	60
Persons Eligible for Veterans Affairs Benefits			Persons	22	17	16

5) Pulmuone has established the following mid- to long-term workforce diversity goals:
① Achieve gender parity among managers.
② Achieve at least 50% female representation at each employee level in departments performing key functions (R&D, marketing, and DX).
6) Refers to manufacturing, sales, and marketing departments.
7) Refers to departments related to science, technology, engineering, and mathematics.
8) Calculated in accordance with the reporting criteria for the disability employment levy under the Act on Employment Promotion and Vocational Rehabilitation of Persons with Disabilities.

Social Performance

Recruitment

Category		Unit	2023	2024	2025
Total New Hires		Persons	2,786	2,476	2,932
By Gender	Male	Persons	732	707	712
	Female	Persons	2,054	1,769	2,220
By Age	Under 30	Persons	658	549	517
	30-39	Persons	459	408	494
	40-49	Persons	390	338	371
	50-59	Persons	642	616	680
	60 or Older[1]	Persons	637	565	870
Internal Hires	Total	Persons	1,967	1,628[2]	1,661
	Conversions to Permanent Employment	Persons	394	174[3]	216
	Promotions	Persons	488	489[4]	470
	Department Transfers	Persons	1,085	965	975
	Percentage of Internal Hires[5]	%	41.38	39.67	36.16

1) The majority of new hires aged 60 and above were sales promotion employees of Pulmuone Foods.
2), 3), 4) Previously reported 2024 data have been revised due to a clerical error during data compilation.
5) Calculation formula: internal hires ÷ (new hires + internal hires) × 100.

Turnover and Retirement[6]

Category		Unit	2023	2024	2025
Total Turnover[7]	No. of Employees	Persons	2,820	2,472	3,089
	Turnover Rate	%	36.23	31.18	37.66
By Gender	Male	Persons	715	679	838
	Female	Persons	2,105	1,793	2,251
By Age	Under 30	Persons	449	392	449
	30-39	Persons	422	401	470
	40-49	Persons	441	322	445
	50-59	Persons	715	703	780
	60 or Older	Persons	793	654	945
Voluntary Turnovers	Company-Wide	%	15.57	12.52	14.21
	Pulmuone Foods	%	13.76	10.49	12.55

6) Calculation formula: internal hires ÷ (new hires + internal hires) × 100.
7) Excludes intercompany turnover.

Employee Performance Evaluation[8]

Category	Unit	2023	2024	2025
Performance Evaluation Completion Rate	%	98.01	98.88	95.51

8) Calculated based on permanent employees, excluding those who do not meet the minimum service period and those on leave.

Social Performance

Compensation[1)]

Category			Unit	2023	2024	2025
Average Compensation for Executives	Base Salary[2)]	Male	KRW	143,130,577	123,399,626	160,939,124
		Female	KRW	104,901,244	115,872,651	140,769,653
		Female-to-Male Base Salary Ratio	%	73.29	93.90	87.47
	Total Compensation[3)]	Male	KRW	165,100,524	148,260,517	189,161,621
		Female	KRW	122,181,381	132,405,335	172,550,998
		Female-to-Male Total Compensation Ratio	%	74.00	89.31	91.22
Average Compensation for Managers	Base Salary	Male	KRW	46,256,022	50,196,840	76,190,541
		Female	KRW	39,168,366	42,013,500	61,742,348
		Female-to-Male Base Salary Ratio	%	84.68	83.70	81.04
	Total Compensation	Male	KRW	53,094,886	54,087,542	80,673,133
		Female	KRW	44,754,993	45,587,545	65,103,090
		Female-to-Male Total Compensation Ratio	%	84.29	84.28	80.70
Average Base Salary for Non-Managers[4)]	Base Salary	Male	KRW	34,605,246	35,837,560	48,889,225
		Female	KRW	36,711,223	24,707,829	26,754,923
		Female-to-Male Base Salary Ratio	%	106.09	68.94	54.73
Gender Pay Gap (Average Base Salary)			%	37.75	38.67	65.51
Gender Pay Gap (Median Base Salary)[5)]			%	-	-	41.86
Gender Performance Bonus Gap (Average)			%	86.97	81.40	93.26
Gender Performance Bonus Gap (Median)[6)]			%	-	-	33.68

1) Compensation may differ between male and female employees within the same category due to factors such as job type (e.g., sales promotion), tenure, and performance evaluation results. Pulmuone provides the same base salary to male and female employees in the same position and salary grade.
2) Calculated based on annual salary.
3) Calculated based on the combined amount of annual salary and performance bonus.
4) Due to the unique employment arrangements and working hours of sales promotion employees at Pulmuone I&N, which is included in the reporting scope, the calculated average may fall below the statutory minimum wage.
5) , 6) Median data have been tracked since 2025.

Starting Salary for New Hires[7), 8)]

Category	Unit	2023	2024	2025
Annual salary	KRW	40,500,000	42,000,000	43,000,000
Hourly wage	KRW/hour	12,736	13,208	13,523
Starting Salary to Minimum Wage Ratio	Times	1.32	1.34	1.35

7) Calculated based on Pulmuone Corporation, Pulmuone Foods, and Pulmuone Foodmerce.
8) The same starting salary applies to new hires regardless of gender.

CEO-Employee Compensation Ratio

Category		Unit	2023	2024	2025
CEO Compensation[9)]		KRW	907,000,000	1,151,000,000	836,000,000
Employee Compensation	Median[10)]	KRW	55,529,321	55,263,471	51,235,472
	Average	KRW	57,280,782	57,156,522	56,567,924
CEO-Employee Compensation Ratio[11)]	Median	Times	16.33	20.83	16.32
	Average	Times	15.83	20.14	14.78
CEO Compensation Increase Rate		%	(0.02)	26.90	(27.37)
Employee Compensation Increase Rate	Median	%	-	(0.48)	(7.29)
	Average	%	0.08	(0.22)	(1.03)
Ratio of CEO to Employee Compensation Increase Rates[12)]	Median	Times	-	56.19	(3.75)
	Average	Times	0.25	124.01	(26.58)

9) Refers to the employee who received the highest annual compensation.
10) Calculated based on permanent employees at domestic legal entities, including sales promotion and manufacturing employees, and excluding the employee who received the highest annual compensation.
11) Calculation formula: CEO compensation ÷ median employee compensation.
12) Calculation formula: CEO compensation increase rate ÷ employee compensation increase rate.

Social Performance

Living Wage Assessment Results

Category			Unit	2023	2024	2025
Domestic Business Sites	Percentage of Employees Paid Below Living Wage[1]		%	14.28	16.25	18.14
	Average Employee Wage-to-Living Wage Ratio		Times	1.35	1.09	1.38
	Average Employee Wage[2]-to-Minimum Wage Ratio		Times	1.60	1.27	1.63
Overseas Business Sites	California	Percentage of Employees Paid Below Living Wage[3]	%	42.17	42.65	38.96
		Average Employee Wage-to-Living Wage Ratio	Times	1.32	1.15	1.47
		Average Employee Wage-to-Minimum Wage Ratio	Times	2.33	2.00	2.48
	New York	Percentage of Employees Paid Below Living Wage[4]	%	50.00	50.00	53.85
		Average Employee Wage-to-Living Wage Ratio	Times	1.02	1.01	1.07
		Average Employee Wage-to-Minimum Wage Ratio	Times	1.92	1.79	1.85
	Massachusetts	Percentage of Employees Paid Below Living Wage[5]	%	64.94	62.66	70.90
		Average Employee Wage-to-Living Wage Ratio	Times	1.05	1.05	1.02
		Average Employee Wage-to-Minimum Wage Ratio	Times	1.96	2.02	2.03

1) Calculated based on the living wage announced by the Seoul Metropolitan Government for the applicable year.
2) Calculated based on employees at the lowest job level.
3), 4), 5) Calculated based on the living wages for California, New York, and Massachusetts using the MIT Living Wage Calculator.

Human Capital Return on Investment (ROI)

Category		Unit	2023	2024	2025
Revenue		KRW million	2,993,468	3,213,697	3,380,189
Operating Expenses	Total	KRW million	2,931,311	3,121,567	3,285,050
	Cost of Goods Sold	KRW million	2,234,427	2,399,222	2,548,565
	Logistics Expenses	KRW million	212,717	234,381	243,093
	Selling and Administrative Expenses	KRW million	454,522	458,174	462,722
	R&D Expenses	KRW million	29,646	29,790	30,671
Employee-Related Expenses[6]		KRW million	527,394	444,248	472,895
Human Capital ROI[7]		-	1.12	1.21	1.20

6) Includes employee benefits and retirement-related benefits.
7) Calculation formula: [revenue – (operating expenses – employee-related expenses)] ÷ employee-related expenses.

Labor-Management Relations[8]

Category		Unit	2023	2024	2025
Collective Bargaining Agreement Coverage Rate	Company-Wide[9]	%	72.30	75.60	74.40
	Pulmuone Foods[10]	%	73.50	75.20	74.10
Labor Union Membership Rate	Company-Wide	%	89.50	86.60	83.90
	Pulmuone Foods	%	92.30	93.90	90.50
Open Committee[11]	Agenda Items Raised	Cases	186	138	186
	Agenda Items Addressed	Cases	164	118	151
	Percentage of Agenda Items Addressed	%	88.17	85.51	81.18

8) Based on domestic legal entities.
9) Limited to the following eight plants: Pulmuone Foods (Chuncheon Tofu Plant, Uiryeong Tofu Plant, Eumseong Tofu Plant, Eumseong Fresh Noodle Plant, Eumseong Sprout Plant, and Pulmuone Kibbun Plant), Pulmuone Green Juice (Doan Green Juice Plant), and Pulmuone Health & Living (Doan Health Supplement Plant).
10) Limited to the following six Pulmuone Foods plants: Chuncheon Tofu Plant, Uiryeong Tofu Plant, Eumseong Tofu Plant, Eumseong Fresh Noodle Plant, Eumseong Sprout Plant, and Pulmuone Kibbun Plant.
11) Excludes legal entities and business sites with fewer than 30 regularly employed workers that are not required to establish a Labor-Management Council.

Human Rights Impact Assessment

Category		Unit	2025[14]
Sites Assessed	Pulmuone[12]	Sites	21
	Suppliers[13]	Sites	25
Sites Where Risks Were Identified	Pulmuone	Sites	9
	Suppliers	Sites	25
Sites with Mitigation Plans Established	Pulmuone	Sites	9
	Suppliers	Sites	0
Sites Where Mitigation Actions Were Taken	Pulmuone	Sites	9
	Suppliers	Sites	0

12) Based on 32 business sites operated by Pulmuone Corporation and its affiliates.
13) Based on 35 critical suppliers.
14) The human rights impact assessment results for suppliers presented in this section are based on the results of the 2023 Human Rights Management Pilot Program for Private Companies organized by the National Human Rights Commission of Korea.

Social Performance

Compliance and Ethics Violation Reports

Category			Unit	2023	2024	2025
Reports of Breaches	Reports Received	Total	Cases	8	9	6
		False Reporting	Cases	0	1	3
		Accounting Fraud	Cases	0	0	0
		Misappropriation of Public Funds	Cases	2	5	3
		Unfair Trade	Cases	4	2	0
		Provision of Hospitality and Entertainment	Cases	2	1	0
		Bribery	Cases	0	0	0
		Leakage or Theft of Customer Personal Information	Cases	0	0	0
		Money Laundering and Insider Trading	Cases	0	0	0
		Conflicts of Interest[1]	Cases	0	0	0
	Investigation and Follow-Up	Total	Cases	8	9	6
		Disciplinary Actions[2]	Cases	5	6	6
		Corrective and Remedial Actions[3]	Cases	0	0	0
		N/A[4]	Cases	3	3	0
Other[5]	Reports Received		Cases	22	23	10
	Investigation and Follow-Up	Total	Cases	22	23	10
		Disciplinary actions	Cases	6	0	2
		Corrective and Remedial Actions	Cases	0	0	2
		N/A	Cases	16	23	6

1) Includes involvement in transactions with family members or acquaintances, conflicts arising from secondary employment or external activities, use of internal information for personal gain, and interference with fair decision-making.
2) Includes termination, suspension, pay reduction, reprimand, transfer, and warning.
3) Includes counseling, individual meetings, and coaching.
4) Includes cases where the allegations in a report are found to be unsubstantiated or no clear misconduct is identified through the investigation, and therefore no disciplinary, corrective, or remedial action is required.
5) Includes simple inquiries, suggestions, and customer complaints.

Human Rights Violation Reports

Category			Unit	2023	2024	2025
Sexual Harassment in the Workplace	Reports Received		Cases	8	4	6
	Investigation and Follow-Up	Total	Cases	8	4	6
		Disciplinary Actions	Cases	2	2	5
		Corrective and Remedial Actions[6]	Cases	6	0	1
		N/A[7]	Cases	0	2	0
Bullying in the Workplace	Reports Received		Cases	35	33	22
	Investigation and Follow-Up	Total	Cases	35	33	22
		Disciplinary Actions	Cases	5	10	7
		Corrective and Remedial Actions	Cases	30	17	9
		N/A	Cases	0	6	6
Grievances[8]	Reports Received		Cases	9	25	14
	Investigation and Follow-Up	Total	Cases	9	25	14
		Disciplinary Actions	Cases	0	0	0
		Corrective and Remedial Actions	Cases	9	25	14
		N/A	Cases	0	0	0
Other[9]	Reports Received		Cases	2	0	0
	Investigation and Follow-Up	Total	Cases	2	0	0
		Disciplinary Actions	Cases	0	0	0
		Corrective and Remedial Actions	Cases	2	0	0
		N/A	Cases	0	0	0

6) Includes the following actions:
① Case Transfer and Closure: The case is transferred to the relevant legal entity for investigation.
② Other: Includes mediated agreements following a preliminary investigation, as well as warnings or coaching provided by the Human Rights Center or a supervisor in the relevant department.
7) Includes the following cases:
① Closure After Counseling: The case is closed after counseling without a formal report being filed.
② Closure Following Investigation: The case is closed after an investigation determines that the conduct does not constitute workplace sexual harassment or bullying.
8) Refers to conduct that disrupts the work environment other than sexual harassment or bullying.
9) Refers to conduct that does not constitute workplace sexual harassment, bullying, or a grievance.

Social Performance

Flexible Working and Care Support Programs

Category			Unit	2023	2024	2025
No. of Employees Using Flexible Working Arrangements[1]	Company-Wide		Persons	-	1,841	2,118
	Pulmuone Foods		Persons	-	572	595
No. of Children Enrolled in the In-House Daycare Center			Persons	70	68	65
Maternity Leave	No. of Employees Taking Maternity Leave		Persons	132	103	166
	No. of Employees Who Returned to Work		Persons	85	14	39
	Return-to-Work Rate		%	64.39	13.59	23.49
Parental Leave[2]	Eligible Employees	Total	Persons	239	489	400
		Male	Persons	-	200	147
		Female	Persons	-	289	253
	No. of Employees Taking Parental Leave	Total	Persons	233	272	341
		Male	Persons	-	66	95
		Female	Persons	-	206	246
	No. of Employees Who Returned to Work	Total	Persons	127	115	123
		Male	Persons	-	41	35
		Female	Persons	-	74	88
	Return-to-Work Rate		%	95.49	93.50	96.09
	No. of Employees Retained for at Least 12 Months After Parental Leave	Total	Persons	95	89	82
		Male	Persons	-	21	21
		Female	Persons	-	68	61
	12-Month Post-Parental Leave Retention Rate		%	100.00	98.89	100.00

1) Tracking of flexible work arrangement user data began in 2024.
2) Tracking of parental leave data by gender began in 2024.

Employee Training[3]

Category		Unit	2023	2024	2025
Training Cost Per Person		KRW/person	132,906	118,767	94,630
Training Hours Per Person		Hours/person	1.39	1.10	1.68
By Gender	Male	Hours/person	1.87	1.48	2.14
	Female	Hours/person	0.98	0.78	1.29
By Employee Level	Executives	Hours/person	12.73	6.90	8.16
	Managers	Hours/person	3.76	6.72	6.96
	Senior Staffs	Hours/person	3.64	2.04	4.11
	Other Employees	Hours/person	2.32	1.65	4.41
By Training Program	Human Rights Training	Persons	5,090	131	558
	Compliance Training	Persons	1,427	465	421
	Onboarding and Corporate Values Training	Persons	589	473	1,914
	Leadership Training	Persons	202	182	355
	DX and Job Competency Training	Persons	1,412	926	2,594
	Self-Directed Training	Persons	731	1,269	1,130

3) Limited to domestic legal entities.

Social Performance

Employee Satisfaction

Category		Unit	2025
Employee Satisfaction Score[1)]		Points	3.8
Employee Survey Response Rate		%	5.2

1) Calculated on a five-point scale.

Supplier Overview[2)]

Category		Unit	2023	2024	2025
All Suppliers		Companies	726	690	715
Supplier Classification	Significant Suppliers[3), 4)]	Companies	44	121	134
		%	6.06	17.54	18.74
	Critical Suppliers[5)]	Companies	-	34	35
		%	-	4.93	4.90
	ESG High-Risk Suppliers[6)]	Companies	2	2	5
		%	0.28	0.29	0.70
Newly Registered Suppliers		Companies	53	35	20
Purchases by Supplier Category	Significant Suppliers	%	53.45	62.24	64.02
	Critical Suppliers	%	-	40.23	38.42
	ESG High-Risk Suppliers	%	0.03	5.71	8.43

2) Limited to Tier 1 suppliers, as there are no significant suppliers beyond Tier 1.
3) Beginning in 2024, the supplier classification criteria were revised, resulting in significant differences from the prior-year data.
4) Significant Suppliers are suppliers that have a significant impact on Pulmuone's business or have a substantial and long-standing business relationship with Pulmuone.
5) Critical Suppliers are those with substantial business relevance that require focused management in connection with ESG risks.
6) ESG High-Risk Suppliers are Critical Suppliers that, based on ESG assessment results, are deemed to have had a negative impact on supply chain sustainability or to be highly likely to face ESG risks in the future.

Mutual Growth

Category		Unit	2023	2024	2025
Fair Business Practices	Mutual Growth Index Rating	-	Excellent	Excellent	-[7)]
	Fair Trade Agreement Compliance Assessment	-	Excellent	Excellent	-[8)]
Mutual Growth Fund	Total Fund Size	KRW million	10,000	10,000	10,000
	Contributions from Financial Institutions	KRW million	7,500	7,500	7,500
	Contribution from Pulmuone	KRW million	2,500	2,500	2,500
	Amount Disbursed	KRW million	4,000	10,000	10,000

7), 8) Scheduled to be announced in September 2026.

Evaluation and Support for Critical Suppliers[9)]

Category	Unit	2023	2024	2025
Critical Suppliers Supported with Development Measures[10)]	Companies	63	10	20
Critical Suppliers Assessed[11)]	Companies	42	9	20
Critical Suppliers Assessed with Substantial Actual or Potential Negative Impacts[12)]	Companies	25	4	15
Critical Suppliers with Substantial Actual or Potential Impacts that Developed Improvement Plans	Companies	25	1	5
Critical Suppliers with Substantial Actual or Potential Negative Impacts Whose Contracts Were Terminated	Companies	0	0	0

9) Beginning in 2024, the data include only ESG assessment results, whereas prior-year data also included regular supplier assessments under the Food Safety Management System.
10) Includes on-site and remote training, support for corrective actions on specific improvement areas, and long-term capacity-building programs to improve suppliers' ESG performance.
11) Includes both desk assessments and on-site assessments.
12) Refers to suppliers classified as ESG High-Risk Suppliers based on ESG assessment results.

Social Performance

Supplier Support

Category		Unit	2023	2024	2025
Technical Support	No. of Technical Support Cases	Cases	39	31	42
	Technical Support Amount	KRW million	325	285	286
	Technical Data Escrow Support	Cases	1	1	1
	Supplier Productivity Improvement Support	Cases	5	2	2
Training Support	No. of Programs	Programs	4	3	4
	No. of Training Sessions	Sessions	9	13	7
	No. of Participating Suppliers	Companies	377	250	391
	No. of Participating Supplier Employees	Persons	455	318	391
	Total Training Hours[1]	Hours	19	19	16
Financial Support for Quality Improvement		KRW million	368	75	121
Supplier Employee Benefits Support		KRW million	3.80	0.80	3.75[2]
Assessment and Consulting Support	Total	Companies	95	80	70
	Product and Service Quality	Companies	70	70	50
	ESG Management (Occupational Health and Safety, Social Contribution, etc.)	Companies	25	10	20

1) Represents the total training hours for programs operated during the reporting year.
2) Financial support for supplier employee benefits increased significantly in 2025 following participation in the Mutual Growth Welfare Support Program for Vulnerable Workers, operated by the Ministry of Employment and Labor and the Korea Workers' Compensation & Welfare Service.

Occupational Health and Safety

Category			Unit	2023	2024	2025
Pulmuone	Total working hours		Hours	12,767,966	12,845,760	13,904,498
	Work-Related Injuries		Cases	56	50	75
	LTIFR[3]	Company-Wide	Cases /1 million hours	3.65	4.93	4.55
		Pulmuone Foods	Cases /1 million hours	3.30	2.46	0.86
	Work-Related Fatalities[4]		Persons	0	0	0
Suppliers[5]	Total working hours		Hours	9,878,640	11,078,664	10,641,302
	Work-Related Injuries		Cases	43	54	70
	LTIFR	Company-Wide	Cases /1 million hours	7.08	6.50	6.58
		Pulmuone Foods	Cases /1 million hours	0.00	8.44	0.00
	Work-Related Fatalities		Persons	0	0	0
	Work-Related Fatality Rate		-	0.00	0.00	0.00

3) Refers to the Lost Time Injury Frequency Rate (LTIFR), which is calculated as follows: number of lost-time injuries × 1,000,000 ÷ total working hours.
4) Refers to fatalities resulting from work-related injuries or occupational illnesses.
5) Refers to suppliers with personnel stationed at Pulmuone's manufacturing plants.
※ No cases of serious occupational illness occurred during the reporting period.

Social Performance

Health and Wellness Program

Category		Unit	2023	2024	2025
Health and Wellness Program Participation Rate	Eligible Employees[1]	Persons	6,130	6,227	6,313
	No. of Participants[2]	Persons	490	735	856
	Participation Rate	%	7.99	11.80	13.56
Participants by Health Promotion Area[3]	Musculoskeletal Disorder Prevention	Persons	0	52	74
	Cardiovascular and Cerebrovascular Disease Prevention	Persons	490	683	585
	Lifestyle Improvement	Persons	0	0	81
	Work-Related Stress Management	Persons	0	0	116

1) The number of employees eligible for the Health and Wellness Program is calculated as the sum of ① and ② below, based on employees of domestic legal entities only:
① Employees registered in the ESH system, excluding employees of overseas legal entities and suppliers
② Approximately 700 employees at the Suseo site who are not registered in the ESH system
※ Actual figures may differ due to differences between employees' registered organizational affiliations and actual work locations.
2) Represents the total number of participants in programs conducted during the reporting year.
3) Beginning in 2025, this indicator has been used to reflect the diversification of health promotion programs, replacing the metabolic syndrome improvement rate tracked through 2024.

Violations of Socioeconomic Laws and Regulations[4]

Category	Unit	2023	2024	2025[7]
Fair Competition	Cases	0	2	0
Anti-Corruption	Cases	0	0	0
Marketing and Labeling[5]	Cases	0	0	0
Product Safety and Quality[6]	Cases	0	0	0
Other	Cases	1	0	1

4) The number of violations was calculated in accordance with the Business Report preparation standards under the Financial Supervisory Service's corporate disclosure requirements.
5), 6) Regulatory violations not disclosed in the Business Report, such as administrative sanctions and administrative fines imposed by major regulatory authorities, including the Ministry of Food and Drug Safety, are separately tracked by each legal entity when they occur.
7) An administrative sanction related to the product quality incident described on page 34 of this report was finalized in March 2026 and is therefore excluded from the 2025 violation count.

Information Security Breaches and Cybersecurity Incidents

Category	Unit	2023	2024	2025
No. of Breaches and Incidents	Cases	0	0	0

Contributions and Other Expenses

Category		Unit	2023	2024	2025
Lobbying and Related Expenses[8]		KRW	0	0	0
Political Contributions[9]		KRW	0	0	0
Associations and Initiatives	Total	KRW	252,692,643	353,845,849	341,928,885
	Korea Food Industry Association	KRW	76,800,000	90,000,000	84,000,000
	Korea Natural Mineral Water Association	KRW	24,000,000	28,800,000	24,000,000
	The Consumer Goods Forum	KRW	22,776,643	30,342,191	40,697,862
	Korea Health Functional Food Association	KRW	20,000,000	20,000,000	20,000,000
	Korea Enterprises Federation	KRW	12,972,000	13,197,000	13,824,000
	Korea Highway Service Association	KRW	0	23,178,000	24,934,000
	Korea Dairy Industries Association	KRW	0	12,331,000	11,808,000
	Korea Foodservice Distributors Association	KRW	0	32,410,000	16,000,000
	Korea Bean Sprout and Mung Bean Sprout Farmers Association	KRW	0	0	10,120,000
	Korean Bean Sprouts Association	KRW	0	10,000,000	0
	Other	KRW	96,144,000	93,587,658	96,545,023

8), 9) Pulmuone complies with Article 31 of the Political Funds Act and does not engage in any political contributions or lobbying activities.

Pulmuone Foundation Education Effectiveness Evaluation

Category			Unit	2023	2024	2025
Cumulative No. of Training Sessions			Sessions	16,838	19,497	22,473
Cumulative No. of Training Participants			Persons	381,792	437,471	495,780
Participant Outcomes[14]	Healthy Food Education[10]	Average Knowledge[11] Score	Points	15.1	13.2	23.0
		Average Attitude[12] Score	Points	21.9	20.6	27.3
		Average Practice[13] Score	Points	14.1	13.8	12.9
	Healthy Environment Education	Average Knowledge Score	Points	8.7	9.3	12.3
		Average Attitude Score	Points	9.8	13.9	14.2
		Average Practice Score	Points	8.2	8.8	8.3
	Healthy Society Education[15]	Average Knowledge Score	Points	21.2	34.8	45.3
		Average Attitude Score	Points	1.2	11.3	15.8
		Average Practice Score	Points	9.4	13.4	10.3

10) Limited to the Healthy Food Education program for children.
11) Refers to the knowledge and thinking skills needed to understand the interconnectedness among individuals, local communities, nations, and the world.
12) Refers to the values, attitudes, and social skills required to achieve balanced emotional, psychological, and physical development, respect for others, and harmonious coexistence through the fulfillment of shared responsibilities.
13) Refers to effective and responsible actions at the local, national, and global levels aimed at creating a sustainable world.
14) Refers to the change in average scores measured before and after the education program.
15) Limited to Empathy Education for Coexistence program.

Social Performance

Contribution to Local Communities

Category			Unit	2023	2024	2025
Donation	Pulmuone Foundation		KRW	1,697,816,254	1,833,203,138	2,210,426,467
	Company Donations (Love the Earth Fund)		KRW	1,567,747,766	1,713,545,308	2,088,163,655
	Employee Donations (Love Our Neighbor Fund)		KRW	130,068,488	119,657,830	122,262,812
	Korea Foundation for Cooperation of Large and Small Business, Rural Affairs		KRW	162,519,000	59,200,000	215,600,000
Social Contribution	Company-Wide	Donations to Community Organizations and Academic Societies	KRW	53,743,000	78,353,400	70,082,230
		Support for Charities and NGOs	KRW	80,481,226	79,709,340	138,377,743
		Social Contribution Programs	KRW	21,649,946	27,155,800	42,913,091
	Pulmuone Foods[1]	Donations to Community Organizations and Academic Societies	KRW	-	-	8,094,000
		Support for Charities and NGOs	KRW	-	-	13,979,266
		Social Contribution Programs	KRW	-	-	140,518,911
Volunteer Work	Company-Wide	Volunteer Hours	Hours	641	521	7,245
		No. of Participants	Persons	206	173	1,813
	Pulmuone Foods[2]	Volunteer Hours	Hours	-	-	30
		No. of Participants	Persons	-	-	5

1), 2) Data on Pulmuone Foods' social contributions and volunteer work has been collected since 2025.

Product Recalls

Category		Unit	2023	2024	2025
Regulatory Standards	No. of Recalls	Cases	0	0	0
	No. of Recalled Products	Products	0	0	0
Internal Standards	No. of Recalls	Cases	10	4	14
	No. of Recalled Products	Products	52,879	35,005	17,019

Customer Satisfaction

Category			Unit	2023	2024	2025
Customer Satisfaction Center Satisfaction Score[3), 4)]	Overall Satisfaction		Points	91.90	92.40	93.4
	Initial Consultation Satisfaction		Points	90.60	91.70	90.4
	Professional Consultation Satisfaction		Points	93.50	93.10	96.5
	Overall Target		Points	93.00	91.00	92.75
	Initial Consultation Satisfaction		Points	89.50	90.00	91.50
	Professional Consultation Satisfaction		Points	92.00	92.00	94.00
VOC Handling Results	Company-Wide	Total	1,000 Cases	307	272	258
		Pre-Purchase Inquiry	1,000 Cases	33	27	26
		Order and Payment	1,000 Cases	68	58	58
		Product Use	1,000 Cases	66	62	60
		Shipping	1,000 Cases	89	82	73
		Service Management	1,000 Cases	16	14	16
		Corporate	1,000 Cases	35	29	25
	Pulmuone Foods	Total	Cases	21,153	20,289	17,961
		Pre-Purchase Inquiry	Cases	2,470	2,319	2,049
		Order and Payment	Cases	251	123	136
		Product Use	Cases	12,095	12,420	11,457
		Shipping	Cases	442	327	361
		Service Management	Cases	158	149	143
		Corporate	Cases	5,737	4,951	3,815

3) Through 2022, only data for Pulmuone Foods were reported. Beginning in 2023, the reporting scope was expanded to include company-wide operations.
4) Based on a 100-point scale.

Global Frameworks, Initiatives and Association Memberships

Pulmuone engages with global frameworks and initiatives and participates in industry associations to contribute to a sustainable future and advance ESG management across the company and the broader industry.

Global Frameworks, Initiatives and Association Memberships in 2025

Category		Organization
Global Frameworks and Initiatives		International Labour Organization
		Sustainable Development Goals (SDGs)
		Universal Declaration of Human Rights (UDHR)
		WWF PACT (Plastic ACTion)
Association Memberships	Development of the Food and Beverage Industry	Korea Health Functional Food Association
		Precision Nutrition Association
		Korea Agriculture Food Trade Association
		Korea Natural Mineral Water Association
		Korea Fishery Trade Association
		Korean Society of Food Culture
		Korea Foodservice Distributors Association
		Korean Society of Food Science and Technology
		Korea Food Industry Association
		Korean Society of Food and Cookery Science
		Korean Meat Products Industry Cooperative
		Korea Dairy Industries Association
		Korea Direct Selling Industry Association
		Korea Soybean Foodstuffs Association
		Korea Bean Sprout and Mung Bean Sprout Farmers Association
		Korea Soybean Society
		Korean Pet Food Association

Category		Organization
Association Memberships	Promotion of ESG Management	The Consumer Goods Forum
		Carbon Disclosure Project
		Korea Fair Competition Federation
		Korea Consumer-Centered Enterprise Association
		Korea Personal Improvement Association
	Other	Gangwon Enterprises Federation
		Gyeonggido Transportation Agency Association
		Private Investment Highway Service Facilities Association
		Muju Industrial Complex Association
		Busan Tourism Association
		World Federation of Great Towers
		Iksan Chamber of Commerce and Industry
		Wonju Regional Green Business Association
		Jeonju Chamber of Commerce and Industry
		Korea Enterprises Federation
		Korea Highway Service Association
		Federation of Middle Market Enterprises of Korea (FOMEK)
		Korea Chainstores Association

Awards, Certifications, and Agreements

In 2025, Pulmuone received awards and certifications in recognition of its ESG management performance and achievements in areas such as food safety, product quality, and technological innovation, while also entering into agreements with various external organizations. Key awards, certifications, and agreements during the year are summarized in the table below.

2025 Awards, Selections, Certifications, and Agreements

Month	Category	Legal Entity	Product, Brand, or Facility	Institution	Details	Link
Jan	Agreement	Pulmuone	N/A	Korea National Park Service	Signed an MOU on the Sustainable Conservation of Jirisan National Park and the Promotion of ESG Initiatives	View related article
	Selection	Pulmuone	N/A	S&P Global	Selected among the Top 10% of companies in the global food industry	View related article
Feb	Agreement	Pulmuone	N/A	Saemangeum Development and Investment Agency and 10 other organizations[1]	Signed a Public–Private–Academic Cooperation MOU for the Successful Development of the Saemangeum Global Land-Based Seaweed Farming Project	View related article
	Selection	Pulmuone	N/A	Korea Management Association Consulting	Selected as one of the 'All-Star 30' companies across all industries in Korea's Most Respected Companies Survey	View related article
Apr	Selection	Pulmuone	N/A	CDP	Recognized for Excellence in CDP Water	View related article
May	Selection	Pulmuone Health & Living	Steam Cook Air Fryer	Korea Consumer Brand Institute	Recognized as the No. 1 Consumer-Recommended Brand of 2025	View related article
	Selection	Pulmuone	N/A	Ministry of Oceans and Fisheries	Selected as the Final Project Operator for the National R&D Project on Sustainable Production of High-Quality Seaweed Seedlings and the Development of Land-Based Aquaculture Technology	View related article
	Agreement	Pulmuone	N/A	Kakao Corp.	Signed a Strategic MOU on ESG Management for a Sustainable Future	View related article
Jun	Agreement	Pulmuone Food & Culture	N/A	Pusan National University	Signed an MOU to Promote Regional Arts and Culture and Support Student Artists	View related article
	Agreement	Pulmuone	N/A	Hongcheon-gun	Signed an MOU to Promote Sales of High-Quality Agricultural and Specialty Products from Hongcheon-gun	View related article
	Selection	Pulmuone Food & Culture	Ansan Rest Area Korean Wheat Walnut Cakes	Korea Customer Appraisal	Recognized as an Outstanding Brand in the Café and Dessert Category of the KCIA Korea Consumer Industry Evaluation	View related article
Jul	Agreement	Pulmuone Institute of Technology	N/A	National Institute of Crop and Food Science	Signed a Joint Research MOU on Quality and Processing Suitability Evaluation for Cultivar Development and Commercialization to Promote the Consumption of Domestic Soybeans	View related article
	Award	Pulmuone Health & Living	Pulmuone 148 L Kimchi Refrigerator	The Dong-A Ilbo, Korea Customer Appraisal	Received the Grand Prize in the Small Kimchi Refrigerator Category at the 2025 Korea Consumer Awards	View related article
Sep	Agreement	Pulmuone Foodmerce	N/A	Council for Multicultural Early Childhood Education	Signed an MOU to Promote Healthy Eating Habits Among Multicultural Young Children	View related article
Nov	Agreement	Pulmuone Foodmerce	N/A	Chungju Private Childcare Centers Association	Signed an MOU to Promote Healthy Eating Habits Among Young Children	View related article
	Award	Pulmuone	Stay Pulmuone Program	Korea PR Association	Received the Grand Prize in the Image PR Category at the Korea PR Awards	View related article
Dec	Award	Pulmuone Waters	N/A	Miryang	Received the Outstanding Company Commendation from Miryang City	View related article
	Award	Pulmuone	N/A	Korea Institute of Corporate Governance and Sustainability	Received the Grand Prize for Corporate Governance	View related article

1) Includes the Saemangeum Development and Investment Agency, Jeonbuk State, Gunsan City, Korea Rural Community Corporation, fisher organizations in the Jeonbuk region, Kongju National University, Pohang University of Science and Technology, and others.

Pulmuone Foundation Education Programs: Activities and Performance

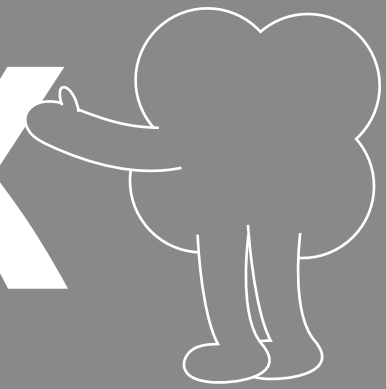
The table below presents the activities and performance of Pulmuone Foundation's Healthy Food, Healthy Environment, and Healthy Society education programs in 2025.

2025 Program Activities and Performance

Category	Program	Target Group	Goal	Details	2025 Performance
Healthy Food Education	Healthy Food Education for Children	Preschool children (ages 6–7), elementary school students (ages 8–13 and 9–11), and their parents	· Build healthy eating habits from an early age by learning about and choosing healthy foods	· Six programs covering taste development, nutritional balance, food labeling, animal welfare, parent-child education, and sustainable eating	· 1,182 sessions provided to 23,585 participants (cumulative: 260,705) - Operated the Parent-Child Healthy Food Education program in collaboration with the Seoul Gangdong Songpa Office of Education - The Secretary General of Pulmuone Foundation received a commendation from the Minister of Education
	Healthy Food Education for Seniors	Seniors (ages 65 and over)	· Promote healthy aging by improving dietary, sleep, and exercise habits	· Education on eating, sleeping, and exercise habits, along with one-on-one personalized nutrition consultations	· Programs provided to 226 seniors across 10 institutions (cumulative participants: 771) - Conducted the Reverse 211 Diet Experience Program Using CGM - Conducted educational programs for retirees in collaboration with the Government Employees Pension Service
	Sustainable Diet Education for Adults	Adults	· Understand and practice a sustainable diet	· Education on sustainable diet that considers personal health, the global environment, and future generations	· 4 sessions provided to 230 participants (cumulative: 18,256) - Developed sustainable diet education in collaboration with the Korean Society of Community Nutrition - Conducted a study with Ewha Womans University on the effects of the Reverse 211 Diet using CGM on postprandial blood glucose
	Kimchi School	Children, adults, foreigners, and persons with disabilities	· Increase familiarity with kimchi and provide hands-on experience with gimjang culture	· Hands-on kimchi making using seasonal ingredients · Modern kimchi education featuring vegan kimchi, wellness-focused kimchi, and other variations	· 419 sessions provided to 7,858 participants (cumulative: 67,308) - Operated a special Family Kimchi School to commemorate the 10th anniversary of the reopening. - Launched the Senior Kimchi School Program.
Healthy Environment Education	Good Cleaning Class	Pre-school children (ages 6–7) and elementary school students (ages 8–13)	· Cultivate healthy cleaning habits from a young age	· Interactive education on the importance of daily hygiene through fun and engaging methods	· 1,051 sessions provided to 23,756 participants (cumulative: 144,465) - Redesignated as an Outstanding Environmental Education Program by the Ministry of Environment. - Conducted environmental education programs in collaboration with the Seoul Nambu District Office of Education
	Blue Sea Class	Elementary school students (ages 8–13)	· Raise awareness of the importance of the ocean and the severity of marine pollution and encourage action to protect the marine environment	· Education on the importance of marine ecosystems and the impacts of marine pollution · Education on marine conservation methods and practices recommended by UNEP	
Healthy Society Education	Empathy Education for Coexistence	Elementary school students (ages 12–13)	· Build a sense of community through scientific thinking and contribute to sustainable communities	· Education designed to foster empathy that goes beyond hatred and discrimination within the community	· 202 sessions provided to 2,385 participants (cumulative: 4,045) - Hosted the Global Empathy Conference in collaboration with Stony Brook School (U.S.). - Hosted the 3rd About Empathy Concert
	Scientific Thinking Lab for Children	Elementary school students (ages 11–13)	· Develop scientific reasoning and expand access to science education	· Scientific thinking education through the creation and performance of children's science plays	· 13 sessions provided to 42 participants (cumulative: 100) - Developed the third Children's Scientific Thinking Program on the theme of the ocean - Expanded the Children's Science Play Festival
	Mathematical Thinking Education	Parents	· Provide mathematical thinking education for parents of elementary school students	· Mathematics education for parents to help develop their children's mathematical thinking skills	· 2 sessions provided to 130 participants (cumulative: 130) - Published the book Mathematical Thinking Skills for Your Child - Delivered lectures for parents of elementary school students in collaboration with the Nowon Mathematics Culture Center
Edutech Platform	Pulmuone Foundation Classroom	Children, teachers, and parents	· Provide online-based global citizenship education	· Expanding global citizenship education nationwide · Enhancing learning outcomes through blended online and offline education	· 1,300,631 cumulative visitors and 1,898 registered members - Provided 196 educational video resources

PART.5

APPENDIX

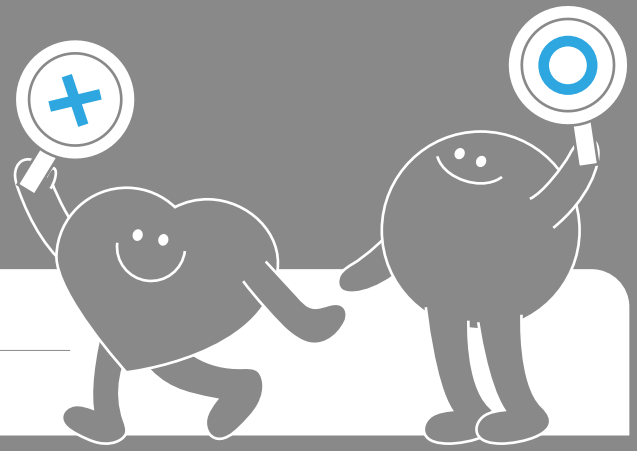


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Governance

Decision-Making Bodies

Oversight and Accountability of Decision-Making Bodies

Pulmuone defines climate-related risks and opportunities not merely as matters of regulatory compliance, but as key factors that significantly influence company-wide capital allocation and corporate value. Accordingly, the Board of Directors serves as the highest decision-making body for climate-related matters, overseeing their integration into decision-making processes across the company.

The Board of Directors reviews key climate-related risks and opportunities, the status of strategy implementation, and related performance through regular and ad hoc reports. It also continuously monitors whether Pulmuone's mid- to long-term strategy remains aligned with its carbon neutrality transition pathway. In addition, Pulmuone operates its governance framework to ensure that climate-related considerations are incorporated into individual investment and strategic decisions as criteria for ex ante assessment rather than retrospective review.

The ESG Committee, acting under the authority delegated by the Board of Directors, serves as a key decision-making body for climate-related matters. It oversees the review of environmental policy, the identification of key climate-related risks and opportunities, the approval of climate response strategies and transition plans, and the monitoring of related performance. The ESG Committee regularly reviews climate-related agenda items and, when necessary, reports them to the Board of Directors and submits them for deliberation and decision.

Meanwhile, business initiatives and consumer communication strategies that leverage opportunities arising from climate change are separately reviewed by the Strategy Committee. In addition, the Investment Review Committee considers the internal carbon price in its review of investment decisions, while investment proposals above a certain threshold are subject to final review and approval by the Board of Directors.

ESG Committee Operational Regulations

Article 2 (Roles and Authority)

① Acting under the authority delegated by the Board of Directors, the Committee shall approve the Company's goals and strategies for addressing environmental, social, and governance-related risks and opportunities, and shall report them to the Board of Directors.

② The Committee shall identify a wide range of topics and issues related to the Company's ESG management, assess the Company's sustainability management strategy and direction, and continuously evaluate and review related performance and issues.

Article 8 (Matters for Resolution and Reporting)

③ Pursuant to the delegation of authority from the Board of Directors, the Committee shall approve the following matters:

- The Company's sustainability management strategy
- The Company's mid- to long-term sustainability management goals
- Other matters deemed necessary by the Board of Directors or the Committee

④ The following matters shall be reported to the Committee:

- Sustainability management implementation performance
- Sustainability management-related risks and response measures

⑤ For the purposes of Paragraphs ① and ②, sustainability management shall include the following:

- Environment (including biodiversity conservation and responses to climate change)
- Human rights and diversity
- Occupational health and safety
- Supply chain ESG
- Information security and personal information protection
- Human resource management
- Social contribution
- Board-centered governance and protection of shareholder rights

⑥ The Committee shall report matters approved by the Committee to the Board of Directors.

Strategy Committee Operational Regulations

Article 2 (Roles and Authority)

① Acting under the authority delegated by the Board of Directors, the Committee shall review major investments, mid-term business strategies, and the Company's goals and management strategies aimed at enhancing corporate value.

② The Committee shall review, discuss, and evaluate initiatives, strategies, and investment directions for the Company's mid- to long-term growth and value enhancement, and shall serve as an advisory body to the Board of Directors and the General CEO.

Article 8 (Matters for Reporting)

① The following matters shall be reported to the Committee:

1. Major investments
2. Mid-term business strategy and annual business plan
3. Other matters determined by the Committee

② The Committee shall provide the Board of Directors with a summary of the matters reported under Paragraph ①.

Roles of Board Committees in Addressing Climate Change

Category	ESG Committee	Strategy Committee
Approvals	· Climate response strategies and targets	-
Reports	· Environmental policy · Climate-related risks and opportunities · GHG emissions monitoring results · Short-, medium-, and long-term action plans · Key climate-related disclosure matters	· Investment proposals submitted for review[1] · Implementation plans for climate-related opportunities

1) Investment proposals submitted to the Strategy Committee are assessed using the internal carbon price as one of the evaluation criteria.

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Governance

Decision-Making Bodies

Composition and Oversight Capabilities of Decision-Making Bodies

Pulmuone operates a framework to regularly assess and enhance the capabilities of the Board of Directors and the ESG Committee, enabling them to effectively oversee climate-related risks and opportunities.
The ESG Committee consists of four independent directors with expertise in management, accounting, risk management, and other relevant fields. Currently, however, the Board of Directors does not include a director with specialized expertise in climate change or environmental issues. Nevertheless, the Chair of the ESG Committee has an understanding of climate-related issues based on management experience and experience as an independent director at public institutions in the energy and facilities management sectors. As a member of the Strategy Committee, the Chair also reviews the alignment between climate-related issues and Pulmuone's company-wide business strategy.

Accordingly, to strengthen the climate-related oversight capabilities of the Board of Directors and the ESG Committee, Pulmuone regularly assesses the Board's knowledge of and experience in climate change and environmental issues using the Board Skills Matrix. Pulmuone also plans to progressively build the ESG Committee's climate-related expertise by considering candidates with relevant backgrounds in environmental and climate policy, climate-related industries, investment management, and risk management when appointing independent directors and forming Board committees.
In addition, to enhance the Board's overall climate-related capabilities, Pulmuone provides climate change and ESG training to all directors at least once a year. Training completion status is also used as a supplementary indicator in assessing the Board's competencies.

Reporting Process and Frequency for Decision-Making Bodies

Pulmuone operates a structured reporting process to ensure effective oversight by the Board of Directors of climate-related risks and opportunities.
As the highest decision-making body, the Board of Directors receives regular reports once a year on progress toward climate response targets and implementation performance. In the event of significant issues, the Board also receives ad hoc reports to oversee company-wide climate-related risks. In addition, the ESG Committee receives regular reports at least twice a year from the Sustainability Management Department, which serves as the Committee's secretariat, and the ESH Department, which is responsible for implementation. These reports cover climate-related risks and opportunities, response strategies, and other related matters, enabling the Committee to carry out more detailed monitoring.
All agenda items are briefed at least one week before each Committee meeting, with additional materials provided as needed to facilitate thorough discussion. In addition, the Board of Directors Regulations and the ESG Committee Operational Regulations explicitly authorize the engagement of external experts at Pulmuone's expense to support independent decision-making.

ESG Committee Skills Matrix (BSM)

Expertise	Lee Ji-yoon Chairperson	Lee Soo-yeon	Kim So-jeong	Cheon Yeong-hun
Accounting, Finance and Banking		●		●
Marketing and Communication	●			●
Legal and Risk Management		●		
Global Human Resources and Performance Management				
Government and Public Policy				
Industry Expertise				●
AX and Information Security			●	
ESG	●			

Climate Change Training for the Board of Directors

Date	Title	Details
2025.12.05	Impact of Global Carbon Neutrality and ESG Policy Changes on Overseas Exports and Business Expansion	· Global carbon neutrality trends and policy developments · Integration of carbon neutrality and ESG · Climate and environmental trade regulations

2025 Board Reporting and Deliberations on Environmental (Climate Change) Issues
2025 Board Committee Reporting and Deliberations on Environmental (Climate Change) Issues

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Governance

Decision-Making Bodies

How Climate-Related Risks and Opportunities Are Considered in Decision-Making

Pulmuone integrates climate-related risks and opportunities into company-wide strategy and financial decision-making as key factors rather than treating them as standalone issues.

The Investment Review Committee evaluates the financial impacts of major investment proposals based on scenario analysis that incorporates the internal carbon price. As part of this review, the Committee considers both short-term capital expenditures (CAPEX) for carbon reduction initiatives and potential medium- to long-term operating expenditures (OPEX) associated with carbon costs and regulatory requirements.

The Strategy Committee reviews whether climate-related opportunities, such as expanding low-carbon product portfolios and investing in environmentally friendly technologies, are aligned with Pulmuone's value system and mid- to long-term business strategy.

Meanwhile, the ESG Committee regularly oversees climate-related risks identified through the Enterprise Risk Management (ERM) framework and the implementation of the Net Zero Roadmap.

Roles of Decision-Making Bodies in Considering Climate-Related Risks and Opportunities

Category	Role	Details
Investment Review Committee	Reviews the financial effects of climate risks in capital allocation	· Internal carbon price integration: Uses scenario analysis incorporating the internal carbon price as a basis for decision-making when reviewing major investment proposals. The review results are reported to the Strategy Committee to assess alignment with company-wide strategy. · Assessment of financial impacts: Considers both short-term capital expenditures for carbon reduction initiatives and potential mid- to long- term operating expenditures associated with carbon costs and regulatory requirements.
Strategy Committee	Integrates and reviews climate-related opportunities in business strategy	· Review of strategic alignment: Reviews whether new business initiatives and investment proposals, including Eco-Caring, align with Pulmuone's value system and mid- to long-term business strategy. · Review of business model feasibility: Reviews investments to expand low-carbon product portfolios and the potential of climate-related.
ESG Committee	Oversees climate strategy and implementation performance	· Climate risk management: Reviews the financial significance of identified climate-related risks and the appropriateness of related management measures.

Oversight of Target Setting and Progress

The Board of Directors and the ESG Committee review and approve the medium- to long-term strategy and emissions reduction roadmap for achieving our 2050 Net Zero target and oversee implementation while periodically reviewing whether the target remains appropriate.

Through regular meetings, the ESG Committee monitors progress against the target by reviewing the previous year's GHG emissions and emissions reduction performance and reviews the current year's implementation plan. In particular, the Committee reviews key issues arising during implementation as needed and directs relevant departments to develop measures when strategic adjustments are necessary to achieve the target.

In addition, we link our climate change response targets to the performance evaluation systems for executives and employees. This promotes accountability for achieving climate-related targets across business units and supports the implementation of our Net Zero strategy.

View Key Climate-Related KPIs for Senior Management

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Governance

Roles of the Management

Climate-Related Management and Oversight Responsibilities Delegated to Management

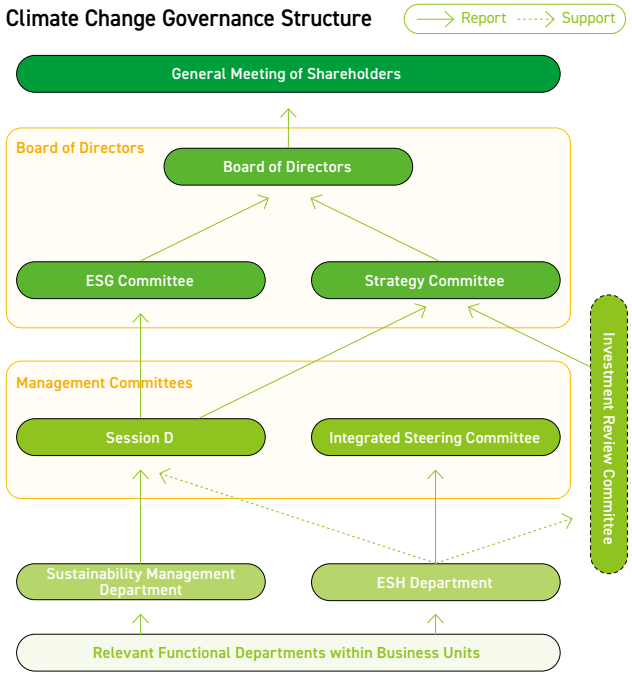
The Board of Directors delegates responsibility for the implementation and management of climate-related risks and opportunities to the General CEO and senior management across business divisions. Management aligns climate strategy with the company-wide business strategy, develops GHG emissions reduction plans to achieve Pulmuone's Net Zero target, and makes relevant decisions using the internal carbon price. These responsibilities are carried out through two governance bodies: Session D, which is responsible for strategic decision-making, and the Integrated Steering Committee, which monitors implementation progress.

Roles of Management Committees

Category	Session D	Integrated Steering Committee
Nature	Executive management forum for environmental and social management	Executive management forum overseeing overall manufacturing operations
Chair	General CEO	General CEO
Participants	Senior management and executives responsible for ESG and ESH	Senior management of the Manufacturing Division, plant managers, and executives responsible for SCM, production, safety, and the environment
Key Climate-Related Responsibilities	• In-depth discussion of significant climate-related risks: Reviews climate-related issues with a significant impact on company-wide capital allocation and business models • Setting the direction for carbon neutrality: Discusses the fundamental direction of company-wide climate response strategy, including the Net Zero Roadmap • C-level performance review: Reviews key climate-related management performance and progress toward targets before reporting to the Board of Directors	• Monitoring operational climate-related risks: Discusses measures to manage climate-related risks throughout the manufacturing process and responds promptly when such risks materialize • Oversight of carbon reduction initiatives: Monitors the implementation progress of carbon reduction initiatives
Reporting Frequency	Twice a year	Four times a year

Both bodies are chaired by the General CEO, with Session D responsible for strategic decision-making and the Integrated Steering Committee monitoring implementation progress. In addition, climate-related issues associated with new facilities and plant construction involving significant capital investment are reviewed in advance by the Investment Review Committee to assess their alignment with the company-wide climate strategy. Management reports these activities regularly to the Board of Directors and the ESG Committee for oversight.

Climate Change Governance Structure

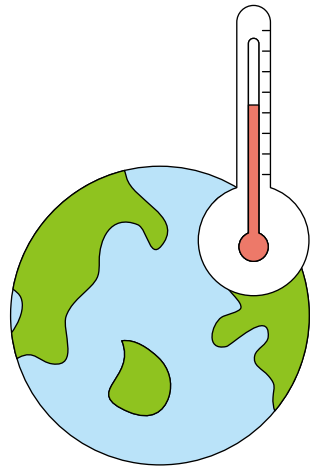


Internal Controls Over Management of Climate-Related Risks and Opportunities

Pulmuone operates under management guidelines and standardized reporting procedures to ensure that management's oversight of climate-related matters is carried out consistently and objectively across the organization.

Within the ESH Department, the Energy & Environmental Planning Team performs an initial review of climate data, which is independently verified annually under a limited assurance engagement to ensure its reliability and completeness. This process provides management with reliable climate information to support informed decision-making, applying a level of rigor comparable to that used for financial information.

Pulmuone also incorporates climate-related risks into its decision-making framework from the planning and review stages, rather than relying on retrospective approval. This framework is reflected in the Board of Directors Regulations, the ESG Committee Operational Regulations, the Environmental Management Regulations, and other relevant regulations, and operates in conjunction with the company-wide risk management framework.

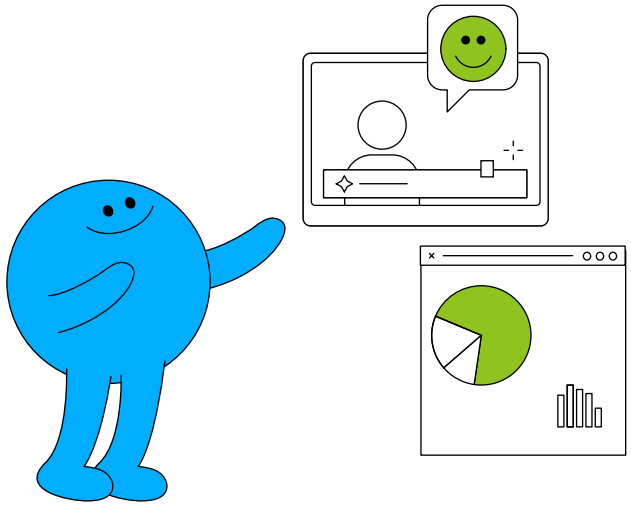


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Governance

Policy Communication

Pulmuone regularly reviews its participation in external associations and initiatives across all regions where it operates. When considering new memberships, we assess industry relevance, alignment with our mission, and ESG risks, including climate change, and apply the same considerations when reviewing continued participation in existing organizations.



Category	Details
Commitment to the Paris Agreement Goal of Limiting Global Warming to Below 2°C	Pulmuone supports the Paris Agreement and Korea's Nationally Determined Contribution (NDC). Through the Eco-Caring Strategy, Pulmuone aims to reduce GHG emissions by 20% by 2035 compared with 2022 and achieve Net Zero and Nature Positive by 2050. To deliver on these targets, Pulmuone is extending its carbon reduction efforts beyond direct emissions from business operations to the product level. This includes expanding Life Cycle Assessment (LCA) to measure product carbon emissions and transitioning to low-carbon raw materials, accelerating the shift toward a low-carbon business model. These climate response principles apply consistently across all domestic and overseas business sites. Pulmuone plans to continuously review and refine its emissions reduction pathway in line with international standards, including SBTi.
Management System and Governance Framework for Climate-Related Public Policy Engagement (Association Membership and Lobbying[1])	Pulmuone reviews industry relevance and alignment with its mission when considering membership in external associations and initiatives. As part of this process, the company-wide Letter of Authorization (LOA) Regulations require an advance review of ESG risks, including those related to climate change. The review first considers general governance factors, including the organization's financial transparency, disclosure practices, and potential conflicts of interest with Pulmuone. Climate-related considerations are then assessed, including whether the organization has made a Net Zero commitment, supports the goals of the Paris Agreement, or is associated with environmental issues such as fossil fuel expansion or ecosystem degradation. The department responsible for each external association or initiative initiates the review, with relevant functional departments assessing climate change, compliance, human rights, and other ESG issues within their respective areas of responsibility. This process provides a consistent framework for managing association memberships across Pulmuone.
Monitoring of Climate-Related Public Policy Engagement and Process for Resolving Differences in Position	The departments responsible for each external association or initiative monitor the organization's activities against Pulmuone's internal standards, including its value system, Environmental Management Policy, and Human Rights Management Operational Guidelines. If potential risks or differences between Pulmuone's position and that of an external association or initiative are identified, Pulmuone engages with the organization to clarify the facts. Management then reviews the findings and makes the final decision on whether to continue the relationship. As of the end of June 2025, no inconsistencies with Korea's NDC or the goals of the Paris Agreement had been identified in Pulmuone's activities or those of the associations and organizations in which it participates.
Climate Change Initiatives by Pulmuone and Participating Associations	As climate change increasingly disrupts the supply of food ingredients, Pulmuone is working with government agencies and external stakeholders to adapt its business model. In October 2024, Pulmuone received a commendation from the Minister of Agriculture, Food and Rural Affairs in recognition of its long-standing collaboration with the Rural Development Administration in developing, distributing, and commercializing a new climate-resilient variety of soybeans for sprouting. In 2025, Pulmuone joined the Water Positive Alliance for Climate Change Response and Water Crisis Resolution, launched by the Ministry of Environment, and was selected to participate in a government-funded national research project to develop land-based seaweed aquaculture technology. Pulmuone also collaborates with industry associations on climate change initiatives, including the Korea Food Industry Association, which has been chaired by Lee Hyo-yul, former General CEO of Pulmuone. In 2024, the Association worked with the Ministry of Agriculture, Food and Rural Affairs and the Korea Agro-Fisheries & Food Trade Corporation to hold an ESG management forum and provide a training program focused on the sustainable development of the food industry. The training program provided food companies with practical examples of ESG management and guidance on building systems for environmental management, climate change response, human rights, and information disclosure.

1) Pulmuone complies with Article 31 of the Political Funds Act and does not engage in any political contributions or lobbying activities.

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Strategy

Climate-Related Risks and Opportunities

Pulmuone systematically identifies and manages climate-related risks and opportunities that are reasonably expected to affect its business model and value chain. As part of this process, Pulmuone maintains a long list of 139 climate-related risks and opportunities.

The long list is based on the industry-based guidance on implementing IFRS S2, industry-specific metrics issued by the Sustainability Accounting Standards Board (SASB), and the MSCI Climate Value-at-Risk (VaR) analytical framework. It is regularly updated to reflect global policy and market trends, industry case studies, and input from internal and external experts.

Items with the greatest potential impact on Pulmuone are selected from the long list to form a short list. In 2024, Pulmuone conducted a climate change materiality assessment to prioritize climate-related risks and opportunities, identifying 19 key climate-related issues. In 2025, changes in the business environment and external climate-related factors were reflected in a further review of these issues, resulting in nine key risks and opportunities with stronger strategic relevance.

The climate change materiality assessment examines the impacts of climate-related risks and opportunities across the value chain—upstream, Pulmuone, and downstream—and assesses their likelihood and impact over short-, medium-, and long-term time horizons.[1] The assessment also applies the concept of double materiality, considering both the financial effects on Pulmuone and the broader social and environmental impacts. It is conducted every two years.

1) To support the systematic development of its climate change response strategy, Pulmuone defines three time horizons for assessing the impacts of climate-related risks and opportunities: short term (2027), medium term (2035), and long term (2050). These time horizons are based on strategic decision-making considerations rather than simply representing chronological periods, taking into account Pulmuone's major investment plans, energy transition roadmap, external environment analysis, and alignment with the NDC.

Climate Change Materiality Assessment Process

Step 1: Developing the Climate Issue Pool → *Step 2*: Material Issue Identification → *Step 3*: Key Issue Identification

Defined *139* climate-related issues

- Reviewed climate-related initiatives[2]
- Analyzed internal and external factors
- Benchmarked industry peers

Selected *56* material issues

- Consulted internal sustainability management personnel and external experts

Selected *19* key issues

- Conducted a double materiality assessment of climate-related issues
  - Likelihood
  - Impact: Financial, social, and environmental impacts
  - Scope: Upstream, Pulmuone, and downstream

2) Implementation guidelines of IFRS S2, SASB, and MSCI Climate VaR.

Results of the Climate Change Materiality Assessment

Risk/Opportunity Type	Subcategory	Climate-Related Risk or Opportunity	Expected Time Horizon					
			Short-term		Medium-term		Long-term	
			Likelihood	Impact	Likelihood	Impact	Likelihood	Impact
Physical Risks	Acute	Increased frequency and severity of extreme weather events, including heat waves, cold waves, typhoons, and floods	H	M	H	H	H	H
	Chronic	Rising average temperatures and long-term changes in precipitation patterns	H	H	H	M	H	H
Transition Risks	Policy and Regulation	Tightening carbon emissions regulations	M	M	H	H	H	H
		Increasing climate-related disclosure requirements and scrutiny of greenwashing	M	M	H	H	H	M
	Market	Growing customer requirements for supply chain ESG due diligence and management	M	M	H	H	H	H
	Technology	Accelerated transition to low-carbon manufacturing processes and high-efficiency facilities	M	M	H	M	H	M
	Reputation	Growing stakeholder expectations and scrutiny of climate action	M	M	M	H	M	H
Opportunities	Market	Growth of low-carbon and environmentally friendly markets	M	M	M	M	H	M
	Resilience	Advances in climate-adaptive food technology	M	M	H	H	H	H

KSSB S2 Report

Strategy

Business Model and Value Chain

Impact of Climate-Related Risks and Opportunities on the Business Model and Value Chain

As a food company with a diverse product portfolio, Pulmuone is exposed to climate-related risks and opportunities across its value chain, from raw material sourcing (upstream) through manufacturing and logistics (midstream) to final distribution and consumption (downstream). In particular, given Pulmuone's reliance on global supply chains for key raw materials, the impacts of physical and transition risks arising from climate change may extend beyond raw material sourcing to manufacturing, logistics, and distribution. The table on the right presents key climate-related risks and opportunities by stage of the value chain.

Current and Anticipated Effects of Climate-Related Risks and Opportunities

Value Chain Stage	Risk/Opportunity Type	Key Climate-Related Issue	Key Effects	
			Current	Anticipated
Upstream	Physical Risks	· Rising average temperatures and long-term changes in precipitation patterns · Increased frequency and severity of extreme weather events, including heat waves, cold waves, typhoons, and floods	· Declining productivity in key sourcing regions · Increased uncertainty in raw material supply across the value chain	· Higher cost pressures from rising raw material prices · Higher procurement costs due to climate adaptation costs across global supply chains being reflected in raw material prices
Midstream	Transition Risks	· Tightening carbon emissions regulations	· Potential inclusion of certain production sites in the Target Management Scheme	· Higher recurring carbon-related compliance costs
	Physical Risks	· Rising average temperatures and long-term changes in precipitation patterns	· Higher costs to maintain the cold chain · Classification of the Eumseong site as a water-stressed area	· Reduced operational efficiency · Reduced logistics reliability
	Transition Risks	· Increasing climate-related disclosure requirements and scrutiny of greenwashing	· Increased burden of verifying and managing ESG and climate-related data	· Greater compliance burden and increased reporting risks
	Transition Risks	· Accelerated transition to low-carbon manufacturing processes and high-efficiency facilities	· Declining asset value of existing facilities and delays in technology transition	· Higher investment costs associated with transitioning to low-carbon facilities
	Transition Risks	· Growing stakeholder expectations and scrutiny of climate action	· Declining brand trust and higher cost of capital	· Weakened brand value due to reduced credibility in climate action
	Opportunities	· Advances in climate-adaptive food technology	· Expanded business opportunities through the development of low-carbon and environmentally friendly food technologies	· Enhanced competitiveness of low-carbon and environmentally friendly products and supply chains
	Opportunities	· Growth of low-carbon and environmentally friendly markets	· Increased sales of Sustainable Diet products	· Stronger customer preference and long-term brand competitiveness as Sustainable Diet gains wider acceptance
Downstream	Transition Risks	· Growing customer requirements for supply chain ESG due diligence and management	· Higher costs associated with meeting customer ESG requirements	· Reduced market access and competitiveness across global supply chains

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Strategy

Business Model and Value Chain

Analysis of the Concentration of Climate-Related Risks and Opportunities

Food companies tend to have greater concentrations of climate-related risks and opportunities in the upstream and midstream stages of the value chain due to the climate sensitivity of raw materials and the high energy dependence of manufacturing and logistics operations.

Upstream: Risk of Higher Costs from Physical Climate Impacts

Food raw materials are highly dependent on natural capital and therefore vulnerable to extreme weather events, which may reduce productivity in key sourcing regions and disrupt their stable supply. Climate variability may also increase global raw material prices and suppliers' climate adaptation costs, potentially adding to Pulmuone's overall costs over the medium to long term. In response, Pulmuone focuses on securing a stable supply of raw materials and building supply chain resilience.

Midstream: Risks to Operational Efficiency and Opportunities for a Low-Carbon Business Model

Manufacturing and logistics are particularly vulnerable to climate-related disruptions and regulatory changes. At the same time, these areas offer opportunities for Pulmuone to advance its transition to a low-carbon business model.

With a business portfolio centered on fresh foods and home meal replacement products, Pulmuone relies heavily on cold-chain logistics. Rising average temperatures can make the cold chain more energy-intensive by increasing demand for refrigeration and freezing, while also affecting logistics reliability. In addition, tightening carbon emissions regulations may bring major production sites under the Target Management Scheme, increasing exposure to emissions allowance and carbon costs.

Pulmuone is using these changes to improve its manufacturing and logistics systems by upgrading manufacturing processes, introducing high-efficiency equipment, and expanding environmentally friendly packaging. Pulmuone also manages and reduces product-level carbon emissions to strengthen its competitiveness in global markets. These efforts help Pulmuone respond to evolving regulatory requirements while moving toward a low-carbon business model centered on Sustainable Diet.

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Strategy

Strategy and Decision-Making

Responses and Plans for Risks and Opportunities

Current and Anticipated Changes to the Business Model

Since its founding, Pulmuone has embraced environmental and social values as core management principles. As climate action intensifies and the transition to a low-carbon economy accelerates, Pulmuone is expanding its business around Sustainable Diet.

To address declining raw material productivity and growing supply chain uncertainty caused by climate change, Pulmuone is diversifying its supply sources and increasing the use of sustainably sourced raw materials through contract farming. In its food manufacturing and distribution businesses, Pulmuone is shifting its sales mix toward lower-carbon products, while its food service and concession businesses are increasing the share of plant-forward products and services. Pulmuone is also responding to growing demand for environmentally friendly products and value-driven consumption through Sustainable Diet brands such as Jigusikdan, Plantude, and Tasty Pulmuone.

Over the medium to long term, climate response capabilities are expected to become increasingly important across Pulmuone's operations as raw material markets become more volatile, carbon regulations tighten, and climate-related disclosure requirements expand. Pulmuone is therefore extending its supply chain management to consider carbon emissions and impacts on natural capital from the raw material sourcing stage. It is also progressively adopting climate-adaptive food technologies, establishing low-carbon manufacturing systems, and expanding environmentally friendly supply chains. In manufacturing and logistics, Pulmuone is improving energy efficiency and reducing carbon intensity to mitigate the impact of potential increases in carbon costs. In parallel, Pulmuone plans to continue expanding Sustainable Diet brands and customer touchpoints to enhance the competitiveness of its Sustainable Diet business.

Current and Anticipated Changes Across Key Business Areas

Value Chain Stage	Current Changes	Anticipated Changes
Upstream	• Diversifying supply sources to address declining raw material productivity and supply uncertainty • Expanding sustainable raw material sourcing through environmentally friendly farming practices among contract farmers	• Incorporating carbon emissions reduction and natural capital considerations into supply chain management from the raw material sourcing stage • Improving energy efficiency and reducing carbon intensity to mitigate the impact of potential increases in carbon costs
Midstream	• Increasing sales of Sustainable Diet products across food manufacturing and food service businesses • Gradually shifting the sales mix toward lower-carbon products	• Progressively adopting climate-adaptive food technologies and establishing low-carbon manufacturing systems • Building a sustainable ecosystem portfolio with a lower climate impact
	• Strengthening the competitiveness of Sustainable Diet brands such as Jigusikdan, Plantude, and Tasty Pulmuone	• Strengthening market leadership by expanding Sustainable Diet brands and customer touchpoints

Current and Anticipated Mitigation and Adaptation Efforts

The food industry generates a large share of its GHG emissions across the supply chain as Scope 3 emissions. In response, Pulmuone is taking climate action not only by improving the efficiency of its manufacturing processes but also by reshaping its supply chain and business portfolio.

In the upstream stage, Pulmuone is expanding efforts to reduce indirect emissions across its supply chain. As part of these efforts, Pulmuone is expanding low-carbon soybean cultivation practices among contract farmers to reduce GHG emissions from agricultural production and build climate resilience.

In the midstream stage, Pulmuone is reducing Scope 1 and Scope 2 GHG emissions to address risks from tighter carbon regulations and rising energy costs. In 2025, solar power systems were installed at major manufacturing sites to increase renewable energy use, and wood pellet-based biomass fuel was introduced in selected processes to reduce reliance on fossil fuels. Pulmuone also plans to continue reducing energy use and carbon intensity in its manufacturing processes by optimizing equipment operations and improving process efficiency.

In the downstream stage, Pulmuone is strengthening ESG management in response to growing due diligence requirements from global customers and distributors. To meet these requirements, Pulmuone has conducted ESG assessments and provided improvement consulting for major manufacturing plants and suppliers.

Over the medium to long term, Pulmuone plans to advance its climate adaptation and mitigation strategies in response to increasing instability in raw material supply due to climate change, tighter carbon regulations, and growing demand for Scope 3 emissions reductions.

In the upstream stage, Pulmuone plans to strengthen supply chain resilience and gradually expand the use of low-carbon farming practices. It also plans to conduct demonstration projects using biochar-based soil carbon reduction technologies and climate-adaptive food technologies to enhance the resilience and stability of raw material production.

In the midstream stage, Pulmuone plans to increase renewable energy procurement and transition to environmentally friendly fuels by 2030. A data-driven production optimization system will also be established to continuously reduce the carbon intensity of manufacturing processes.

Across the value chain, Pulmuone plans to expand low-carbon products and its Sustainable Diet business to further reduce emissions and support the transition of its business structure.

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Strategy

Strategy and Decision-Making

Responses and Plans for Risks and Opportunities

Climate-Related Transition Plan and Strategy for Achieving Climate Targets

Pulmuone has established a medium- to long-term climate-related transition plan focused on decarbonizing manufacturing and operations and shifting its business portfolio toward low-carbon and environmentally friendly products.

Key measures include expanding renewable energy use, improving energy efficiency, and transitioning to low-carbon fuels to reduce the carbon intensity of manufacturing and operations while stabilizing energy costs and improving operational efficiency. Pulmuone is also developing plant-based foods and food tech-based products and incorporating environmental considerations into product design.

The transition plan is implemented following review and final approval by the Board of Directors.

View Eco-Caring Strategy Table

Key Assumptions and Dependencies Used in Developing the Transition Plan

Value Chain Stage	Management Area	Key Assumptions	Key Dependencies
Upstream	Supply Chain	Increasing carbon management requirements and regulations across the supply chain	Supplier participation and supply chain management capabilities
Midstream	ESG Management	Evolving climate-related disclosure and regulatory requirements	Changes in policy and regulatory frameworks, disclosure standards, and regulatory requirements
	Energy	Declining renewable energy transition costs and improved access to renewable energy	Capital investment conditions, electricity market structure, and the renewable energy procurement environment
	Production and Operations	Increasing adoption and commercialization of low-carbon manufacturing technologies	Transition costs for low-carbon facilities, technology readiness, and implementation feasibility
	Products and Services	Growing market demand for low-carbon and environmentally friendly products	Changes in consumer awareness and the competitive landscape

Climate-Related Targets Linked to the Transition Plan

Strategic Focus	Target	Target Year
Net Zero	Net Zero across Scope 1, 2, and 3 emissions	2050
Nature Positive	Zero Waste through enhanced resource circularity and expansion of Sustainable Food	2035

Key Initiatives and Plans by Management Area to Achieve Climate Targets

Value Chain Stage	Management Area	Strategic Direction	Key Initiatives
Upstream	Supply Chain	Strengthening sustainability across the supply chain	Transition to low-carbon raw materials, smart farming, sustainable sourcing of raw and packaging materials, and sustainable partnerships
Midstream	ESG Management	Advancing the environmental management system for climate action	Implementation of the Eco-Caring Strategy and stronger product-level carbon and environmental data management
	Energy	Transitioning to a low-carbon energy structure	Improved energy efficiency, expanded renewable energy procurement, and a shift to low-carbon logistics
	Production and Operations	Transitioning to low-carbon manufacturing and operations	Process optimization, emissions reduction, greater resource circularity, and improved waste management
	Products and Services	Expanding the portfolio of low-carbon and environmentally friendly products	Development of plant-based and food tech-based products, with environmental considerations incorporated into product design

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Strategy

Strategy and Decision-Making

Responses and Plans for Risks and Opportunities

CASE

Net Zero Target Achievement Plan

As part of its climate action strategy, Pulmuone aims to achieve company-wide Net Zero by 2050. As an interim target, Pulmuone plans to reduce Scope 1 and Scope 2 GHG emissions by 20% (124,530 tCO_2eq) from the 2022 level by 2035 and achieve Net Zero for Scope 1 and Scope 2 emissions by 2045. The ultimate goal is to achieve Net Zero across the entire value chain, including Scope 3 emissions, by 2050.
In 2025, company-wide Scope 1, Scope 2, and Scope 3 GHG emissions totaled 527,852 tCO_2eq. As emissions are expected to increase with business growth, Pulmuone has established a plan to reduce GHG emissions by a total of 18,443 tCO_2eq by 2029.

More than 80% of Pulmuone's Scope 1 and Scope 2 emissions come from electricity consumption and boiler fuel use, primarily LNG and LPG. To achieve its targets, Pulmuone is implementing several emissions reduction initiatives. These include transitioning to renewable electricity, such as solar power and RECs, at domestic and overseas business sites and replacing LNG- and LPG-fired boilers with low-carbon fuel alternatives. Pulmuone is also improving energy efficiency by introducing high-efficiency equipment and smart sensor-based automated control systems, recovering waste heat, and optimizing heating and cooling systems. In logistics, Pulmuone is reducing emissions by adopting electric vehicles and optimizing transportation routes.

To strengthen Scope 3 emissions management, Pulmuone is continuously expanding the calculation boundaries and coverage of key categories, improving data consistency, and strengthening the overall management framework. Pulmuone is also gradually applying its carbon footprint calculation system to a broader range of products and pursuing GHG reduction initiatives across the value chain, including the use of low-carbon raw materials and logistics optimization.

Nature Positive Target Achievement Plan

Pulmuone has established a Nature Positive strategy to systematically manage the environmental impacts of its business operations. The strategy consists of two goals: Zero Waste, which focuses on strengthening resource circularity, and the expansion of Sustainable Food.
The Zero Waste goal includes reducing water use intensity by 12%, plastic use by 20%, and waste intensity by 12% by 2035 compared with 2022. Pulmuone has established a medium-term implementation plan to achieve these targets, aiming to reduce water use by 300,000 m^3, plastic use by 670 tons, and waste generation by 41,796 tons by 2029.
To achieve these reductions, Pulmuone is improving water use efficiency in manufacturing processes, establishing water reuse systems, gradually expanding the use of MR-PET, broadening the range of food by-products from manufacturing that are recognized as circular resources, and recovering residual materials as animal feed, compost, and energy.

The Sustainable Food expansion goal is to expand the scope of carbon footprint assessments for Pulmuone's products in Korea to 13 business sites and 1,093 products by 2029.
To achieve this goal, Pulmuone is expanding the use of low-carbon agricultural ingredients, plant-based ingredients, and raw materials certified under global sustainability standards such as ASC and MSC. Pulmuone also conducts research combining analyses of meal-level carbon emissions and nutrient density to provide data-based information on environmental performance and nutritional value. Product environmental information is shared with consumers to raise awareness of Sustainable Diet.

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Strategy

Strategy and Decision-Making

Resource Allocation Plan

Pulmuone continuously allocates financial, operational, and organizational resources to implement its strategy for addressing climate-related risks and opportunities.
Currently, Pulmuone makes capital expenditures primarily to upgrade manufacturing and logistics infrastructure, including investments in energy efficiency, renewable energy facilities, and HVAC optimization. Resources are also allocated to ESG and carbon data management systems.
Over the medium to long term, capital expenditures are expected to increase in line with the Eco-Caring Strategy, with a greater focus on low-carbon manufacturing and measures to address climate-related risks. Additional investments are planned in supply chain management and product-level carbon information systems, along with the organizational and human resources needed to strengthen company-wide climate response capabilities.

Resource Allocation Status and Plan

Management Area	Directions	Planned Initiatives
Financial Resources	Allocate capital to low-carbon infrastructure	Expand investment in low-carbon infrastructure, including renewable energy facilities
Operational Resources	Improve operational efficiency and strengthen climate resilience across manufacturing and logistics	Optimize facilities and operations and enhance supply chain and product-level carbon management systems
Organizational Resources	Establish ESG and carbon data management frameworks	Strengthen company-wide climate response capabilities and enhance internal management frameworks

Progress on Plans Disclosed in Previous Reporting Periods

Pulmuone monitors the implementation of key initiatives under its Eco-Caring Strategy. Progress made during 2025 is summarized below.

Progress on Plans Disclosed in Previous Reporting Periods

Value Chain Stage	Management Area	Previously Disclosed Key Plans	Implementation During the Reporting Period	Progress
Upstream	Supply Chain	Diversify the supply chain and assess the application of smart farming	· Established a precision control system for the growing environment of land-based seaweed cultivation · Operated testbeds for soybean sprouts and soybeans for processing in Russia	Commercialization potential verified for selected items
Midstream	ESG Management	Strengthen the Eco-Caring Strategy and carbon data management systems	· Completed third-party verification of the carbon footprints of tofu and udon products · Continued development of a global product carbon footprint system	Global rollout and system enhancement in progress
	Energy	Improve energy efficiency and expand renewable energy facilities	· Installed solar power generation facilities at Beijing Pulmuone Green Foods · Increased the operating rate of the wood pellet boiler at Uiryeong Tofu Plant · Improved the LNG boiler standby system at PPEC Eumseong Fresh Noodle	Gradual expansion in progress
	Production and Operations	Upgrade manufacturing facilities and improve process efficiency	· Improved freezing efficiency through ice weight management at the Chuncheon Ice Plant of Pulmuone Foods · Implemented steam-free operations ahead of schedule at the PPEC Eumseong Namul Plant	Gradual expansion in progress
	Products and Services	Develop plant-based and food tech-based products	· Expanded the purely plant-based foods product line · Introduced Sustainable Diet to institutional food service and restaurant services	Product and service diversification in progress

Trade-Offs Considered Among Climate-Related Risks and Opportunities

At the company-wide strategy level, Pulmuone balances the growth opportunities associated with plant-forward products and food tech businesses against the initial investment and R&D costs required. These investments are considered necessary to secure medium- to long-term competitiveness, with capital allocated to areas that support business resilience and corporate value.

At the operational and supply chain levels, low-carbon raw material sourcing and changes to manufacturing and logistics processes may result in additional costs. Pulmuone seeks to manage these costs while maintaining supply stability and meeting regulatory requirements.
Pulmuone is also establishing a product-level carbon emissions management system, while seeking to mitigate transition costs through external collaboration and government support programs.

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Strategy

Financial Position, Financial Performance, and Cash Flows

Financial Effects of Climate Change for the Current and Next Reporting Periods

Pulmuone identifies the financial effects of climate change and analyzes how they are reflected in its financial statements, while working to quantify the effects of selected items.

However, climate-related financial effects are often interconnected with various business activities, including changes in raw material prices and energy costs, supply chain operations, and investment activities.
As a result, it is difficult to clearly isolate the direct financial effects of individual climate-related factors.

Current Financial Effects

Value Chain Stage	Risk/Opportunity Type	Key Climate -Related Issue	Impact Driver	Activities During the Reporting Year	Balance Sheet Impact Pathway	Income Statement Impact Pathway	Cash Flow Statement Impact Pathway	Related Accounts
Upstream	Physical Risks	Increased frequency and severity of extreme weather events, including heat waves, cold waves, typhoons, and floods	Fluctuations in raw material production and prices	Travel expenses related to diversifying soybean supply sources, germination testing costs, and testing service fees	Changes in inventories and potential inventory impairment	Increase in cost of sales and non-operating expenses	Increase in cash outflows from operating activities	Inventories, cost of sales
Midstream	Physical Risks	Rising average temperatures and long-term changes in precipitation patterns	Increased energy consumption and expanded investment in energy-efficient facilities	Capital expenditures and maintenance costs for manufacturing facilities related to climate change response	Increase in property, plant and equipment	Increase in depreciation expense and changes in cost of goods sold	Increase in cash outflows from investing activities	Property, plant and equipment, depreciation expense
	Transition Risks	Mandatory climate-related disclosures and strengthened oversight of greenwashing	Broader regulatory coverage (currently limited impact)	Implementation of the Net Zero plan	Potential recognition of liabilities	Increase in selling and administrative expenses	Increase in cash outflows from operating activities	Selling and administrative expenses
	Transition Risks	Accelerated transition to low-carbon manufacturing processes and high-efficiency facilities	Strengthened requirements for carbon emissions management and disclosure	Installation of solar power facilities at the Beijing plant and purchase of wood pellets	Increase in property, plant and equipment	Increase in depreciation expense and changes in cost of goods sold	Increase in cash outflows from investing and operating activities	Property, plant and equipment, depreciation expense, cost of sales
	Opportunities	Expansion of low-carbon and environmentally friendly markets	Growing preference for environmentally friendly products	R&D and marketing to expand sustainable foods and increase market share	-	Increase in revenue	Increase in cash outflows from investing and operating activities	Revenue
Downstream	Transition Risks	Growing customer demand for ESG due diligence and supply chain management	Growing demand for supply chain disclosure and an increased need to strengthen carbon management systems	Responding to customer supply chain assessments	-	Increase in selling and administrative expenses	Increase in cash outflows from operating activities	Selling and administrative expenses

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Strategy

Financial Position, Financial Performance, and Cash Flows

Effects on the Financial Position in the Next Financial Year

Pulmuone reviewed the uncertainties associated with key assumptions related to climate-related risks and opportunities. As of the end of the reporting period, no matters were identified that are expected to result in material financial adjustments within the next financial year.

Expected Financial Effects of Implementing the Climate-Related Response Strategy

Pulmuone assessed the potential financial effects of climate-related risks and opportunities based on scenario analysis. The assessment considers the implementation of Pulmuone's climate response strategy and examines potential effects on its financial position, financial performance, and cash flows, including potential increases in costs and investment and changes in the cost structure over the medium to long term. Key anticipated financial effects are presented below.

The financial effects of climate-related risks and opportunities may vary depending on external factors, including policy and regulatory developments, technological advancements, and changes in market demand. The analysis is based on assumptions and variables that are subject to uncertainty, and actual outcomes may differ. Forward-looking information presented in this disclosure is based on information available at the time of preparation and may change as market and operating conditions evolve.

Anticipated Key Financial Effects

Value Chain Stage	Risk/Opportunity Type	Key Climate -Related Issue	Impact Driver	Balance Sheet Impact Pathway	Income Statement Impact Pathway	Cash Flow Statement Impact Pathway	Related Accounts
Upstream	Physical Risks	Increased frequency and severity of extreme weather events, including heat waves, cold waves, typhoons, and floods	Fluctuations in raw material production and rising raw material prices	Changes in inventories and potential inventory impairment	Increase in cost of sales and non-operating expenses	Increase in operating cash outflows	Inventories, cost of sales
Midstream	Physical Risks	Rising average temperatures and long-term changes in precipitation patterns	Increased energy consumption and expanded investment in energy-efficient facilities	Increase in property, plant and equipment	Increase in cost of sales and selling and administrative expenses	Increase in investing cash outflows	Property, plant and equipment, depreciation expense
	Transition Risks	Accelerated transition to low-carbon manufacturing processes and high-efficiency facilities	Expanded investment in renewable energy facilities and process improvements	Increase in property, plant and equipment	Increase in depreciation expense	Increase in investing cash outflows	Property, plant and equipment, depreciation expense

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Strategy

Climate Resilience

Climate Resilience Assessment

Assessment of the Resilience of the Strategy and Business Model to Climate-Related Risks and Opportunities and Key Implications

Scenario analysis indicates that increasing climate-related risks[1] may affect Pulmuone's financial performance and business continuity. However, the analysis also found that Pulmuone can maintain financial stability over the medium to long term through the response strategies outlined below and the gradual transformation of its business model.

1) For detailed information on the effects of climate-related risks and opportunities on Pulmuone's business model and value chain, please refer to the table 'Current and Anticipated Effects of Climate-Related Risks and Opportunities' on page 154.

Resilience to Physical Risks

Value Chain Stage	Risk/Opportunity Type	Key Climate-Related Issue	Impact Driver	Response Strategies	Resilience Assessment
Upstream	Physical Risks	Increased frequency and severity of extreme weather events, including heat waves, cold waves, typhoons, and floods	Fluctuations in raw material production and rising raw material prices	Supply chain diversification and the development of agricultural technologies for climate change adaptation and mitigation	Capable of responding over the medium to long term
Midstream	Physical Risks	Rising average temperatures and long-term changes in precipitation patterns	Increased equipment loads, reduced operational efficiency, and greater risk of equipment failure	Facility upgrades and operational stabilization	Capable of absorbing short-term impacts

Resilience to Transition Risks

Value Chain Stage	Risk/Opportunity Type	Key Climate-Related Issue	Impact Driver	Response Strategies	Resilience Assessment
Midstream	Transition Risks	Mandatory climate-related disclosures and strengthened oversight of greenwashing	Rising carbon-related costs	Internal carbon management	Capable of absorbing costs
	Transition Risks	Rising average temperatures and permanent changes in precipitation patterns	Rising energy costs	Investment in renewable energy	Business structure transition underway
	Opportunities	Expansion of low-carbon and environmentally friendly markets	Growing preference for environmentally friendly products	Transition to an environmentally friendly product portfolio	Securing growth opportunities

Areas of Significant Uncertainty Considered in the Climate Resilience Assessment

The climate resilience assessment is based on a range of scenarios and assumptions, and the results are therefore subject to uncertainty. The magnitude and timing of physical and transition risks may vary depending on temperature rise pathways and the level of policy implementation under each climate scenario. Limitations in the models and data used in the analysis, as well as changes in external factors such as technological advancements, energy market conditions, and consumer demand, may also affect the results. This assessment is based on reasonable assumptions, and actual results may differ from the assessment.

Current Areas of Uncertainty

Category	Details
Scenario Uncertainty	Differences in temperature rise pathways and policy levels
Model Uncertainty	Limitations of analytical models and data
Market Variables	Changes in energy prices and consumer demand
Technology Variables	The pace of technological advancement and level of application

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Strategy

Climate Resilience

Climate Resilience Assessment

Capacity to Adjust and Adapt the Strategy and Business Model to Climate Change

Pulmuone incorporates climate-related risks and opportunities into management decision-making and investment planning to strengthen its ability to respond to a range of climate scenarios.
For Financial Resources, medium- to long-term investment plans reflect the Net Zero and Nature Positive strategies, supported by a management framework for adjusting investment priorities and resource allocation as needed.
Asset Management focuses on improving energy efficiency and facility operations, stabilizing the supply chain, and preparing for the transition to low-carbon manufacturing processes.
Investment Strategy directs resources toward renewable energy, environmentally friendly and plant-forward products, and sustainable raw material management.

Climate Resilience Capabilities

Category	Key Areas	Capability Level
Financial Resources	Investment capacity and cost management	Established a cost management framework to expand medium- to long-term investment capacity
Asset Management	Facility improvements and process transition	Established the operational foundation for adopting climate-responsive facilities and improving manufacturing processes
Investment Strategy	Net Zero and Nature Positive	Established an investment decision-making framework reflecting Net Zero and Nature Positive strategies

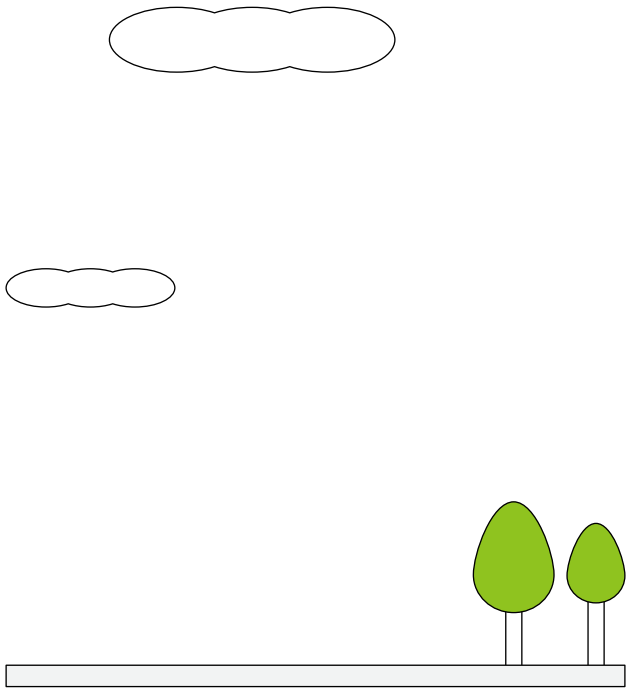
Climate-Related Scenario Analysis Methodology and Time Horizons

Climate-Related Scenarios Used and Scope of Analysis

Pulmuone conducted scenario analysis covering both transition and physical risks to assess climate resilience.
For transition risk analysis, NGFS scenarios representing 1.5°C and 3°C pathways were applied. For physical risk analysis, Representative Concentration Pathway (RCP) scenarios—RCP 2.6, RCP 4.5, and RCP 8.5—were applied.
NGFS scenarios were used to assess transition risks related to carbon regulation, the energy transition, and market changes, while RCP scenarios were used to assess physical risks associated with rising temperatures.
The analysis covered 2025, 2030, 2040, and 2050, representing short-, medium-, and long-term horizons, and encompassed company-wide operations and key raw material supply chains. The physical risk assessment focused primarily on major raw material-producing regions and business sites.

Overview of Scenario Analysis

Category	Details
Source of Transition Scenarios	NGFS (1.5°C, 3°C)
Source of Physical Risk Scenarios	IPCC AR5 RCP 2.6, 4.5, 8.5
Analysis Period	2025, 2030, 2040, 2050
Scope of Analysis	Company-wide operations and key supply chains
Risks Covered	Transition and physical risks



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Strategy

Climate Resilience

Climate-Related Scenario Analysis Methodology and Time Horizons

Key Assumptions Used in the Scenario Analysis

The scenario analysis considered assumptions across five categories: Policy, Energy Market, Country and Region, Macroeconomics, and Energy Mix.

Policy, Energy Market, and Energy Mix factors were used to capture transition-related changes, while Macroeconomics and Country and Region factors reflected broader economic conditions and geographic exposure.

The assumptions were based on external data and international scenarios, and multiple scenarios were used to reflect uncertainty in the results. The key assumptions for each category are summarized below.

Timing of the Scenario Analysis

Pulmuone conducted a climate resilience scenario analysis in 2023. The findings are used to identify climate-related risks and opportunities and develop response strategies. The analysis will be updated periodically to reflect changes in policy and market conditions and advances in technology.

Summary of Key Assumptions

Category	Details
Policy	• Accelerated decarbonization of industry and transition sectors to achieve the national Net Zero target by 2050 - Strengthened GHG emissions regulations for companies, including the expansion of the GHG Emissions Trading Scheme or Energy Target Management Scheme (Pulmuone expected to remain exempt due to its relatively low emissions) - Relaxation of regulations governing voluntary participation in the GHG Emissions Trading Scheme (e.g., external reduction projects) • Introduction of new regulations on energy use and resource circularity - Mandatory conversion of organic waste resources under the Act on Promotion of Production and Use of Biogas From Organic Waste Resources, together with measures to address peak electricity demand and regional electricity price differentials • Expansion of incentives for renewable energy - Stronger support for renewable energy and energy efficiency improvement projects • Implementation of strategies to develop a hydrogen economy - Medium-to long-term cluster plans for hydrogen supply, distribution, and utilization are anticipated
Energy Market	See tables below
Macroeconomics	• [IEA] Global GDP growth projections: 3.0% (2010–2022), 3.0% (2022–2030), and 2.5% (2030–2050)
Country and Region	• [MSCI] Analysis at the city and county levels in Korea, focusing on Pulmuone's manufacturing and logistics sites • [NGFS] Analysis based on the Net Zero 2050 scenario
Energy Mix	• Targets set out in the National Carbon Neutrality and Green Growth Basic Plan • Energy mix projections under the 10th Basic Plan for Electricity Supply and Demand

Category		Unit	2022	2030	2035	2040
LCOE[1] Outlook for Renewable Energy	Solar Power	KRW/kWh	138.6	102.4	89.3	79.3
	Fuel Cell	KRW/kWh	197.3	173.0	166.9	151.9
LCOE Outlook for Renewable Energy		KRW/kg	6,000	4,000	-	3,000

Category	Unit	2022	2030	2035	2040
Price Gap Between Power Purchase Cost and PPA Price	KRW/kg	10	11.1	10.1	3.7

1) Levelized Cost of Energy.

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Risk and Opportunity

Climate Related Risk and Opportunity Management Processes and Policies

Inputs and Parameters

The scenario analysis incorporated business data on site operations, raw material sourcing, GHG emissions, energy use, and financial information, as well as policy, market, energy, and technology variables.

Regional climate characteristics of major business sites and raw material supply chains were also considered in the analysis. The detailed inputs and parameters are presented in the table below.

Inputs and Parameters Used to Identify Climate-Related Risks and Opportunities

Category	Item	Details
Inputs	Business Site Operational Information	Operational data from domestic manufacturing and logistics sites (e.g., production volume, facility operations, and logistics flows)
	Raw Material Sourcing Information	Key agricultural, livestock, and fisheries supply chains (including domestic and overseas sourcing regions)
	GHG Emissions	Scope 1 and Scope 2 emissions and energy use data
	Energy Use Information	Energy consumption data related to electricity and fuel use, as well as facility operations
	Financial Data	Raw material prices, energy costs, CAPEX and operating costs, Sustainable Food sales and market data
	Business Site Location Information	Locations of major manufacturing and logistics sites (used for climate exposure assessment)
Parameters	Climate Scenarios	NGFS (1.5°C, 3°C) and RCP (2.6, 4.5, 8.5)
	Climate Variables	Temperature increases, changes in precipitation patterns, and the frequency of extreme weather events
	Policy Variables	Carbon prices, regulatory levels, and renewable energy policies
	Market Variables	Demand for environmentally friendly products and changes in consumer preferences
	Energy Market Variables	Electricity prices, fuel prices, and renewable energy costs
	Technology Variables	Energy efficiency technologies, low-carbon manufacturing processes, and smart farming technologies

Use of Scenario Analysis to Identify Climate-Related Risks and Opportunities

Pulmuone uses internationally recognized climate scenarios to identify climate-related risks and opportunities. NGFS scenarios are applied to analyze transition risks and opportunities, while RCP scenarios are applied to analyze physical risks. The analysis supports the assessment of associated medium- to long-term financial effects and the development of response strategies.

View Climate-Related Scenario Analysis Methodology and Time Horizons

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Risk and Opportunity

Climate Related Risk and Opportunity Management Processes and Policies

Assessment Methodology for the Nature, Likelihood, and Impact of Risks and Opportunities

The assessment considers both physical and transition factors. Climate-related risks and opportunities are evaluated qualitatively and quantitatively based on their likelihood and impact.
The results are rated by significance and managed within the company-wide risk management framework.

Method for Prioritizing Climate-Related Risks and Opportunities

Pulmuone determines the priority of climate-related risks and opportunities based on their financial impact, impact on business continuity, and strategic importance. Items rated as high priority are addressed through company-wide KPIs and implementation plans.

Monitoring of Climate-Related Risks and Opportunities

Pulmuone monitors climate-related risks and opportunities as part of management decision-making. Management regularly reviews progress against climate-related targets and KPIs, the implementation of action plans, and resource allocation. Monitoring results are used to update action plans and response measures as needed. The results also inform medium-term and annual plans, reports to the ESG Committee, key management discussions, including Session D, and disclosures in the Sustainability Report.

Climate-Related Risk and Opportunity Assessment Methodology

Category	Assessment Method	Details
Qualitative Assessment	Risk Impact Assessment	Assesses business impacts, including disruptions to production and operations, supply chain instability, and increased costs
	Likelihood Assessment	Assesses likelihood over the short, medium, and long term
	Strategic Importance Assessment	Evaluates significance based on business continuity and strategic impact
	Business Impact Assessment	Assesses potential changes in market share and opportunities for market entry
Quantitative Assessment	Physical Risk Impact Analysis	Estimates production disruptions and cost increases using scenario analysis and MSCI Climate VaR (Value at Risk)
	Transition Risk Impact Assessment	Estimates financial impacts from changes in carbon prices and energy costs
	Investment Impact Analysis	Assesses the CAPEX and OPEX impacts of renewable energy and facility investments
	Financial Impact Analysis	Analyzes impacts on cost of sales, selling and administrative expenses, assets, and cash flows
Overall Assessment	Risk and Opportunity Significance Assessment	Classifies risk levels based on likelihood and impact
	Prioritization	Incorporates risks into the company-wide risk pool and identifies key risks

Changes to the Risk and Opportunity Management Process

There were no changes to the basic structure of the climate-related risk and opportunity management process during the reporting period.

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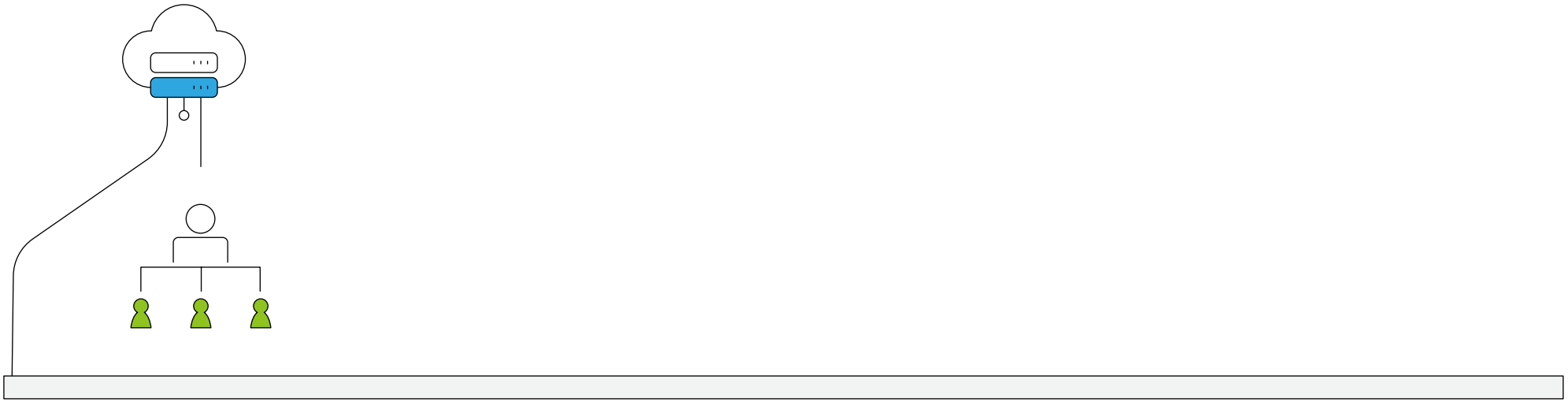
Risk and Opportunity

Integration into the Enterprise Risk Management Process

Once identified, climate-related risks and opportunities are integrated into Pulmuone's enterprise risk management framework alongside financial and strategic risks.
Key issues identified through the materiality assessment are added to the risk pool and evaluated based on financial impact, business continuity, and other relevant criteria. Those classified as key risks are incorporated into major decisions, including capital allocation.

Management regularly reviews changes in these risks and the responses taken. The review findings inform medium-term and annual business planning, management reviews, and reporting to the Board of Directors.

View Risk Governance Framework Diagram



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Metrics and Targets

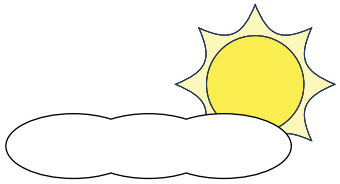
Cross-Industry Climate-Related Metrics

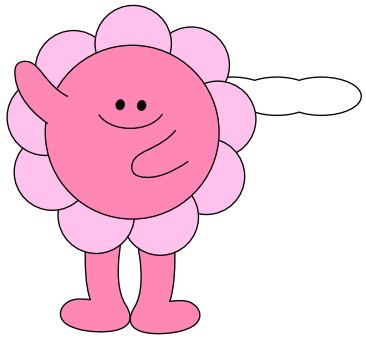
Greenhouse Gas (GHG)

GHG emissions from the holding company and its consolidated subsidiaries for the reporting period are available at the link below.

View GHG Emissions (Scope 1 & 2) Table

View Scope 3 Emissions Table





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Approach to Calculating GHG Emissions

Pulmuone calculates GHG emissions in accordance with recognized domestic and international standards and guidelines.
The K-IFRS consolidation scope is considered when defining the reporting boundary, while the organizational boundary for Scope 1 and Scope 2 emissions is determined using the operational control approach at the site level. Accordingly, Scope 1 and Scope 2 emissions from sites under Pulmuone's operational control are included, while associates and joint ventures are excluded.

Domestic Scope 1 and Scope 2 emissions are calculated in accordance with the Guidelines for the Operation of the GHG Target Management Scheme and ISO 14064-1:2018. Overseas Scope 1 and Scope 2 emissions and Scope 3 emissions are calculated in accordance with the WRI·WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard. For Scope 2 emissions, because no renewable energy purchase agreements or renewable energy certificates were used during the reporting period, market-based emissions were calculated on the same basis as location-based emissions.
There were no changes to the calculation criteria, methodologies, or scope during the reporting period.

Inputs and Key Assumptions

GHG emissions were calculated by applying emission factors to site-level activity data, including energy and fuel consumption records and other operational data. Emission factors were obtained from recognized sources, including country-specific electricity emission factors and factors published in government and international guidelines.

The methodologies described above were applied to ensure data consistency, comparability, and verifiability. Where source data were unavailable, reasonable assumptions and estimates were used.

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Metrics and Targets

Cross-Industry Climate-Related Metrics

Greenhouse Gas (GHG)

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Inputs and Key Assumptions

Inputs and Key Assumptions Used in GHG Emissions Calculations

Category		Inputs	Key Assumptions
Scope 1		· Activity Data: Fuel consumption from stationary and mobile combustion · Heating Values: Country-specific heating values by fuel type · Emission Factors: Emission factors from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories	· Emissions from refrigerant use are calculated based on refrigerant charge and refill amounts, using Global Warming Potential (GWP) values from the IPCC AR6. · Certain data are derived from business-site operational data, with reasonable assumptions applied where direct verification is not feasible.
Scope 2		· Activity Data: Electricity and heat (steam) consumption · Emission Factors: Country-specific electricity emission factors	· Emissions from electricity consumption at domestic business sites are calculated using national GHG emission and removal factors approved in 2025 (2021–2023 average). · Emissions from overseas business sites are calculated using country-specific electricity emission factors provided by the IEA, EPA, or electricity suppliers.
Scope 3	Category 1 (Purchased Goods and Services)	· Activity Data: Tangible and intangible goods and services purchased for the provision of Pulmuone's products and services · Emission Factors: Ecoinvent 3.10 and AGRIBALYSE 3.2.	· Items included in the calculation are selected based on criteria including dependence on natural capital, relevance to GHG emissions and water use, and their importance to Pulmuone's product manufacturing, with additional consideration given to their contribution to emissions, relevance to revenue, and exposure to climate risks. · An activity-based approach is applied using quantities purchased.
	Category 3 (Fuel- and Energy-Related Activities)	· Activity Data: Energy consumption associated with stationary and mobile assets for which Pulmuone bears the energy costs · Emission Factors: Ecoinvent 3.10 Cutoff and national and IEA electricity emission factors	· Renewable energy and urea solution are excluded. · Emissions from fuel used by outsourced logistics vehicles are separately disclosed under Scope 3 Category 4 and excluded from Category 3. · Fuel consumption is included taking into account the operational boundaries of external warehouses, leased warehouses, and leased assets.
	Category 4 (Upstream Transportation and Distribution)	· Activity Data: Energy consumption from third-party transportation and distribution services purchased by Pulmuone · Emission Factors: 2006 IPCC Guidelines for National Greenhouse Gas Inventories	· Calculated using a combination of fuel-based and expenditure-based approaches for fuel purchases. · Emissions from outsourced logistics are included in upstream emissions. · Vehicles used for Exofresh Logistics operations in Korea include diesel, electric, and hydrogen vehicles. However, as only transportation distance data are available, emissions are conservatively calculated by assuming that all vehicles are diesel-powered.
	Category 5 (Waste Generated in Operations)	· Activity Data: Waste generated by treatment method and waste type · Emission Factors: Ecoinvent 3.10 Cutoff	· Waste emissions from business sites are calculated based on data reported through Korea's statutory waste management system (Allbaro System), excluding wastewater and circular resources to prevent double counting. · Waste treatment types, including landfill, incineration, and recycling, are classified based on information reported by primary waste treatment companies registered in the system.
	Category 6 (Business Travel)	· Activity Data: Distance traveled by mode of transportation (km), vehicle fuel efficiency (km/L), and number of travelers · Emission Factors: Ecoinvent 3.10 Cutoff and 2006 IPCC Guidelines for National Greenhouse Gas Inventories	· An expenditure-based calculation method using ERP business travel expense data is applied. · The calculation covers only business travel by employees using transportation neither owned nor controlled by Pulmuone. · For public transportation (bus and train), travel distances are based on Table B.3, "Transportation Distance by Region," in the Environmental Product Declaration Certification Guidelines.
	Category 7 (Employee Commuting)	· Activity Data: Distance traveled by mode of transportation (km) and fuel consumption · Emission Factors: 2006 IPCC Guidelines for National Greenhouse Gas Inventories	· Calculated using a combination of fuel-based and expenditure-based approaches for fuel purchases. · Emissions are calculated only for domestic legal entities where employees use company-provided commuter buses or taxis.
	Category 12 (End-of-Life Treatment of Sold Products)	· Activity Data: Amounts of waste generated for recycling and disposal under the volume-based waste system · Emission Factors: Ecoinvent 3.10 Cutoff	· Calculations cover business sites of domestic legal entities subject to EPR reporting requirements. · The amount of waste recycled is estimated by applying the mandatory recycling rate to the total amount of waste generated, with the remainder assumed to be disposed of through the volume-based waste system. · The remaining waste is allocated to landfill, incineration, and recycling based on weighted-average treatment rates for household waste, excluding the "Other" category.

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Risk and Opportunity Management

Cross-Industry Climate-Related Metrics

Climate-Related Transition Risks

Pulmuone has identified the following transition risks associated with policy, market, and technological changes in response to climate change.

Key Business Activities Vulnerable to Climate-Related Transition Risks

Risk Category	Risk Item	Geographic Exposure	Business Activity	Impact Level	Key Rationale
Market	Customer requirements for supply chain carbon management	U.S., China, Korea	Manufacturing site operations	High	Growing requirements from major customers, including Costco and Sam's Club, for supply chain assessments and GHG management
Policy and Regulation	Climate-related disclosures	U.S. (California)	Manufacturing site operations	Medium	GHG disclosure requirements under California climate disclosure laws (SB 253 and SB 261) and the need for regulatory compliance
	Climate-related disclosures (phased mandatory requirements)	Korea, China	Manufacturing site operations	Low	Potential strengthening of disclosure requirements following the introduction of Korea's Climate Disclosure Roadmap and the expansion of ESG disclosure policies in China

Climate-Related Physical Risks

Pulmuone's business activities that are vulnerable to physical risks arising from climate change, including extreme temperatures, changes in precipitation patterns, and extreme weather events, are presented below.

Key Business Activities Vulnerable to Climate-Related Physical Risks

Risk Category	Risk Item	Geographic Exposure	Business Activity	Impact Level	Key Rationale
Acute	Extreme heat, cold waves, typhoons, and wildfires	Major raw material production regions in Korea and overseas	Raw material sourcing	Medium	Disruptions to the supply of soybeans, a key raw material, due to more frequent extreme heat and heavy rainfall
Chronic	Extreme heat and rising temperatures	Logistics sites in Korea and overseas	Production and logistics of products requiring cold-chain distribution	High	Potential impacts of extreme heat on logistics operations and quality control for products requiring cold-chain distribution

Climate-Related Opportunities

Pulmuone recognizes market changes and technological advancements associated with climate change as key business opportunities. Related business activities are presented in the table below.

Key Business Activities Aligned with Climate-Related Opportunities

Opportunity Category	Opportunity Item	Geographic Exposure	Business Activity	Impact Level	Key Rationale
Market	Expansion of the Low-Carbon Food Market	Global	Sales of Jigusikdan brand products	High	Growing consumer demand for plant-based and low-carbon foods
Efficiency	Adoption of renewable energy systems	Domestic and overseas manufacturing sites	Operation of renewable energy generation systems	Medium	Reduced electricity costs and GHG emissions through renewable energy generation

Further details on the impacts on Pulmuone's business model and value chain are provided in the 'Strategy (Climate Resilience Assessment)' section.

KSSB S2 Report

Risk and Opportunity Management

Cross-Industry Climate-Related Metrics

Capital Deployment

Pulmuone invests in energy efficiency improvements, renewable energy generation facilities, and the expansion of its low-carbon product portfolio. Key climate-related CAPEX activities during the reporting period are presented below. No green or sustainability bonds were issued specifically to finance climate-related activities during the reporting period.

Key Climate-Related Capital Deployment Activities

Category	Capital Deployment Item	Business Site	Investment Activity	Investment Type	Key Activities
CAPEX	Renewable Energy Generation Facilities	Pulmuone Waters	Solar Power Generation	Facility Investment	Installed a 99 kW solar power generation system at the Idong Plant
	Renewable Energy Generation Facilities	Pulmuone Academy	Solar Power Generation	Facility Investment	Installed a 48 kW solar power generation system
	Renewable Energy Generation Facilities	Pulmuone Waters	Solar Power Generation	Facility Investment	Installed a 95 kW solar power generation system at the Miryang Plant

Internal Carbon Pricing

Pulmuone applies an internal carbon price based on Marginal Abatement Cost (MAC) as a shadow price when reviewing major investments, including equipment replacement and the construction of new manufacturing facilities. The price is used to identify priorities for reducing Scope 1 and Scope 2 GHG emissions and assess the cost-effectiveness and ESG impact of low-carbon investments. For details on the calculation method, price level, and monitoring and evaluation process, please refer to the link below.

View Internal Carbon Pricing System Table

Remuneration

Environmental and climate-related metrics are incorporated into executive performance evaluations and incentive decisions. These include targets for reducing GHG emissions and increasing sales of Sustainable Food. The General CEO's evaluation also considers increased renewable energy use.

View KPIs for Senior Management

Climate-Related Industry-Based Metrics

Pulmuone's businesses fall within the Food & Beverage sector under the Sustainable Industry Classification System (SICS), with its business activities spanning several SICS industries, including Processed Foods, Non-Alcoholic Beverages, Meat, Poultry & Dairy, and Restaurants. Key industry-based metrics for these industries include resource efficiency metrics related to energy use, water management, and waste management. Related performance and management activities are presented in the Key Topic and Material Issues (Environmental) chapters of this report. Performance data for these metrics are available at the link below.

View 2025 Environmental Impact Reduction Performance Table



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Risk and Opportunity Management

Climate-Related Targets

Climate Targets

Pulmuone has established climate-related targets to implement its climate change response strategy and achieve carbon neutrality over the long term. These targets serve as key management metrics for managing GHG emissions and advancing the low-carbon transition.

The Net Zero target covers all business sites and encompasses Scope 1, Scope 2, and Scope 3 emissions. Separate emissions reduction targets are also in place primarily for domestic and overseas manufacturing sites with relatively high GHG emissions. The Zero Waste and Sustainable Food targets contribute to Scope 3 emissions reduction by addressing emissions associated with packaging and products.

The climate-related targets were established taking into account the Nationally Determined Contribution (NDC) under the Paris Agreement, as well as domestic and international climate policies and regulatory trends. Key climate scenarios, including IPCC and NGFS scenarios, were also referenced in setting the targets.

Established Climate-Related Targets

Target	Linked Strategy	Metric	Target Type	Purpose	Base Year for Measuring Progress	Interim Target		Final Target	
						Target	Target Year	Target	Target Year
Scope 1 and Scope 2 GHG Emissions Reduction	Net Zero	Scope 1 and Scope 2 Emissions	Company-Wide	Climate Change Mitigation	2022	20% Reduction in Total GHG Emissions	2035	Net Zero	2045
Scope 3 GHG Emissions Reduction	Net Zero	Scope 3 Emissions	Company-Wide	Climate Change Mitigation	2022	-	-	Net Zero	2050
Zero Waste	Nature Positive	Weight of Plastic Packaging Used	Company-Wide	Climate Change Mitigation and Adaptation	2022	15% Reduction in Plastic Packaging Use	2030	20% Reduction in Plastic Packaging Use	2035
Expansion of Sustainable Food	Nature Positive	Product Carbon Footprint	Selected Product Categories	Climate Change Adaptation	2024	-	-	50% Reduction	2035

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Detailed Information on GHG Emissions Reduction Targets

In setting its GHG emissions reduction targets, Pulmuone did not apply the Sectoral Decarbonization Approach (SDA). Progress toward the targets is managed through emissions reduction activities in its business operations without relying on carbon credits.

The major sources of GHG emissions are manufacturing processes and fuel and energy use, with CO_2, CH_4, and N_2O being the primary GHGs emitted from these sources.

Types of GHGs Included in GHG Emissions Calculations

Category	CO_2	CH_4	N_2O	HFCs	PFCs	SF6
Scope 1	O	O	O	X	X	X
Scope 2	O	O	O	X	X	X
Scope 3	O	O	O	X	X	X

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Risk and Opportunity Management

Climate-Related Targets

Climate Target Setting, Review, and Monitoring

Pulmuone's climate-related targets are established taking into account historical emissions trends, business plans, energy use patterns, the policy environment, and target levels set by industry peers.
Progress toward the targets is regularly monitored, and the targets are revised as necessary to reflect changes in the business and policy environment.
The climate-related targets themselves are not subject to separate third-party verification. However, the GHG emissions data used to monitor progress are verified by an external verification body.

Target Review Process

Pulmuone's climate-related targets are established and managed through internal review and approval procedures involving the relevant departments.
The holding company's ESG Committee annually reviews and approves the mid- to long-term strategic direction and key climate-related initiatives. The Committee also oversees climate target setting and progress toward the targets.
For more information on the target review process, refer to 'Oversight of Target Setting and Progress' in the Governance section.

View Oversight of Target Setting and Progress

Progress Toward Targets and Monitoring Metrics

Key metrics used to monitor progress toward Pulmuone's climate-related targets include Scope 1, Scope 2, and Scope 3 GHG emissions, GHG emissions intensity per unit of production, renewable energy use, and the share of renewable energy use. These metrics are aggregated through a business site-level data collection system for annual performance reviews.

Revisions to Targets and Reasons for Revisions

Climate-related targets may be reviewed in response to changes in the policy environment, business structure, or climate-related regulations. Any revisions to the targets, together with the reasons for those revisions, will be disclosed. No climate-related targets were revised during the reporting period.

Key Monitoring Metrics for Progress Toward Targets

Linked Strategy	Target	Key Monitoring Metrics
Net Zero	Scope 1 and Scope 2 GHG Emissions Reduction	Total Scope 1 and Scope 2 emissions, renewable energy use and share, and GHG emissions and reduction rates by business site
	Scope 3 GHG Emissions Reduction	Total Scope 3 emissions and emissions by key category (e.g., raw materials and logistics)
Nature Positive	Zero Waste	Total plastic packaging use and share of recycled and regenerated plastic packaging
	Expansion of Sustainable Food	Carbon footprints of key products, share of sales from low-carbon products, and Sustainable Food sales

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Risk and Opportunity Management

Climate-Related Targets

Analysis of Performance Against Climate-Related Targets

In 2025, Pulmuone reduced Scope 1 and Scope 2 GHG emissions by 5.39% compared with the 2022 base year. GHG emissions intensity decreased from 169.7 $kgCO_2eq$/ton in 2024 to 141.5 $kgCO_2eq$/ton in 2025, representing a 16.6% reduction and exceeding the reduction target of 4.2%. Scope 3 GHG emissions reduction and plastic packaging use were identified as areas requiring further improvement. Performance against climate-related targets for the reporting year and progress toward mid- to long-term targets are presented in the table to the right.

Performance Against Climate-Related Targets

Target	Metric	Base Year Performance (2022)	Reporting Year Performance	Reduction Rate from the Base Year	Interim Target		Final Target	
					Target	Cumulative Progress as of the Reporting Year	Target	Cumulative Progress as of the Reporting Year
Scope 1 and Scope 2 GHG Emissions Reduction	Scope 1 and Scope 2 Emissions	156,905 tCO_2eq	148,444 tCO_2eq	5.39%	124,530 tCO_2eq[1]	26.1%	Net Zero[2]	5.4%
Scope 3 GHG Emissions Reduction	Scope 3 Emissions	338,494 tCO_2eq	379,408 tCO_2eq	△12.09%	-	-	Net Zero[3]	△12.1%
Zero Waste	Plastic Packaging Use	18,336 tons	19,143 tons	△4.4%	15% reduction[4]	△2.9%	20% reduction[5]	△2.2%
	Weight of Plastic Packaging Used	6,447 tons	6,521 tons	△1.15%	10% reduction[6]		30% reduction[7]	
Expansion of Sustainable Food	Product Carbon Footprint	-	Development of a product carbon footprint calculation system across 9 domestic business sites (Applied to 519 products)	-	Expansion of the product carbon footprint calculation system to 13 domestic business sites[8](Applied to 1,093 products)	-	50% reduction[9]	-

1) The target year is 2035.
2) The target year is 2045.
3) The target year is 2050.
4) The target year is 2030.
5) The target year is 2035.
6) The target year is 2029.
7) The target year is 2035.
8) The target year is 2029.
9) The target year is 2035.

GRI Index

Pulmuone has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025. In addition, activities related to certain material topics have been disclosed up to June 2026 where applicable.

GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standard(s)	Under the SASB SICS industry classification, Pulmuone is classified under Processed Foods in the Food & Beverage category. No applicable GRI Sector Standards are currently available

General disclosures

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	2-2	Entities included in the organization's sustainability reporting	About this Report, 8	
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GRI Index

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General disclosures

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Material Topics

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	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	162-164	
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks	165-166	
	b. Describe the organization's processes for managing climate-related risks	166	
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	167	
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	168-171	
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	170	
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	173-174	

SASB Index

In line with the SASB Standards, Pulmuone discloses metrics applicable to the Processed Foods industry within the Food & Beverage sector.

Category	Code	Metric	Page and Details	Notes
Processed Foods				
Energy Management	FB-PF-130a.1	(1) Total energy consumed	3,005 TJ	
		(2) Percentage grid electricity	61.3%	
		(3) Percentage renewable	3.8%	
Water Management	FB-PF-140a.1	(1) Total water withdrawn and percentage in regions with High or Extremely High Baseline Water Stress	Total water withdrawn: 6,909 thousand m³ Percentage in regions with High or Extremely High Baseline Water Stress: 41.2%	
		(2) Total water consumed and percentage in regions with High or Extremely High Baseline Water Stress	Total water consumed: 1,179 thousand m³ Percentage in regions with High or Extremely High Baseline Water Stress: 16.5%	
	FB-PF-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	None	
	FB-PF-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	pp.35-38	
Food Safety	FB-PF-250a.1	Global Food Safety Initiative (GFSI) audit (1) non-conformance rates	-	Not publicly disclosed (confidential)[1]
		Global Food Safety Initiative (GFSI) audit (2) associated corrective action rates for (a) major and (b) minor non-conformances	-	
	FB-PF-250a.2	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognised food safety certification programme	-	Not publicly disclosed (confidential)
	FB-PF-250a.3	(1) Total number of notices of food safety violation received	None	
		(2) Percentage corrected	None	
	FB-PF-250a.4	(1) Number of recalls issued	Regulatory standards: 0 cases Internal standards: 14 cases	
		(2) Total amount of food product recalled	Regulatory standards: 0 cases Internal standards: 17,019 cases	
Health and Nutrition	FB-PF-260a.1	Revenue from products labelled or marketed to promote health and nutrition attributes	-	Not publicly disclosed (data cannot be aggregated)[2]
	FB-PF-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	pp.30–34	
Product Labeling and Marketing	FB-PF-270a.1	Percentage of advertising impressions (1) made on children	-	Not publicly disclosed (data cannot be aggregated)
		Percentage of advertising impressions (2) made on children promoting products that meet dietary guidelines	-	
	FB-PF-270a.2	Revenue from products labelled as (1) containing genetically modified organisms (GMOs)	-	Not publicly disclosed (confidential)
		Revenue from products labelled as (2) non-GMO	-	
	FB-PF-270a.3	Number of incidents of non-compliance with industry or regulatory labelling or marketing codes	None	
	FB-PF-270a.4	Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices	KRW 0	

1) Seven plants under Pulmuone Foods, Danone Pulmuone, Pulmuone Green Juice, Pulmuone Health & Living, Pulmuone Waters, Pulmuone Kibun, and Beijing Pulmuone Green Foods hold FSSC 22000 certification.
2) As Pulmuone uses various criteria and methods to promote the health and nutrition attributes of its products, the relevant revenue data cannot be accurately aggregated.

SASB Index

In line with the SASB Standards, Pulmuone discloses metrics applicable to the Processed Foods industry within the Food & Beverage sector.

Category	Code	Metric	Page and Details	Notes
Packaging Lifecycle Management	FB-PF-410a.1	(1) Total packaging weight	19,143 metric tonnes	
		(2) Percentage of packaging made from recycled and/or renewable materials	-	Not publicly disclosed (data cannot be aggregated)
		(3) Percentage of packaging that is recyclable, reusable, and/or compostable	85.65%	
	FB-PF-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	pp.24, 28–29	
Environmental & Social Impacts of Ingredient Supply Chain	FB-PF-430a.1	Percentage of third-party environmental and/or social standards certification and certification for each criterion among procured food ingredients	Soy[3]: 41.2% Cereal[4]: 57.7% Livestock products (cattle): 7.9% Livestock products (swine): 8.6% Poultry & eggs: 88.3% Seaweed: 16.9%	
	FB-PF-430a.2	Suppliers' social and environmental responsibility audit non-conformance rate and associated corrective action rate for (a) major non-conformances	Major non-conformance rate: 19.2% Corrective action rate: 80.0%	
		Suppliers' social and environmental responsibility audit non-conformance rate and associated corrective action rate for (b) minor non-conformances	Minor non-conformance rate: 61.5% Corrective action rate: 100.0%	
Ingredient Sourcing	FB-PF-440a.1	Percentage of Food Ingredients Sourced from Regions with High or Extremely High Baseline Water Stress	Major agricultural products (legumes): 16.85 Major agricultural products (wheat flour): 7.24 Other agricultural products: 80.02 Major livestock products (eggs and raw milk): 35.13 Seafood: 66.57	
	FB-PF-440a.2	List of priority food ingredients and discussion of sourcing risks related to environmental and social considerations	pp.44, 99–101	
Activity Metrics	FB-PF-000.A	Weight of products sold[5]	752,215 metric tonnes	
	FB-PF-000.B	Number of production facilities	53 facilities	

3) Includes soybean sprouts, mung beans, white beans, and others.
4) Includes rice, wheat flour, and corn starch, and starch syrup.
5) Based on production volume at domestic and overseas manufacturing sites.

Independent Assurance Statement for GHG Emissions

Introduction

DNV Business Assurance Korea Ltd. ("DNV") was commissioned by Pulmuone Corporate (the "Company") to perform third party verification for the Company and its subsidiaries' Greenhouse Gas Statement. The Company is responsible for the preparation of the GHG statement on the basis set out within 'ISO 14064-1:2018', 'WRI/WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard', 'IPCC Guidelines: 2006'1. The Company has full responsibility of the GHG statement. According to terms of contract, DNV expressly disclaims any liability or co-responsibility for any decisions a 3rd party may make based on the verification opinion.

Objective and Scope of Verification

The objective of the verification is to present an independent verification opinion on the company's GHG statement, and the scope of verification is as follows:

- Organizational Boundary: Pulmuone Co., Ltd., Pulmuone Foods Co., Ltd., Pulmuone Academy Co., Ltd., Pulmuone Danone Co., Ltd., Pulmuone Water Co., Ltd., Pulmuone Health & Living Co., Ltd., Pulmuone Food & Culture Co., Ltd.
- Reporting Boundary: Scope 1 (Direct emissions), Scope 2 (Indirect emissions)
- Reporting Period: 2025.01.01 ~ 2025.12.31

Verification Approach

The verification has been conducted in accordance with the verification principles and tasks outlined in the 'ISO 14064-3:2019'.

For domestic entities, the verification was performed under a Reasonable Level of assurance, while for overseas entities, it was performed under a Limited Level of assurance2. DNV planned and conducted the verification to obtain all necessary information and explanations, ensuring sufficient evidence to support a verification opinion at a 5% materiality level. As part of the verification process, we have reviewed as follows:

- Adequacy of GHG data control, collection and emission calculation and report process
- The GHG inventory is based on measurements and has inherent limitations that may arise from the process of calculating, estimating, and finalizing the reported data.

Conclusions

Based on the verification, there is no evidence that the GHG statement is not materially correct and is not a fair representation of GHG data and information.

- DNV represents "unmodified" opinion on Greenhouse Gas Emissions.

Company	Greenhouse Gas emissions (Unit: tCO_2eq)			Energy consumption (Unit: TJ)							
						Renewable Energy					
	Scope 1	Scope[1]	Total[2]	Fuel Photovoltaic	Scope 2[3]	Solar Photovol	Solar Thermal	Small hydropower	geothermal	Biomass	Total[2]
Pulmuone	54,561	93,883	148,444	1,039	1,851	13	4	0.15	0.06	98	3.005

1) The Scope 2 emissions reported here are location-based and are calculated using the average emissions intensity of the electricity grid where the energy is consumed, generally based on grid-average emission factors.
2) GHG emissions are rounded to the nearest whole number; therefore, reported values may differ from the values generated by the calculation tool by up to 1 tCO_2eq.
3) Scope 2 energy consumption includes purchased electricity and heat.

This Assurance Opinion is valid as of the date of the issuance. Please note that this Assurance Opinion would be revised if any material discrepancy which may impact the Greenhouse Gas Emissions of the Company is subsequently brought to our attention.

2026. 5. 20

Lee, Jang Sup
Country Representative
DNV Business Assurance Korea Ltd.

Independent Assurance Statement for GHG Emissions

Introduction

DNV Business Assurance Korea Ltd. ("DNV") was commissioned by Pulmuone Corporation (the "Company") to perform third party verification for the Company's Greenhouse Gas Statement. The Company is responsible for the preparation of the GHG statement on the basis set out within 'WRI/WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard', 'The Corporate Value Chain (Scope 3) Accounting and Reporting Standard', '2019 Refinement to the 2006 IPCC Guidelines'. The Company has full responsibility of the GHG statement. According to terms of contract, DNV expressly disclaims any liability or co-responsibility for any decisions a 3rd party may make based on the verification opinion.

Objective and Scope of Verification

The objective of the verification is to present an independent verification opinion on the company's GHG statement, and the scope of verification is as follows:

- Organizational Boundary: Pulmuone and subsidiaries (refer to annex for the list of subsidiaries)
- Reporting Boundary: Scope 3 (Other Indirect emissions – Category 1, 3, 4, 5, 6, 7, 12)
- Reporting Period: 2025.01.01 ~ 2025.12.31

Verification Approach

The verification has been conducted in accordance with the verification principles and tasks outlined in the 'ISO 14064-3:2019', based upon a Limited Level of assurance. DNV planned and conducted the verification to obtain all necessary information and explanations, ensuring sufficient evidence to support a verification opinion at a 5% materiality level. As part of the verification process, we have reviewed as follows:

- Adequacy of GHG data control, collection and emission calculation and report process
- The GHG inventory is based on measurements and has inherent limitations that may arise from the process of calculating, estimating, and finalizing the reported data.

Conclusions

Based on the verification, there is no evidence that the GHG statement is not materially correct and is not a fair representation of GHG data and information.

- DNV represents "unmodified" opinion on Greenhouse Gas Emissions.

(Unit: tCO_2eq)

Reporting year	Upstream Emissions	Downstream Emissions	Total emissions
2025	364,672	14,737	379,408

※ In order to report the GHG emissions as an integer, the rounded number might be different from the number on the calculation tool with ± 1 tCO_2eq.

This Assurance Opinion is valid as of the date of the issuance. Please note that this Assurance Opinion would be revised if any material discrepancy which may impact the Greenhouse Gas Emissions of the Company is subsequently brought to our attention.

2026. 5. 22

Lee, Jang Sup
Country Representative
DNV Business Assurance Korea Ltd.

Independent Auditor's Report on Internal Control over Financial Reporting

To the Shareholders and the Board of Directors of Pulmuone Corporation

March 23, 2026

Opinion on Internal Control over Financial Reporting

We have audited Pulmuone Corporation's (the "Company") Internal Control over Financial Reporting ("ICFR") as of December 31, 2025, based on the Conceptual Framework for Designing and Operating Internal Control over Financial Reporting.

In our opinion, the Company's ICFR is designed and operating effectively, in all material respects, as of December 31, 2025, in accordance with the Conceptual Framework for Designing and Operating Internal Control over Financial Reporting.

We have also audited, in accordance with the Korean Standards on Auditing, the Company's financial statements, which comprise the statement of financial position as of December 31, 2025, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the reporting period then ended, and the related notes, including material accounting policy information. We expressed an unmodified opinion on those financial statements in our auditor's report dated March 23, 2026.

Basis for Opinion on Internal Control over Financial Reporting

We conducted our audit in accordance with the Korean Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of Internal Control over Financial Reporting section of this auditor's report. We are independent of the Company in accordance with the ethical requirements in the Republic of Korea that are relevant to our audit of ICFR, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for Internal Control over Financial Reporting

Management is responsible for designing, implementing, and maintaining effective ICFR and for assessing the effectiveness of ICFR as included in the Report on the Operation of Internal Control over Financial Reporting.

Those charged with governance are responsible for overseeing the Company's ICFR.

Auditor's Responsibilities for the Audit of Internal Control over Financial Reporting

Our responsibility is to express an opinion on the Company's ICFR based on our audit.

We conducted our audit in accordance with the Korean Standards on Auditing. These standards require that we plan and perform the audit to obtain reasonable assurance about whether ICFR is maintained effectively, in all material respects.

An audit of ICFR involves performing procedures to obtain audit evidence about whether any material weaknesses exist. The procedures selected depend on the auditor's judgment, including the assessment of the risks that material weaknesses may exist. The audit includes obtaining an understanding of ICFR and, based on the assessed risks, testing and evaluating the design and operating effectiveness of ICFR.

Definition and Inherent Limitations of Internal Control over Financial Reporting

Company's ICFR is a process implemented by those charged with governance, management, and other personnel and designed to provide reasonable assurance regarding the preparation of reliable financial statements in accordance with the Korean International Financial Reporting Standards (K-IFRS). The Company's ICFR includes policies and procedures that: (1) maintain records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the Company's assets; (2) provide reasonable assurance that transactions are recorded as necessary to permit the preparation of financial statements in accordance with K-IFRS and that receipts and expenditures of the Company are made only in accordance with authorizations of the Company's management and Board of Directors; and (3) provide reasonable assurance regarding the timely prevention or detection of unauthorized acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements.

Due to its inherent limitations, ICFR may not prevent or detect material misstatements in the financial statements. In addition, projections of any evaluation of effectiveness to future periods are subject to the risk that ICFR may become inadequate because of changes in conditions or that the degree of compliance with policies or procedures may deteriorate, and accordingly, evaluations and estimates for future periods may differ.

The engagement partner responsible for the audit on which this independent auditor's report on Internal Control over Financial Reporting is based is Yi Yong-ho.

KPMG Samjong Accounting Corp.
CEO **Kim Kyo Tae**



This report is valid as of the date of the auditor's report (March 23, 2026). Events or circumstances that occur between the auditor's report date and the date on which this report is read may have a significant impact on the Company's Internal Control over Financial Reporting and could require revision of this audit report.

Independent Assurance Opinion Statement

To: The Stakeholders Pulmuone Corporate

Overview

BSI (British Standards Institution) Group Korea (the "Assurer") was requested to verify the 2025 Pulmuone Sustainability Report (the "Report"). The Assurer is independent of the Pulmuone Corporation and has no major operational or financial interest other than the assurance. This assurance opinion statement is intended to provide information regarding the assurance of Pulmuone Corporation's report relating to the environment, social and governance (ESG) to the relevant stakeholders and may not be used for any purpose other than the purpose of publication. This assurance opinion statement was prepared based on the information presented by the Pulmuone Corporation and the assurance was carried out under the assumption that presented the information and data were complete and accurate.

Pulmuone Corporation is responsible for managing the relevant information contained within the scope of assurance, operating the relevant internal control procedures, and for all information and claims contained in the report. Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to Pulmuone Corporation only.

The Assurer is responsible for providing Pulmuone Corporation management with an independent assurance opinion containing professional opinions derived by applying the assurance methodology to the scope specified and providing the information to all stakeholders of Pulmuone Corporation. The Assurer shall not bear any other responsibility, including legal responsibility, to any third party other than Pulmuone Corporation in providing the assurance opinion and shall not be liable to any other purpose, purpose or stakeholders related thereto for which the assurance opinion may be used.

Scope

The scope of engagement agreed upon with Pulmuone Corporation includes the following:

- Reporting contents during the period from January 1st to December 31st 2025 included in the report, some data included June 2026.
- Major assertion included in the Report, such as sustainability management policies and strategies, goals, projects, and performance, and the Report contents related to material topics determined as a result of materiality assessment.
- Appropriateness and consistency of processes and systems for data collection, analysis and review.
- In accordance with the four principles of AA1000 Accountability in the report, based on the type of Sustainability Assurance based on AA1000AS v3 and if applicable, the reliability of the sustainability performance information contained in the report.

The following contents were not included in the scope of assurance.

- Financial information in Appendix.
- Index items related to other international standards and initiatives other than the GRI, SASB and TCFD.
- Other related additional information such as the website and annual Business Report.

Assurance Level and Type

The assurance levels and types are as follows:

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

Description and Sources of Disclosures Covered

Based on the scope and methodology of assurance applied, the assurer reviewed the following Disclosures based on the sampling of information and data provided by Pulmuone Corporation.

[Universal Standards]

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

[Topic Standards]

101-1 to 101-2 (Biodiversity), 201-1 to 201-4 (Economic performance), 202-1 (Market presence), 203-1 to 203-2 (Indirect economic impact), 205-1 to 205-3 (Anti-corruption), 206-1 (Anti-competitive behavior), 207-1, 4 (Tax), 301-1 (Materials), 302-1, 3–4 (Energy), 303-1 to 303-5 (Water and effluents), 305-1 to 305-5, 7 (Emissions), 306-1 to 306-5 (Waste), 308-1 to 308-2 (Supplier environmental assessment), 401-1 to 401-3 (Employment), 403-1 to 403-10 (Occupational health and safety), 404-1 to 404-3 (Training and education), 405-1 to 405-2 (Diversity and equal opportunity), 406-1 (Non-discrimination), 414-1 to 414-2 (Supplier social assessment), 415-1 (Public P-policy), 416-1 to 416-2 (Customer health and safety), 417-1 to 417-3 (Marketing and labeling), 418-1 (Customer privacy)

Independent Assurance Opinion Statement

Methodology

As a part of its independent assurance, the Assurer has used the methodology developed for relevant evidence collection in order to comply with the verification criteria and to reduce errors in reporting. The Assurer has performed the following activities:

- A top-level review of issues raised by external parties that could be relevant to organization's policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staff on the organization's approach to stakeholder engagement.
  Review of the supporting evidence related to the material topics through interviews with senior managers in the departments responsible.
- Review of the system for sustainability management strategy process and implementation
- Review of materiality issue analysis process and prioritization by reviewing materiality issue analysis process and verifying the results
- Verification of data generation, collection and reporting for each performance index and document review of relevant systems, policies, and procedures where available
- An assessment of the company's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000 AccountAbility Principles Standard (2018)
- Visit of the Pulmuone Corporation's Seoul Office to confirm the data collection processes, record management practices

Limitations and Approach Used to Mitigate Limitations

The Assurer performed limited verification for a limited period based on the data provided by the reporting organization. It implies that no significant errors were found during the verification process, and that there are limitations related to the inevitable risks that may exist. The Assurer does not provide assurance for possible future impacts that cannot be predicted or verified during the verification process and any additional aspects related thereto.

Competency and Independence

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

Opinion Statement

The assurer was carried out by a team of sustainability report assurers in accordance with the AA1000 Assurance Standard v3. Assurer planned and performed this part of our work to obtain the necessary information and explanations assurer considered to provide sufficient evidence that Pulmuone Corporation's description of their approach to AA1000 Assurance Standard and their self-declaration of compliance with the GRI standards were fairly stated.

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

Conclusions

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

• **Inclusivity: Stakeholder Engagement and Opinion**

Pulmuone Corporation defined customers, shareholders, employees, suppliers, local communities and the environment as a Key Stakeholder Groups. In order to collect opinions by each stakeholder group in the context of sustainability, operated the stakeholder engagement process. Pulmuone Corporation conducted a review of the stakeholder engagement process at the Steering Committee in order to reflect the major issues derived through the stakeholder engagement process in sustainability strategy and goals. Pulmuone Corporation disclosed the results related to the process in the Report.

• **Materiality: Identification and reporting of material sustainability topics**

Pulmuone Corporation implemented its own materiality assessment process in consideration of the major business and operational characteristics to derive important reporting issues related to sustainability. In the materiality assessment, Pulmuone Corporation conducted the analysis of global sustainability disclosure and evaluation standards to derive the impact and financial materiality. Pulmuone Corporation derived 5 material topics through the process, and disclosed GRI topic standards disclosures related to material topics in the Report.

• **Responsiveness: Responding to material sustainability topics and related impacts**

Pulmuone Corporation operated a management process for material issues in the context of sustainability derived from the materiality assessment. Pulmuone Corporation established mid- to long-term sustainability plans and goals in accordance with the management methodology established to effectively reflect the expectations of

Independent Assurance Opinion Statement

key stakeholders. Pulmuone Corporation disclosed the process including policy, indicator, activity and response performance on key issues in the Report.

• **Impact: Impact of an organization's activities and material sustainability topics on the organization and stakeholders**
Pulmuone identified the scope and extent of the impacts to the organization and key stakeholders inCorporation the context of the sustainability of the material topics reported. Pulmuone Corporation established sustainability strategies and objectives based on the analysis results of major impacts, including risks and opportunities for material topics at the governance level, disclosed mid- to long-term plans and strategic system in the Report.

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

Among the GRI Topic Standards, the following disclosures relating to economic, social, and environmental topics were subject to Type 2 assurance based on the information and data provided by the reporting organization. In order to verify the reliability and accuracy of the data and information, internal control procedures related to data processing, processing, and management were verified through interviews with the responsible department, and accuracy was verified through sampling. Errors and intentional distortions in sustainability performance information included in the report were not found through assurance processes. The reporting organization manages the sustainability performance information through reliable internal control procedures and can track the process of deriving the source of the performance. Errors and unclear expressions found during the assurance process were corrected during the assurance process and prior to the publication of the report, and the assurer confirmed the final published report with the errors and expressions corrected.

- GRI topic standards: 101-1 to 101-2 (Biodiversity), 201-2 (Economic performance), 202-1 (Market presence), 205-1 to 205-3 (Anti-corruption), 302-1, 3–4 (Energy), 303-3 to 303-5 (Water and effluents), 305-1 to 305-5, 7 (Emissions), 306-3 to 306-5 (Waste), 308-1 to 308-2 (Supplier environmental assessment), 401-1, 3 (Employment), 403-1 to 403-10 (Occupational health and safety), 404-1, 3 (Training and education), 405-1 to 405-2 (Diversity and equal opportunity), 406-1 (Non-discrimination), 414-1 to 414-2 (Supplier social assessment), 416-1 to 416-2 (Customer health and safety)

Recommendations and Opportunity for improvement

The assurer will provide the following comments to the extent that they do not affect the result of assurance:

- Pulmuone operates a sustainability performance indicator management system that encompasses its consolidated subsidiaries. In future reporting, specifying the parameters of this framework and strengthening associated internal control procedures will be vital to ensure the reliability and completeness of its sustainability metrics.
- Pulmuone transparently discloses its mid- to long-term strategies and targets related to key sustainability outcomes. To strengthen reporting balance in future disclosures, actively deriving and presenting negative impacts alongside core achievements will drive greater reporting integrity.
- In alignment with major disclosure mandates such as KSSB Standard No. 2, Pulmuone reports on its achievements and roadmaps for climate change response. Moving forward, the company can enhance accountability by detailing its progress and future action plans against specific timeline targets, factoring in actual annual environmental performance such as greenhouse gas emissions and energy consumption.

GRI-Reporting

Pulmuone Corporation provided us with their self-declaration of compliance within GRI Standards. Based on our review, we confirm that social responsibility and sustainable development indicators in accordance with GRI Index. The Assurer confirmed that the Report was prepared in accordance with the GRI Standards and the disclosures related to the Universal Standards and Topic Standards Indicators based on the data provided by Pulmuone Corporation. The sector standard was not applied.

Issue Date: June 24, 2026
For and on behalf of BSI(British Standards Institution):

BSI representative

Jungwoo Lee, Lead Assurer, LCSAP
Sustainability Framework and KPIs related to Governance and Economy

Yeonwoo Jo, Assurer
Sustainability KPIs related to Environmental, Social and People

Seonghwan Lim,
Managing Director of BSI Korea

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Hold Statement Number: SRA 829555

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Pulmuone

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