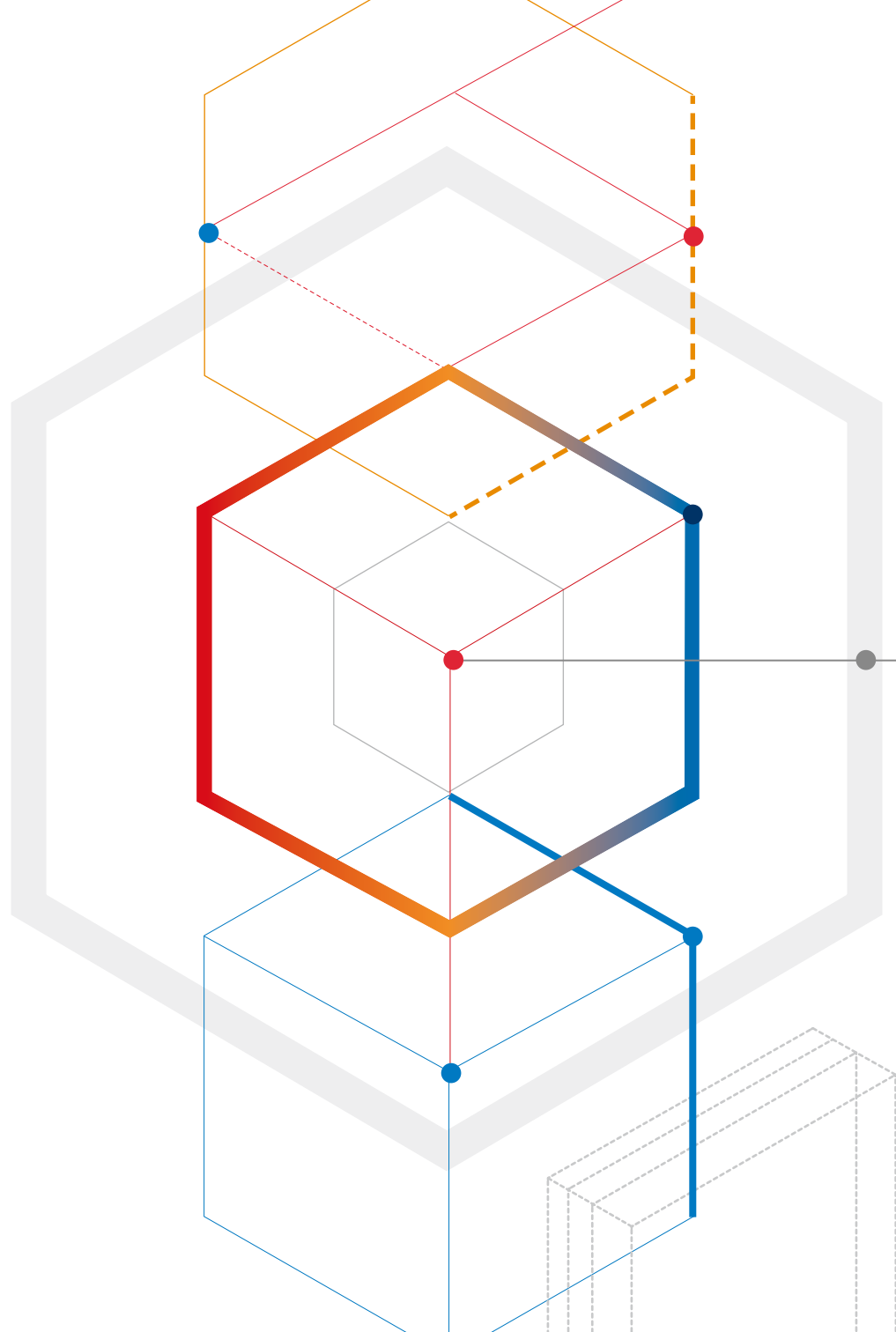




WE DELIVER THE SUSTAINABLE FUTURE

CJ LOGISTICS SUSTAINABILITY REPORT 2023



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ABOUT THIS REPORT

As a leading company in smart logistics, CJ Logistics shares its performance on environmental, social, and economic responsibility and sustainability activities with all stakeholders through its annual Sustainability Report. The CJ Logistics Sustainability Report 2023 covers our management approach to six material issues (sustainable business, climate change response, waste management, health and safety, human resource management, and labor practices), financial, social, and environmental impacts, and risk management systems in accordance with the International Sustainability Standards Board (ISSB). In addition, the Our Impact Stories page, which introduces CJ Logistics' future new businesses, provides a glimpse into the future of our contribution to eco-friendly green logistics.

REPORT STANDARDS

This report has been prepared in accordance with the Global Reporting Initiative Standards (GRI), the international guidelines for sustainability reporting, and incorporates the Sustainability Accounting Standards Board (SASB) indicators to disclose our activities by material issues appropriate to the industries of CJ Logistics' businesses. We also report on our activities related to the United Nations Sustainable Development Goals (SDGs), aligning them with our sustainability strategy. In addition, we have incorporated some of the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD).

REPORTING BOUNDARIES

The financial data in this report is prepared on a consolidated basis in accordance with Korean International Financial Reporting Standards (K-IFRS). Reporting on financial and business performance includes all domestic operational sites (headquarters, nationwide distribution centers, resorts, etc.), and non-financial data includes the activities and results of CJ Logistics' domestic operations and its subsidiaries in the United States, Vietnam, and India. Key information is presented using consolidated indicators of CJ Group. Some data with different reporting scopes and boundaries have separate indication in the notes.

REPORTING PERIOD

The report covers our environmental, social, and economic responsibility performance and sustainability activities for the fiscal year 2023 (from January 1, 2023 to December 31, 2023), with some of the qualitative performance information including the first half of 2024. For the quantitative performance, we have utilized data from the last three years (2021–2023) to provide a year-over-year trend.

REPORT ASSURANCE

The financial data in the report has independently audited by Samil PWC Accountings while the non-financial data has undergone third-party assurance by DNV to ensure transparency and reliability. The assurance was conducted in accordance with the international standard AA1000AS v3, with Type 2 assurance applied to some sustainability performance data

REPORTING CYCLE

CJ Logistics' first Sustainability Report was published in 2017 with the most recent one in 2023. This is the 7th Sustainability Report by CJ Logistics, and we plan to continue publishing it annually.

REPORT ISSUE DATE

This report was published on June 28, 2024.

CONTACT INFORMATION

For any inquiries regarding the Report or the content please contact the following:
CJ Logistics

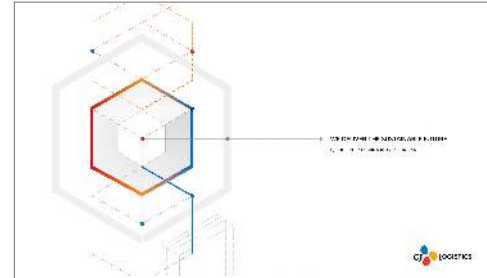
CJ LOGISTICS

ADDRESS Tower 8, 7 Jongno 5-gil, Jongno-gu, Seoul, Republic of Korea
(Postal code: 03157)

TELEPHONE 1588-1255

EMAIL sustainability@cjlogistics.com

WEBSITE https://www.cjlogistics.com



SUSTAINABILITY REPORT 2023: COVER STORY

CJ Logistics represents the identity of logistics services that connect people-to-people and businesses-to-businesses through graphics symbolizing 'Connection and Circulation.' This portrays our commitment to perpetual growth and a sustainable future with our stakeholders.

INTERACTIVE PDF: A USER'S GUIDE

This Report is available as an interactive portable document file (PDF) that features clickable URLs and interactions between pages.

 Keyword search

 Go to contents

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 Move to the previous page

 Move to the next page

CEO MESSAGE

I AM SHIN YOUNG SOO, CEO OF CJ LOGISTICS. GREETINGS TO OUR VALUED STAKEHOLDERS,

I would like to extend my heartfelt gratitude for your unwavering interest and support for CJ Logistics over the past year.

CJ Logistics is strongly committed to improving its ESG performance to the highest global standards alongside its business growth. Based on our ESG strategy, the ESG Committee selects key initiatives every year and systematically implements them through dedicated organizations and working groups.

In recognition of our diligent efforts and faithful performance, most of our ESG ratings and scores increased compared to the previous year at major domestic and international rating agencies, including the Korea Institute of Corporate Governance and Sustainability, EcoVadis, CDP, as well as Sustaininvest, DJSI, and Sustainalytics. In addition, the “Sustainability Report 2022” was selected as the “2023 Korean Management Award Report of the Year” by the Korea Management Association.

I am pleased to share our major achievements in 2023, focused on our three ESG pillars: eco-friendly logistics, creating a win-win ecosystem, and securing new growth engines.

FIRST AND FOREMOST, WE HAVE DEVELOPED TECHNOLOGIES FOR ECO-FRIENDLY LOGISTICS AND PROMOTED ENERGY EFFICIENCY.

CJ Logistics was the first Korean company to declare “Carbon neutrality by 2050” and is on track with its carbon reduction plan. To this end, we are steadily promoting energy efficiency, switching to eco-friendly transportation methods such as electric and hydrogen vehicles, and building-related infrastructure in stages. We are also

concerned about environmental issues and have established a waste circulation system to recycle waste materials such as cardboard boxes and stretch films generated at our logistics centers.

Furthermore, we won the “2024 WorldStar Packaging Award” for our tapeless delivery packaging solution, an eco-friendly packaging technology. We have strived to improve resource efficiency and reduce waste through innovations in the packaging field, such as developing our own box recommendation system, “LoIS O’Pack,” to prevent overpacking.

SECOND, CJ LOGISTICS HAS CREATED A WIN-WIN ECOSYSTEM TO BECOME A SAFE, FAIR, AND DESIRABLE LOGISTICS COMPANY TO WORK FOR.

CJ Logistics is dedicated to establishing management systems to ensure the human rights and the safety of stakeholders and to achieve zero risk in the supply chain.

We carry out regular due diligence on the supply chain for key suppliers, based on which we provide trainings to ensure mutual growth with them. We also make efforts for shared growth by investing in and fostering startups, supporting eco-friendly packaging for small businesses, and operating a win-win fund. Human rights risks are managed through due diligence at our business sites and take measures to minimize risks.

We have also introduced and operated the industry’s most advanced EHS (Environmental, Health, and Safety) integrated IT system and situation room. In recognition of our achievements in introducing smart safety technologies, we were awarded the Grand Prize by the Minister of Maritime Affairs and Fisheries at the “1st Korea Port Safety Awards”.

THIRD, WE HAVE PROMOTED NEW BUSINESSES TO SECURE ESG-DRIVEN NEW GROWTH ENGINES.

Eco-friendly energy-related businesses are increasingly recognized as future growth engines. CJ Logistics has won a 300 billion KRW contract for battery facility logistics, leveraging its extensive logistics infrastructure and network across the U.S. We are also preparing for battery recycling logistics and expanding related businesses. Moreover, we are pioneering hydrogen energy logistics, a key to the future hydrogen economy. We have signed agreements with leading hydrogen energy companies to create a hydrogen-based eco-friendly logistics ecosystem. By launching liquid hydrogen transportation after gaseous hydrogen, we are beginning to expand hydrogen energy logistics in all aspects.

In addition, CJ Logistics has identified social and environmental needs for circular economy and resource recycling and established a resource recycling system based on public-private partnership with the Seoul Metropolitan Government to contribute to environmental preservation and improve the recycling rate of waste resources.

DEAR STAKEHOLDERS,

Based on our mission of “To be the strategic partner designing and implementing the best SCM solution for customers to succeed together” CJ Logistics will strive to fulfill our vision of becoming “the global SCM solution provider leading the national logistics network and global logistics market with world-class technology.”

In line with our ESG slogan, “We deliver the sustainable future,” we are determined to become a company that delivers a sustainable world to our future generations. We look forward to your continuous encouragement and support.

Thank you.



JUNE 2024

SHIN YOUNG SOO
CEO OF CJ LOGISTICS

2023 ESG HIGHLIGHTS

2023 ESG PERFORMANCE

FEBRUARY	MARCH	MARCH	APRIL	JUNE	JULY
Named as a member in Dow Jones Sustainability Index (DJSI) Sustainability Yearbook 2023	Selected as an Outstanding Company in the Logistics Category at the 7th ICN Awards organized by Incheon International Airport Corporation	CJ Logistics Japan simultaneously obtained three ISO certifications: ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Health and Safety Management)	Acquired ISO 13485 (Quality Management Systems for Medical Devices)	CJ Darcl, CJ Logistics' Indian affiliate, earned "Best Place to Work" certification for two consecutive years	Received ISO 37301(Compliance Management systems) for three consecutive years
JULY	SEPTEMBER	OCTOBER	NOVEMBER	NOVEMBER	DECEMBER
Secured qualification for air transportation of pharmaceuticals Obtained "CEIV Pharma" by International Air Transport Association (IATA)	Ranked No. 1 in the personal delivery category of the National Brand Competitiveness Index (NBIC) by the Korea Productivity Center for 11 consecutive years	CJ Logistics' Anseong MP Hub certified as "Grade 1 Smart Logistics Center" by Ministry of Land, Infrastructure, and Transport	Won the Grand Prize at the Korea Port Safety Awards	CJ Logistics Incheon GDC logistic center Won Prime Minister's Award at the 22nd Korea Safety Awards	Awarded "Report of the Year" in the Sustainability Report category at the Korea Management Grand Awards in 2023

ESG KEY EVALUATIONS

DJSI 64	Sustainalytics LOW RISK	EcoVadis 60
CDP B	Korea Institute of Corporate Governance and Sustainability B (Environment: A/ Social: A+ /Governance: B+)	SUSTINVEST BB

ESG ENGAGEMENT INITIATIVES

BNBP Business and Biodiversity Platform Initiative Joined in October 2023	TCFD Supporters Support the Climate-related Financial Disclosure Task Force Joined in October 2023	UNGC United Nations Global Compact Joined in 2016
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ABOUT CJ LOGISTICS

COMPANY OVERVIEW

(As of December, 2023)

NAME	CJ Logistics Corporation
CEO	Sin Ho KANG, Min Young Hak
DATE OF ESTABLISHMENT	November 15, 1930
MAIN OFFICE	Tower 8, Jongno 5-gil, Jongno-gu, Seoul, Republic of Korea
AREAS OF BUSINESS	Contract logistics, parcel services, global forwarding, and construction
EXECUTIVE AND EMPLOYEES	7,044

TOTAL ASSET 9.3576 trillion KRW

TOTAL CAPITAL 4.0431 trillion KRW

TOTAL REVENUE 11.7679 trillion KRW

OPERATING INCOME 480.2 trillion KRW

CREDIT RATING

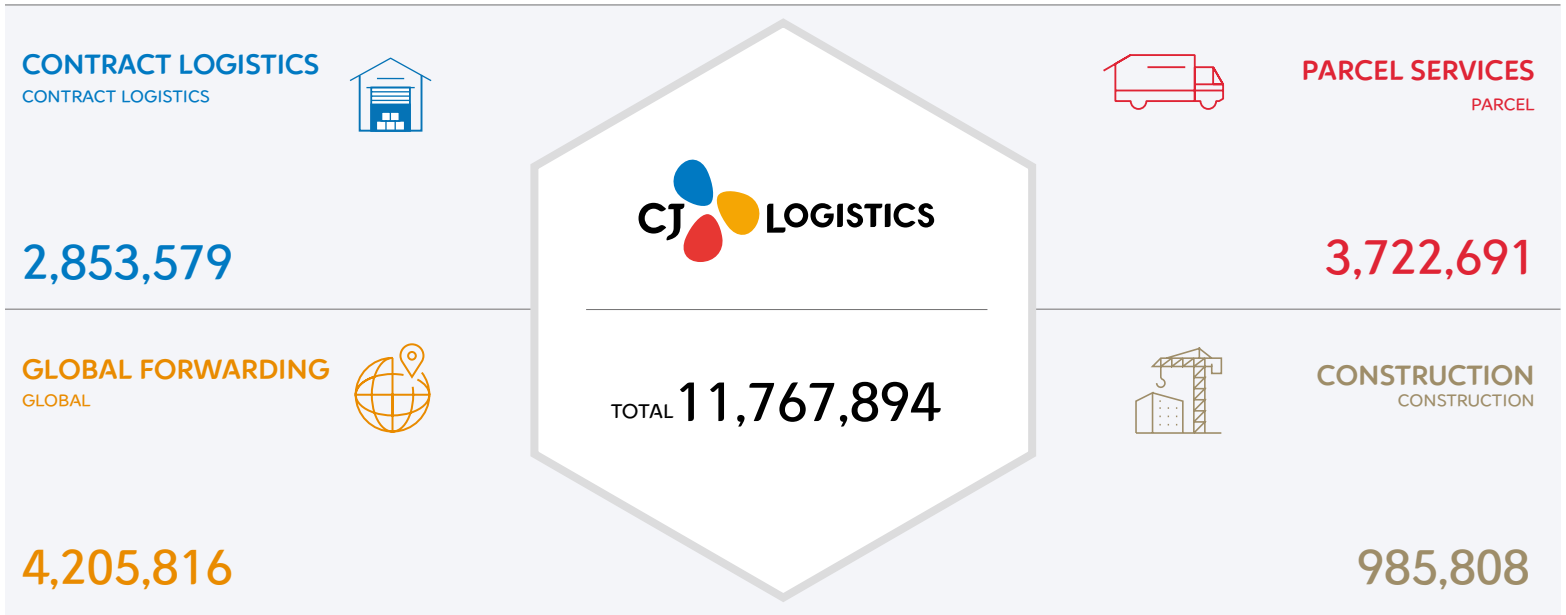
Corporate bonds	Commercial paper
A1	AA-

INTRODUCING THE COMPANY

Since its establishment in 1930, CJ Logistics has been a pioneer and leader in the logistics industry for 93 years, realizing true one-stop logistics solutions by building a logistics network that connects the world together. The value chain is divided into three key segments: procurement logistics, which handles transporting, warehousing, and unloading of raw materials; distribution logistics, which manages the sales and delivery of finished goods; and sales logistics, which ensures the delivery of goods from logistics centers to end consumers. We design optimal routes using data, enhance delivery efficiency with advanced technology, and grow alongside our customers. Recently, we are securing new business growth engines by exploring hydrogen energy and battery logistics businesses and introducing eco-friendly technologies. Merging a construction company with a long history of experience and technical expertise in 2018, we expanded our business scope to include construction, real estate development, consulting services, and resort operations. Beyond the non-residential construction sector, we are expanding our expertise into the water treatment business and public business sectors with an eco-friendly perspective. CJ Logistics will continue to deliver value beyond the transportation of goods, ensuring the highest quality in all our services. Through continuous innovation and embracing challenges, we aim to not only maintain our position as the No. 1 logistics company in Korea but also to become a leading global logistics provider and a top-tier company in non-residential construction in Korea.

REVENUE BY AREAS OF BUSINESS

(Unit: Million KRW)



* Based on net sales excluding internal sales

ABOUT CJ LOGISTICS

CJ LOGISTICS VISION HOUSE

CJ Logistics embraces the CJ Group's philosophy, which aims to become a global lifestyle company that makes life exciting and beautiful for people around the world while ensuring the planet's sustainability. By combining top-tier logistics expertise with big data and AI-based robotics technology, CJ Logistics continues to innovate by designing the future of logistics to be automated, unmanned, and intelligent. Our commitment to innovation drives us to grow into a sustainable company. CJ Logistics will continue to be the leading SCM solution company in the global logistics market by providing the best value with our ONLYONE products and services to our customers.



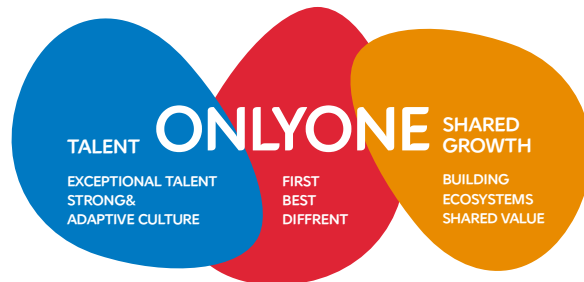
MISSION

CONTRIBUTING TO THE GLOBAL COMMUNITY BY PROVIDING
THE BEST VALUE WITH OUR ONLYONE PRODUCTS AND SERVICES

VISION

GLOBAL LIFESTYLE COMPANY INSPIRING A NEW LIFE OF
HEALTH, HAPPINESS, AND CONVENIENCE

CORE VALUES



PRINCIPLES

INTEGRITY · PASSION · CREATIVITY · RESPECT



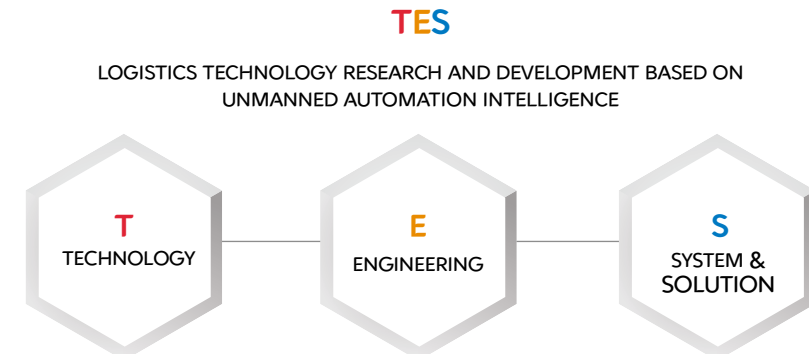
MISSION

TO BE THE STRATEGIC PARTNER DESIGNING AND IMPLEMENTING
THE BEST SCM SOLUTION FOR CUSTOMERS TO SUCCEED TOGETHER

VISION

A SCM SOLUTION COMPANY LEADING THE NATIONAL LOGISTICS NETWORK AND
GLOBAL LOGISTICS MARKET WITH WORLD-CLASS TECHNOLOGY

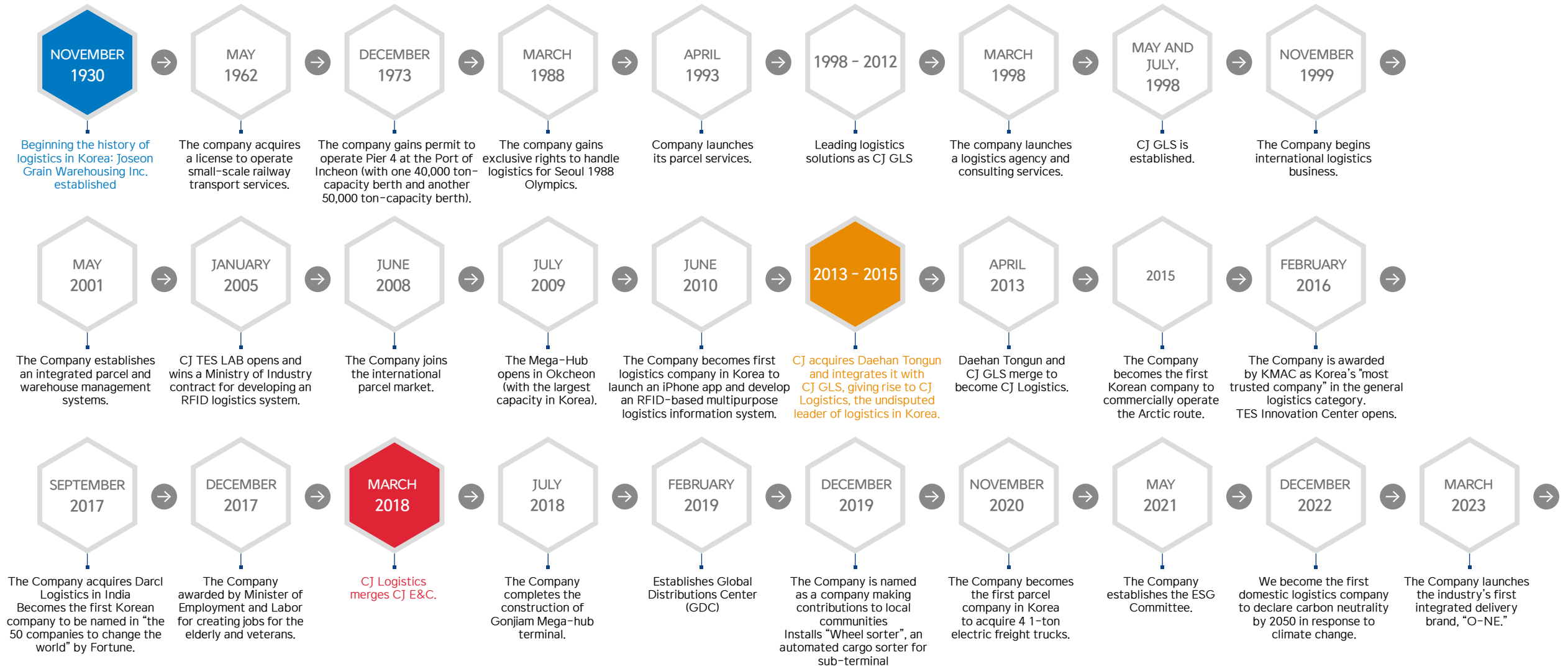
CORE SKILLS



ABOUT CJ LOGISTICS

THE PAST, PRESENT AND FUTURE OF CJ LOGISTICS

The past 93 years has been a time of passion and challenge for CJ Logistics to be the “First” and “Best” in Korea’s logistics industry.



ABOUT CJ LOGISTICS

THE GLOBAL NETWORK

* As of December 2023
(except for items with separate notes)

PRESENCE IN COUNTRIES

44

239 CITIES REACHED

* As of October 2023

BASES

472

RANKED

51ST

Evaluation of the Contractor's Construction Capacity by Ministry of Land, Infrastructure, and Transport in 2023(Among all civil construction)

PARCEL DELIVERY PERSONNEL

+ 20,000

ANNUAL PROCESSING CAPACITY

15.9 billion

TEMPERATURE E-FULLFILLMENT CENTERS

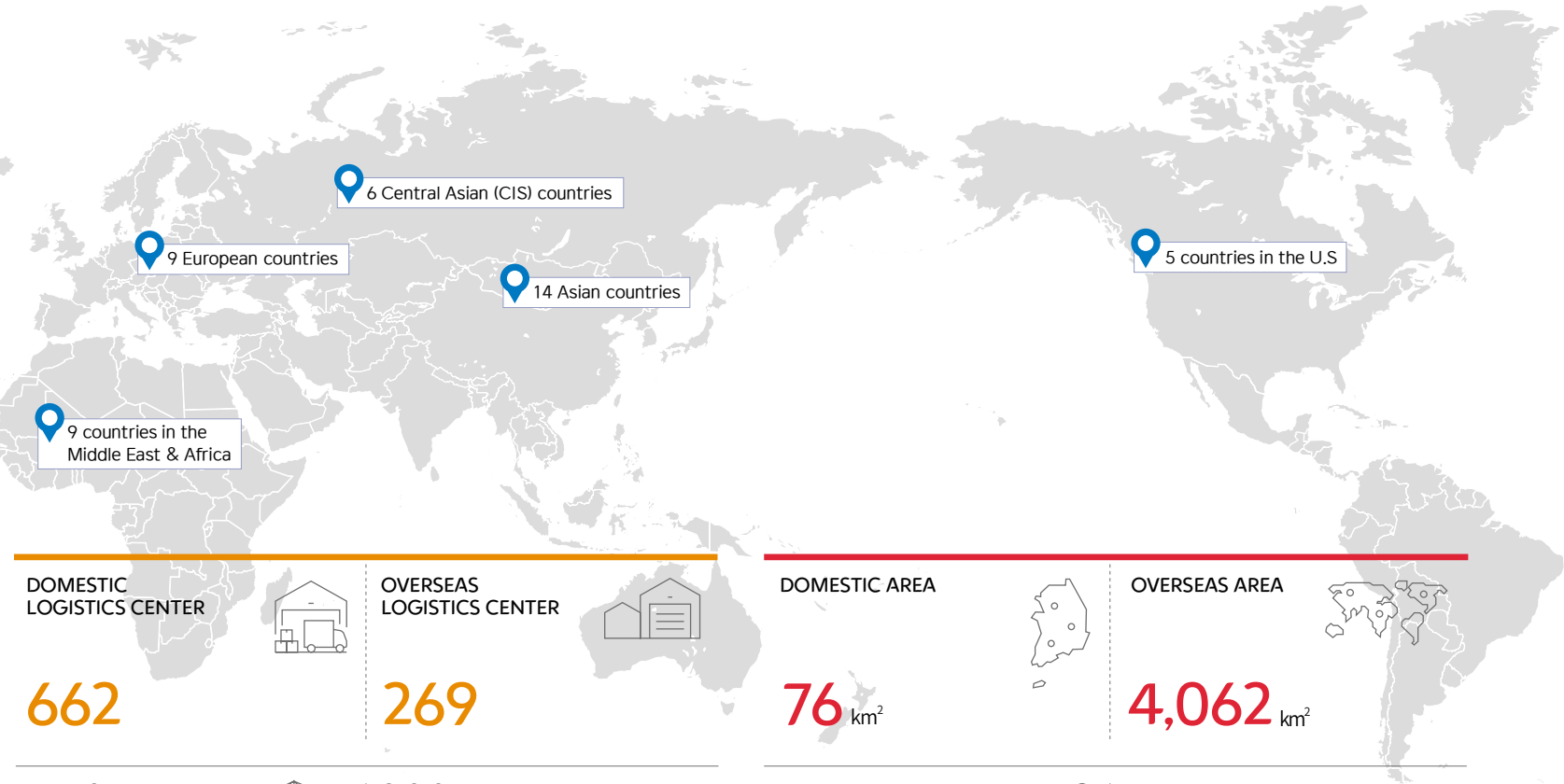
18

REFRIGERATED FULFILLMENT CENTERS

2

THE GLOBAL NETWORK

Realizing integrated logistics solutions through differentiated technologies and a logistics network that connects the world, CJ Logistics is currently present in 44 countries around the world, starting with Korea.



DOMESTIC LOGISTICS CENTER

662

OVERSEAS LOGISTICS CENTER

269

DOMESTIC AREA

76 km²

OVERSEAS AREA

4,062 km²

BERTHS

115

CUSTOMER SATISFACTION

1 for 9 consecutive years in the parcel delivery category from Korea Customer Satisfaction Index (KCSI)

TOTAL AREA

4,138 km²

* Including those owned and leased

HUB TERMINALS

14

BUSINESS AREAS AND SERVICES

FULFILLMENT

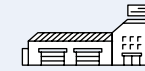


CJ Logistics' fulfillment business boasts over 2,000 success records by offering customized, one-stop logistics services. We provide specialized solutions for various industries, including fashion and beauty, retail, and healthcare, and operate globally customized services through 931 logistics bases in Korea and overseas. We aim to maintain industry leadership by setting new standards in smart fulfillment solutions, maximizing operational efficiency and convenience through the integration of automation technology and IT systems.

MAJOR ACHIEVEMENTS

(As of December, 2023)

LOGISTICS BASES
(DOMESTIC)



662

LOGISTICS BASES
(OVERSEAS)



269

NUMBER OF CUSTOMERS

More than

2,000



COUNTRIES REPRESENTED

44 Countries



TRANSPORTATION



CJ Logistics offers solutions tailored to various cargo characteristics, leveraging Korea's largest transportation network and specialized expertise for each industry. Utilizing various transportation equipment such as trucks, tractors, and trailers, and nationwide infrastructure, CJ Logistics provides fast and reliable transportation services and is expanding its logistics area with various additional businesses such as distribution, bulk logistics, dangerous goods, and pharmaceutical logistics. We also offer differentiated services based on digital technologies that combine IT technologies. By investing in eco-friendly hydrogen energy transportation solutions, CJ Logistics is also committed to pursuing a sustainable future.

MAJOR ACHIEVEMENTS

(As of December, 2023)

AVERAGE DAILY
OPERATING VEHICLES

7,700 + vehicles



DATA-DRIVEN
TRANSPORTATION
ROUTING AND
LOGISTICS NETWORK
OPTIMIZATION



EXPANSION OF ECO-
FRIENDLY LOGISTICS
SUCH AS LIQUEFIED
HYDROGEN TANKER
TRUCKS AND DEDICATED
EQUIPMENT FOR WASTE
BATTERIES



BUSINESS AREAS AND SERVICES

STEVEDORING



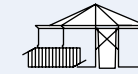
CJ Logistics offers customized stevedoring and ocean transportation services, leveraging the nation's largest port infrastructure and company-operated equipment. With over 90 years of port stevedoring know-how and logistics expertise, we provide solutions tailored to various cargo characteristics, unloading approximately 3 million tons per year, from feed and grain to finished vehicles. We also specialize in steel logistics and the transportation of eco-friendly equipment such as wind turbines and provide the best services as the largest automobile unloading company in Korea. CJ Logistics aims to become a logistics hub in East Asia, leveraging its nationwide port infrastructure.

MAJOR ACHIEVEMENTS

(As of December, 2023)

BERTH

115



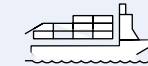
HEAVY EQUIPMENT

127



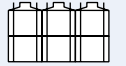
OWNED VESSELS

4



SHARE OF DOMESTIC BULK STEVEDORING

NO.1



O-NE, THE DELIVERY SOLUTION



The brand name "O-NE", the essence of the delivery service, has the meaning of "only ONE delivery" with the combined message of "excitement and joy to come" in pure Korean. O-NE provides delivery services in various time zones, including domestic overnight, early morning, same-day, and Sunday delivery options. To realize the brand mission of O-NE, CJ Logistics has built a network of 14 terminals, including Mega-hub Gonjiam, and more than 20,000 delivery drivers. We realized convenient and reliable delivery through TES-based advanced logistics technology, automation systems, and mobile concierge services, holding the No. 1 market share in Korea. Furthermore, we cater to our customers' diverse needs through specialized delivery services such as "ONEMAIL", VIP service "The Luxury Courier," "Perfect Courier" ensuring the safe delivery of high-value products, and even "Dormitory Courier" along with specialty products and kimchi.

MAJOR ACHIEVEMENTS

(As of December, 2023)

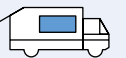
NETWORKS

290



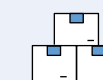
DELIVERY VEHICLES

29,000 + vehicles



MAXIMUM DAILY CAPACITY

9,230,000 Deliveries



NUMBER OF DOWNLOADS OF THE DELIVERY APPLICATION

1,500 + downloads



BUSINESS AREAS AND SERVICES

GLOBAL FREIGHT



Thoroughly managing the entire logistics process for import and export cargo, we provide end-to-end logistics solutions optimized for our customers through one-stop services and global SCM consulting. CJ Logistics' competitive advantage lies in the fact that it combines sea and air services with intermodal transportation services to realize efficient and fast one-stop transportation. At the same time, our special cargo transportation service offers safe and fast handling of various special cargoes such as air shows, defense products, large equipment, and exhibition items, from local customs clearance to unloading and transportation. By applying digital technology to our logistics operations to gain logistics visibility, we are also trying to realize flexible and agile global logistics transportation. In the field of cross-border logistics, including direct purchase from overseas and reverse direct purchase, CJ Logistics has built a cross-border e-commerce (CBE) logistics belt based on state-of-the-art infrastructure to flexibly respond to the rapidly changing logistics environment.

MAJOR ACHIEVEMENTS

WEB-BASED PLATFORM SERVICE

Digital platform for web-based freight rate search and real-time monitoring of the entire transportation process

GLOBAL PLATE INTEGRATED INFORMATION NETWORK

Web/mobile-based digital forwarding system that can batch process the entire import and export logistics process

DIGITAL LOGISTICS PLATFORM

the
unban.



Data-driven and system-based logistics services enhance customer confidence and boost productivity. CJ Logistics is playing a leading role in logistics by utilizing advanced technology. We utilize the real-time route discovery technology called "the unban" platform to optimize transportation tasks and freight rates. CJ Logistics will continue to apply cutting-edge technologies such as AI, big data, and blockchain to innovate digital logistics platforms across the entire logistics chain from the first, middle and last miles.

MAJOR ACHIEVEMENTS

RESPONSE TIME OF DEDICATED OPERATIONS TEAM

24/7



BUILDING AND OPERATING A WIN-WIN PLATFORM FOR SHIPPERS: THE UNBAN



BUSINESS AREAS AND SERVICES

CONSTRUCTION

CJ Logistics is evolving alongside the success of partners’ businesses by creating exceptional space value and building superior business infrastructure through distinguished technology and optimal services in the construction, real estate, and environmental sectors. Based on its extensive construction experience and excellent technical capabilities, the construction business has secured a competitive edge in various fields such as office/commercial facilities, industrial facilities, logistics centers, remodeling, R&D centers, golf resorts, etc. The real estate development business provides comprehensive ONE-STOP real estate services encompassing investment, development, operation, and purchase/sale. The environmental business continuously enhances our exclusive water treatment solutions, develops and constructs advanced membrane separation methods, and provides total solutions that enable maintenance and management through unmanned automation.



CJ ENM Studio Center



Jeju Shilla Stay Plus Ihotewoo

RESORT

CJ Logistics operates world-renowned golf clubs and resorts, leveraging exceptional natural scenery, state-of-the-art facilities, and high-quality services. In 2001, “The Club Nine Bridges” in Jeju gained attention by being selected as one of the “Top 100 Courses in the World” just four years after its opening. In 2009, “Haesley Nine Bridges” was open in Yeosu, providing members with a special space and experience. In 2020, “Haesley Hamlet”, a space with private condominiums and educational facilities was open, followed by “Starville”, a glamping resort in the natural surroundings of Hallasan Mountain in 2021, continuing our reputation as a prestigious resort.



THE CLUB NINE BRIDGES



HAESLEY NINE BRIDGES



HAESLEY HAMLET



STARVILLE

BUSINESS AREAS AND SERVICES

TES LAB, A CORE COMPETENCY FOR FUTURE BUSINESS

CJ Logistics operates TES Lab where research and development activities are conducted to innovate technologies and solutions aligned with the logistics industry's digital transformation and the expansion of e-commerce. We are securing competitiveness by developing technologies and solutions for continuous logistics innovation with automation technology, prerequisite technology, AI and big data, digital solutions, engineering, IT solutions, and global TES. To streamline logistics business operations in response to the increasing diversity and complexity of customer orders, we have implemented several innovative solutions. These include Order Picking, which utilizes robots or picking carts to swiftly locate and transport warehouse items, a Depalletizer system and control method designed to group and elevate items that can be picked simultaneously by robots, and Warehouse Control System (WCS), a logistics automation system which seamlessly integrates and oversees various on-site facilities. We are also applying an AMR-based system for transferring mixed cargo to improve efficiency through collaboration between workers and robots.

MAJOR ACHIEVEMENTS



AMR¹⁾-BASED SYSTEM FOR MIXED CARGO

- Combines manual labor with autonomous robotics



PDA DIGITAL ASSORTING SYSTEM (P-DAS²⁾) SUPPORTING MANUAL PICKING AND SORTING

- Combination of manual labor with autonomous robotics



MANUAL DELIVERY OPTIMIZATION

- Utilizes network optimization simulation
- Create preliminary delivery zone → Rearrange delivery zone → Execute delivery routes by zone



AUTOSTORE

- State-of-the-art logistics robot system
- Incheon GDC³⁾
- Cube-shaped logistics automation system

1) Autonomous Mobile Robot

2) PDA Digital Assorting System

3) Global Distribution Center

OUR IMPACT STORIES

INNOVATION BEGINS, PIONEERING THE TREND IN SUSTAINABLE LOGISTICS PACKAGING



CASE 1. ECO-FRIENDLY PACKAGING TECHNOLOGY

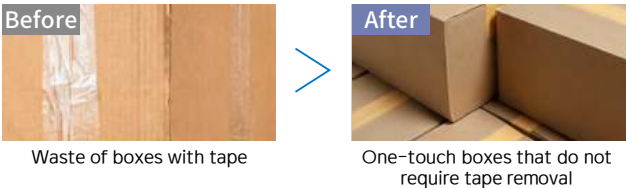
Since 2020, CJ Logistics has been conducting research and development on eco-friendly packaging materials and products for logistics to address the growing issue of packaging waste, particularly with the rise of e-commerce. As a result, CJ Logistics is evolving into a packaging solution provider that set the trend for eco-friendly practices in logistics. As an organization committed to advancing packaging technology, we operate the Packaging Technology Team under the TES Lab, focusing on the progressive development of packaging automation processes and environmentally sustainable packaging solutions, guided by the principles of the 3R¹⁾. Major achievements include the use of paper cushioning materials to prevent overpacking, the development of one-touch boxes that do not require tape to reduce plastic waste, and the use of inkjet barcodes to reduce unnecessary labeling processes. In 2023, we developed a tape-type invoice to replace a plastic film OPP²⁾ tape for the first time in Korea, additionally introducing a one-touch box for home delivery, eliminating the need for attaching OPP. We have also enhanced the durability of paper, particularly against environmental factors like rainy weather, and bolstered delivery safety by incorporating protective pads at the bottom of boxes to prevent products from slipping out and providing cushioning. Since its introduction, a total of 335,125 one-touch boxes have been utilized by three customers, generating sales of approximately 69million KRW from February 2023 to January 2024.

1) Reuse, Reduce, Recycling, 2) Oriented Polypropylene

ACHIEVEMENTS IN DEVELOPING ECO-FRIENDLY PACKAGING TECHNOLOGY

REDUCE — Reduction in the use of OPP tape — Reduced the weight of OPP tape usage³⁾ by approximately 300 tons (2 million pieces) per year

RECYCLE — Increase in box recycling rate



REUSE — Enhanced consumer awareness of eco-friendliness

Conventional packaging method (OPP taping + waybill attached)



One-touch box & tape-type invoice packaging method



3) Weight savings per box are calculated by averaging the minimum and maximum box dimensions (1.0g, 368mm), and considering the number of small boxes with a combined sum of three sides less than of equal to 850mm among our customers with a monthly volume of 20,000 boxes or less (approximately 300 million boxes).

OUR IMPACT STORIES

INNOVATION BEGINS, PIONEERING THE TREND IN SUSTAINABLE LOGISTICS PACKAGING



CASE 2. TECHNOLOGY FOR RECYCLING WASTE FROM LOGISTICS CENTERS

Our logistics centers actively contribute to the government’s plastic reduction policy by recycling stretch film waste into packaging materials for goods. Stretch film, a thin plastic vinyl film commonly utilized in logistics centers and industrial sites, serves to secure items stacked on pallets (cargo carriers) during transportation, preventing them from shifting. All used stretch film was discarded after the delivery was completed, and the annual waste amounted to about 2,000 to 3,000 tons. In April 2023, we entered into a business agreement with LG Chem to recycle plastic resources and establish a circular economy, and as part of this initiative, developed a recycled stretch film that maintains the same quality as the existing product. In response to the rising volume of e-commerce apparel, we have also developed an automated facility to apply recycled film to polybags for apparel packaging. The new polybags feature an easy-cut waybill, facilitating the separation of the pouch film and the waybill after delivery for convenient recycling. We are currently conducting integration testing and stabilization at the facility in B2C Center 2 in Icheon. CJ Logistics plans to continuously commercialize and expand recycled packaging using waste materials in the future.

PRODUCTION OF RECYCLED PACKAGING IN 2023

ITEMS	UNIT	PRODUCTION VOLUME	SALES COST	REMARKS
Waste stretch film	Rolls	5,000	26.5 million KRW	
Waste Boxes ¹⁾	ea.	11,990	-	Recycling rate 96.7%

1) For pilot testing

APPAREL POLYBAG EASYCUT



OUR IMPACT STORIES

LEADING CIRCULAR LOGISTICS: COLLECTING AND TRANSPORTING WASTE MATERIALS ON A CIRCULATORY JOURNEY

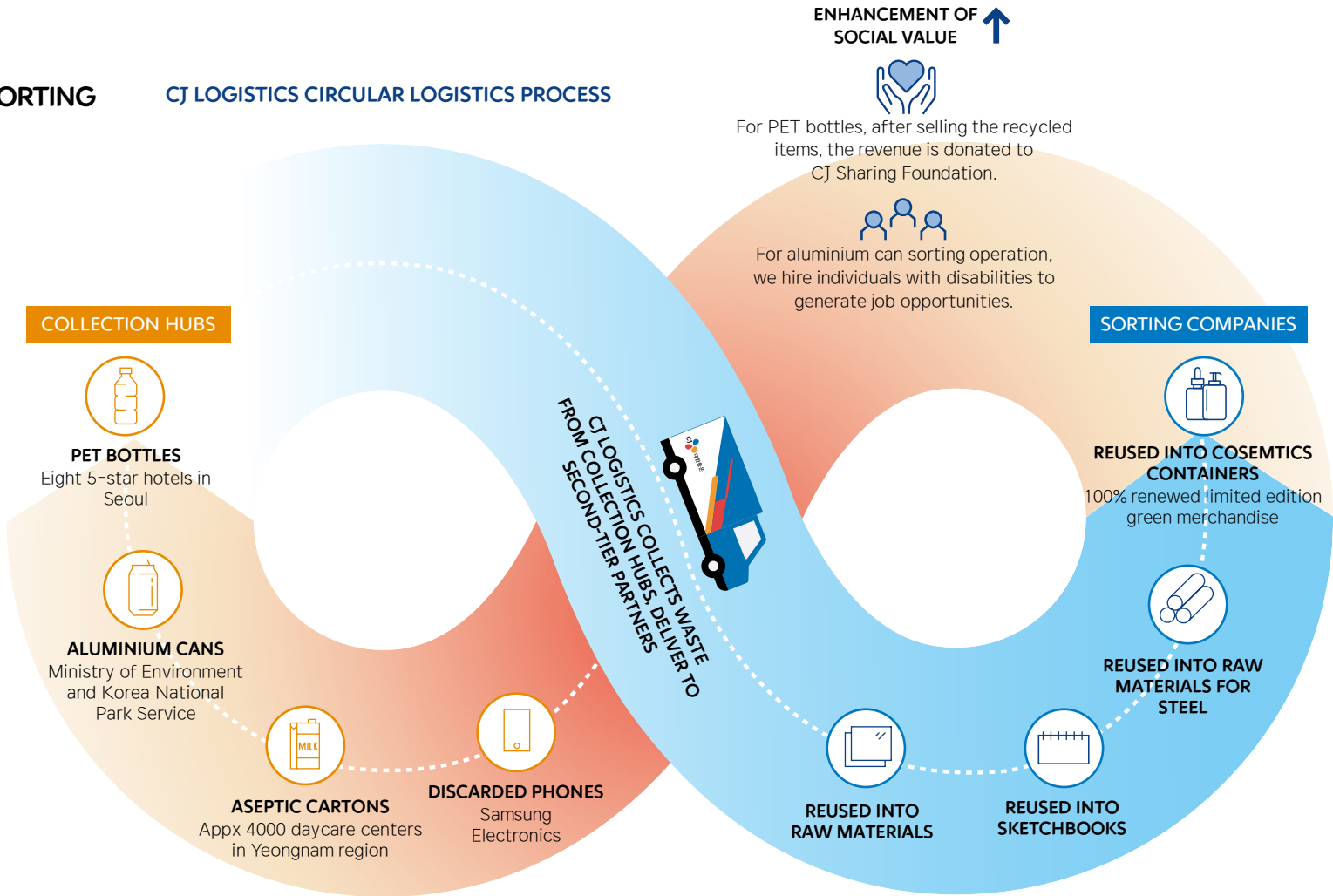
Our delivery vehicles, operating daily across various locations, efficiently transport major types of waste such as plastic, aluminum cans, cardboard, discarded phones, and more, alongside regular deliveries. In 2023, we collected 10 tons of recyclable materials. Our goal is to increase waste collection to 120 tons by 2025 and 250 tons by 2030, as we continue to further activate our circular logistics system. Additionally, we will develop a tailored resource recycling business model leveraging the experience and expertise gained through this process. This effort aims to foster sustainable value creation in collaboration with our customers.

MID- TO LONG-TERM GOALS AND PERFORMANCE OF THE CIRCULAR LOGISTICS PROJECT

INDICATOR	GOAL	PERFORMANCE	MID- TO LONG-TERM GOAL		
		2023	2024	2025	2030
Number of recyclable materials collected	Implement O-NE based resource cycling business	10 ¹⁾	100	120	250

1) Combined volume of PET bottles, aluminum cans, and paper cartons

CJ LOGISTICS CIRCULAR LOGISTICS PROCESS



OUR IMPACT STORIES

LEADING CIRCULAR LOGISTICS: COLLECTING AND TRANSPORTING WASTE MATERIALS ON A CIRCULATORY JOURNEY

SOCIAL IMPACT (UNIT)	2022	2023	TOTAL
Collected amount (tons) ¹⁾	0.3	8.3	8.6
Cost savings in waste disposal fees (KRW) ²⁾	49,500	1,101,681	1,151,181
Cost savings in landfill and incineration disposal (KRW) ³⁾	20,460	238,221	258,681
Raw material revenue (KRW) ⁴⁾	112,200	11,306,910	11,419,110
Economic value of recycled products (KRW) ⁵⁾	20,000,000	12,032,741	32,032,741
2~5 Total (KRW)	20,182,160	24,679,553	44,861,713
Greenhouse gas reduction (kgCO ₂ eq) ⁶⁾	1,165	125,858	127,023

- 1) Types of Recyclables: plastic containers, paper cartons, glass bottles, metal cans, batteries, fluorescent lights, paper, scrap metals, textiles, small home appliances, etc.
- 2) Cost savings calculation: Plastic resin input cost: 150 KRW per kg, (aluminum can) waste disposal fee 126 per kg (Source: POSCO M-Tech)
- 3) Cost savings calculation: Waste plastic containers: 62,000 (Source: Unit cost for treatment of each type of waste from Performance Guarantee Insurance for Abandoned Wastes) Aluminum cans: 15,000 KRW per ton (Source: POSCO M-Tech)
- 4) Raw material revenue calculations: PET bottles: 340 KRW per kg, aluminum cans: 1,790 KRW per kg
- 5) Sales revenue calculation: (PET bottles: Green Limit Set sales revenue 20 million KRW, aluminum cans: deoxidizer sales revenue 2,777 KRW/kg)
- 6) GHG reduction effect: 3.53kgCO₂eq emission for producing 1kg of PET bottles (Source: Center for Social value Enhancement Studies) 16.5kgCO₂eq emission for producing 1kg of aluminum cans (Source: Report from International Aluminium Institute)

CASE 1. PLASTIC

Over a six-month period starting from December 2022, we collected a total of 1,837 boxes of plastic bottles from Western Chosun Seoul and seven other 5-star hotels. Having recycled 100% of the collected plastic bottles to produce and sell 1,000 sets of limited-edition green goods (cosmetic containers), we donated the proceeds from the sales to the CJ Sharing Foundation, which organized a public eco-friendly contest alongside a 1:1 matching program. We further promoted the circular logistics system both internally and externally by providing transparent plastic bottle disposal guides and signage designs to eight hotels.

PLASTIC RECYCLING PERFORMANCE¹⁾

1,837 boxes	2,755.5kg ²⁾	183,700 PET bottles ³⁾	Revenue 9,919,800 KRW ⁴⁾
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- 1) Performance from December 2022 to May 2023 3) Estimated to contain around 100 items per box
- 2) Calculated at 1.5kg per box 4) Calculated at 5,400 KRW per box

CASE 2. ALUMINUM CANS

In August 2023, CJ Logistics entered into a business agreement with the Ministry of Environment, the Korea National Park Service, and POSCO M-TECH for the creation of the “Resource Circulation Ecosystem Project for Aluminum Cans.” We collected and transported aluminum cans gathered and discharged from 22 national parks across the nation, while POSCO M-TECH recycles them into steel. Additionally, we contribute to job creation by employing individuals with disabilities to sort aluminum cans.

ALUMINUM CANS RECYCLING PERFORMANCE⁵⁾

1,464 boxes	5,856kg ⁶⁾	366,000 aluminum cans ⁷⁾	Revenue 9,423,000 KRW ⁸⁾
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- 5) Performance from August 2023 to December 2023 7) Estimated to contain around 250 items per box
- 6) Calculated at 4kg per box 8) Calculated at 5,400 KRW per box

CASE 3. PAPER CARTONS

Utilizing our nationwide logistics network, we have established a virtuous cycle of recycling paper and sterilization packs discharged from daycare centers, transforming them into valuable resources. In September 2023, we signed a business agreement with the Yeongnam Federation of Daycare Centers, SIG Combiblock Korea, and Daheung Recycling for the “Milkway project for creating a sustainable future through resource circulation.” Paper and sterilization cartons from over 4,000 daycare centers in the Yeongnam region are collected through CJ Logistics’ O-NE service and transported to the Daheung Recycling plant where they are recycled into paper products like recycled sketchbooks.

PAPER CARTON RECYCLING PERFORMANCE⁹⁾

220 boxes	1,760kg ¹⁰⁾	88,000 cartons ¹¹⁾	Revenue 594,000 KRW ¹²⁾
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- 9) Performance from October 2023 to December 2023
- 10) Calculated at 8kg per box
- 11) Estimated to contain around 400 items per box
- 12) Calculated at 2,700 KRW per box

CASE 4. WASTE CELL PHONES

In November 2023, CJ Logistics signed a “Business agreement on resource recycling logistics for mobile phone participated by customer” with Samsung Electronics, Gyeonggi-do Province, and eCycle Governance to establish a waste cell phone recycling model. Under this initiative, when customers apply to recycle their used mobile phones on Samsung Electronics’ sustainability website, CJ Logistics delivers safety pouches to their homes. The collected mobile phones are then shredded and recycled into raw materials at a processing center, eCycle Governance, in Seoul Metropolitan Area. Collections have been ongoing since January 2024, and a campaign to recycle waste cell phones from employees has also been implemented.

OUR IMPACT STORIES

BLUEPRINT FOR THE FUTURE: EMBRACING SUSTAINABILITY WITH INNOVATIVE VENTURES

CASE 1. HYDROGEN ENERGY TRANSPORTATION H

"CJ LOGISTICS SPEARHEADS THE COMMERCIALIZATION OF HYDROGEN ENERGY TRANSPORTATION, PIONEERING SUSTAINABILITY IN THE LOGISTICS INDUSTRY."

LIQUEFIED HYDROGEN TANKER TRANSPORTATION BUSINESS

Securing approval from the Ministry of Trade, Industry, and Energy for the "Demonstration of hydrogen transportation system using tank trailers dedicated to liquefied hydrogen" in December 2022, and collaborating with SK E&S, we initiated the liquefied hydrogen transportation business. This project involves transporting liquefied hydrogen from SK E&S's 30,000-ton-per-year production plant in Incheon to hydrogen fueling stations nationwide. Having completed all preparations, including the approval of our safety management plan and the acquisition of a high-pressure gas carrier registration certificate, we are poised for commercialization. Our plan includes the staged introduction of 40 liquefied hydrogen tank trailers and expanding the transportation network to over 40 stations nationwide.

GASEOUS HYDROGEN TRANSPORTATION BUSINESS

In June 2023, we partnered with Approtium, a leading company in the gaseous hydrogen industry, and Hynet to collaborate on the "mobility hydrogen business," expanding our hydrogen energy transportation to include gaseous hydrogen. Approtium handles hydrogen production and conversion of gray hydrogen¹⁾ to blue hydrogen²⁾ in the long term, while Hynet focuses on securing hydrogen refueling stations. CJ Logistics is responsible for transporting the produced hydrogen. Gaseous hydrogen is currently transported from Ulsan and Daesan, Chungcheongnam-do Province, to charging stations in the Yeongnam and Chungcheong regions, with plans for gradual expansion. In 2024, we identified hydrogen transportation as a key focus area, aiming to acquire at least eight additional liquefied hydrogen tank trailers. We will also explore new transportation markets beyond charging stations and expand the gaseous hydrogen market based on references. Through the continuous expansion of eco-friendly logistics operations, we are committed to advancing hydrogen energy, a cornerstone of future industries, and leading the way in ESG management.



Liquefied hydrogen tank lorry



Signing ceremony for gaseous hydrogen business agreement

- 1) Refers to by-product hydrogen from petrochemical and steel industries, and hydrogen extracted from natural gas, which constitutes the majority of current hydrogen production methods.
- 2) Refers to hydrogen produced by removing carbon dioxide during the production of gray hydrogen through carbon capture, utilization, and storage technology. This process reduces carbon emissions by 60%, ensuring economic efficiency.

CASE 2. BATTERY LOGISTICS BUSINESS B

"CJ LOGISTICS ESTABLISHES A PIVOTAL FOOTHOLD IN THE BURGEONING BATTERY LOGISTICS SECTOR, ALIGNING WITH THE RAPID GROWTH OF THE ELECTRIC VEHICLE MARKET."

BATTERY LOGISTICS CONTRACTS

In 2023, CJ Logistics secured project logistics contracts exceeding 300 billion KRW with battery manufacturers. Additionally, for Korean companies constructing battery production plants in the U.S., we plan to handle material and equipment logistics for the completion of three facilities over the next three years. With an extensive network and infrastructure spanning the entire U.S., CJ Logistics is strategically positioned to aggressively target the burgeoning battery logistics market, leveraging its robust capabilities that generated 1.3 trillion KRW in sales last year. Through these endeavors, we will expand our logistics operations across the entire battery supply chain, encompassing facilities, materials, components, finished products, and recycling.

OBTAINED AIR TRANSPORT CERTIFICATION FOR LITHIUM BATTERY

In March 2024, CJ Logistics was recognized as the Center of Excellence for Independent Validators Lithium Batteries (CEIV Lithium Batteries) by the International Air Transport Association (IATA), recognizing our expertise and excellence in international transportation. This achievement represents the culmination of our ongoing preparations and efforts since July 2023, when we were recognized as the Center of Excellence for Independent Validators in Pharmaceutical Logistics (CEIV Pharma) by IATA for the air transportation of pharmaceutical products. Due to the risks of fire, explosion, and other hazards associated with lithium batteries during international transportation, battery manufacturers require logistics companies to possess international standard certifications. To meet these requirements, our specialized personnel underwent rigorous training provided by the association. We also established separate handling procedures and standards to enhance the safety of our logistics operations. Through these initiatives, we aim to expedite logistics orders from battery manufacturers and solidify our position as a specialized logistics provider in the global secondary battery market.

PREPARATION FOR THE BATTERY RECYCLING AND REUSE MARKET

In anticipation of the imminent growth of the resource recycling sector, CJ Logistics is gearing up to expand its infrastructure and foster partnerships with battery recycling firms. With the battery logistics market garnering widespread interest across diverse applications such as robotics and eco-friendly mobility, in addition to electric vehicles, CJ Logistics is poised to deliver distinctive logistics solutions anchored in its expertise and credibility. Furthermore, we are committed to proactively expanding our high-value-added logistics operations.



Site for unloading battery factory equipment



Award ceremony for IATA CEIV Lithium Batteries Certification

ESG STRATEGY

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CERTIFIED AS
GRADE 1
SMART LOGISTICS
CENTER

JOINED BUSINESS AND
BIODIVERSITY PLATFORM
BNBP
INITIATIVE

ESTABLISHED
EHS
SITUATION ROOM
THE FIRST IN KOREA'S
LOGISTICS
INDUSTRY



ESG MANAGEMENT STRATEGY

ESG STRATEGY

CJ Logistics has established three ESG pillars and seven strategic themes to deliver a “sustainable future” through inclusive logistics services. Additionally, by aligning these seven strategic themes with the UN Sustainable Development Goals (SDGs), we aim to contribute to environmental and social value creation in collaboration with the international community.

SLOGAN	WE DELIVER THE SUSTAINABLE FUTURE			
TAGLINE	Achieve a sustainable future by providing logistics services that benefit all stakeholders across the entire value chain			
THREE DRIVING DIRECTIONS	SEVEN STRATEGIC THEMES	ACHIEVEMENT IN 2023		UN SDGS
LEADING GREEN LOGISTICS Provide convenient, fast and eco-friendly logistics services 	ESTABLISHING A ROADMAP FOR CLIMATE CHANGE	- Selected sites to introduce renewable energy - Secured 120 million KRW in subsidies for green logistics conversion projects		
	BUILD A LEADING POSITION IN CIRCULAR LOGISTICS	- Promoted public-private partnership for resource circulation business - Established an internal waste circulation system (Closed Loop) - Developed and introduced the box recommendation system “LoIS O’Pack”		
BUILDING A SYSTEM FOR WIN-WIN GROWTH Lead the industry development as a logistics company committed to safety and fairness 	MANAGE SUPPLIERS ESG RISKS & SUPPORT MUTUAL GROWTH	- Established an ESG risk management system (diagnosed 25 partners and provided result reports) - Promoted eco-friendly social contribution activities based on the logistics industry		
	REMOVE HUMAN RIGHTS & SAFETY RISKS	- Enhanced risk management system for human rights (surveyed 1,385 employees and conducted on-site inspections at 40 business sites)		 
ESTABLISHING A ROADMAP FOR CLIMATE CHANGE Build future growth engines by combining ESG-related business opportunities with our capabilities 	ACCELERATE THE CONVERSION TO GREEN INFRASTRUCTURES	- Deployed eco-friendly vehicles (102 1-ton electric vehicles, 2 11-ton hydrogen vehicles) - Implemented energy efficiency activities (replaced with high-efficiency LED lighting at Gonjam Mega Hub)		 
	DISCOVER NEW BUSINESSES REFLECTING ESG VALUES	- Secured 320 billion KRW in logistics orders for battery facilities in North America - Acquired liquefied hydrogen transportation tank trailers		 
	DATA PLATFORM-BASED PERFORMANCE MANAGEMENT & STRENGTHENING COMMUNICATION WITH STAKEHOLDERS	- Established 113 ESG indicators for group-wide management and planned a data management platform - Conducted a digital system test for waste management		

ESG MANAGEMENT STRATEGY

ESG KEY MILESTONES

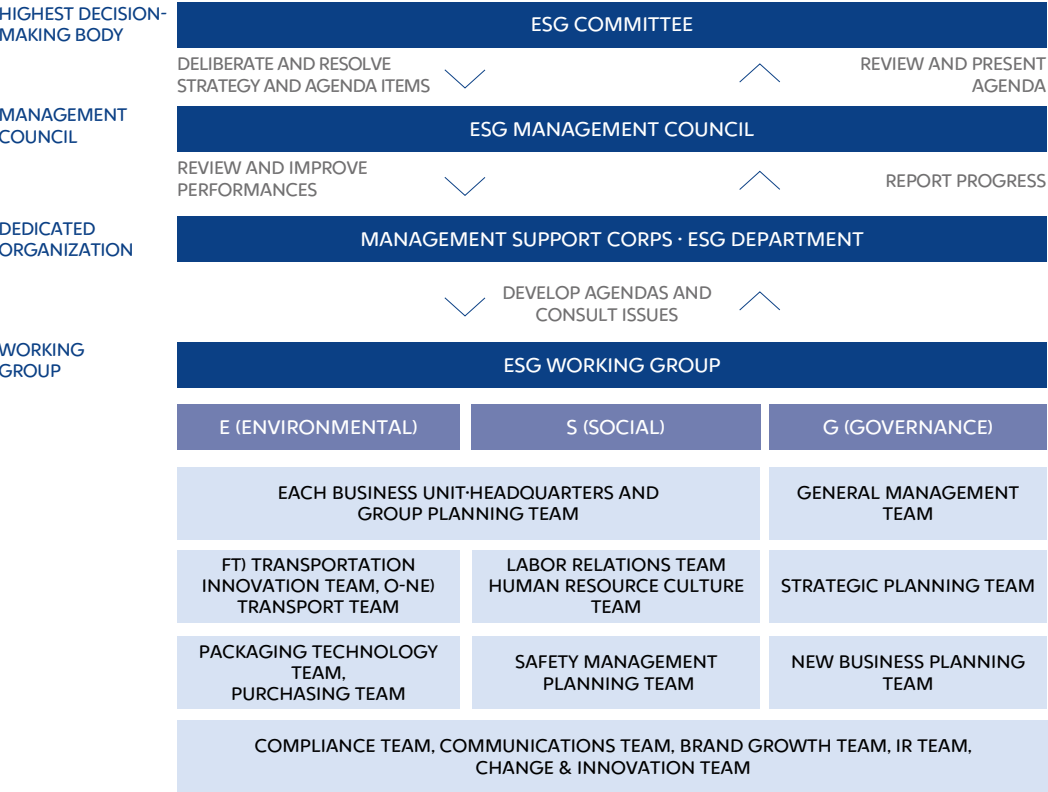
MAJOR ESG ACTIVITIES IN 2023



ESG MANAGEMENT STRATEGY

ESG GOVERNANCE

CJ Logistics operates the ESG Committee under the Board of Directors, which identifies and addresses various topics and issues related to environmental, social, and governance areas to review our ESG management strategy and direction. The ESG Committee also has the authority to evaluate and review ESG management performance and improvements. Supporting the committee are the ESG Management Council, the Sustainability Management Office(responsible for ESG), and the Working Council, all of which implement specific ESG management initiatives. In 2023, the ESG Committee held a total of five meetings and discussed six key issues.



COMMITTEE ACTIVITIES

MEETING DATE	AGENDA	DETAILS	APPROVAL STATUS	ATTENDANCE
2023. 2. 8	ESG evaluation results and improvement measures for 2022 The plan to publish the 2023 Sustainability Report	- Discussed implications and improvement measures based on ESG evaluation results from domestic and international assessments to enhance the level of ESG management. - Identified and addressed weaknesses in the environmental area based on evaluation company feedback	Approved	100%
2023. 3. 10	2022 Performance and 2023 Action Plan	- Reviewed ESG management performance and incorporated findings into the action plan and targets for the following year - Evaluated business performance in 2022 and discussed the climate change response roadmap and carbon neutrality strategies	Approved	100%
2023. 4. 20	Appointment of ESG Committee Chairperson	- Discussed and approved the appointment of the chairperson	Approved	100%
2023. 8. 7	Publishing the Sustainability Report	- Shared the process for identifying material issues and identified key improvements to the report	Approved	100%
2023. 12. 14	Report on 2023 carbon emissions and implementation results of resource recycling project	- Shared 2023 carbon emissions results and discussed initiatives to reduce carbon emissions in 2024 - Reported on the results of 2023 resource recycling initiatives and outlined future goals	Contents reported	100%

ESG MANAGEMENT STRATEGY

STAKEHOLDER ENGAGEMENT

SELECTING STAKEHOLDERS

Identifying and engaging with all individuals and organizations that directly or indirectly impact our business, CJ Logistics prioritizes key stakeholders such as customers, suppliers, shareholders and investors, local communities, and employees, operating various communication channels to listen to their voices. Based on the feedback collected, we anticipate changes in the business environment, identify potential risks, and develop appropriate responses.

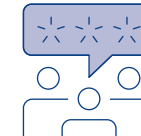
STAKEHOLDER COMMUNICATION

We actively gather feedback from stakeholders through various communication channels. Major issues are reported to the Board of Directors (BOD) to strengthen their integration into our management activities. Additionally, we are enhancing stakeholder participation in management by continuously monitoring and soliciting feedback on our sustainability management activities. CJ Logistics is committed to fulfilling its corporate social responsibility as a global logistics company by listening to the voices of all stakeholders and fostering mutual growth.

STAKEHOLDER COMMUNICATION HIGHLIGHTS IN 2023



**ESTABLISHED "SNS REPORTING CHANNEL":
IMPROVED ACCESSIBILITY TO CHANNELS
FOR GRIEVANCE.**



ADVANCED "AI CHATBOT 2.0"
Enhanced real-time communication with customers and improved information accessibility.



CJ LOGISTICS WEBSITE "NOW CORNER"
Enhanced communication with business managers.

STAKEHOLDER ENGAGEMENT FRAMEWORK

To build trust and enhance management practices, we have established multiple channels to communicate with different stakeholders. These channels help us identify potential negative impacts, gather ideas for preventive measures, and incorporate them into our overall management strategy.



ESG MANAGEMENT STRATEGY

STAKEHOLDER ENGAGEMENT

ACTIVITIES TO INCORPORATE THE VOICES OF STAKEHOLDERS

STAKEHOLDER GROUPS	CUSTOMERS	PARTNERS	SHAREHOLDERS AND INVESTORS	LOCAL COMMUNITIES AND NGOS	EXECUTIVES AND EMPLOYEES
COMMUNICATION CHANNELS	- Online and call center for customer service - Customer satisfaction surveys - Courier integration application - AI chatbot and visual ARS	- Meetings with partners - Cyber audit room - VOP (Voice of Partner)	- Participation in domestic and international conferences - Shareholder meetings - One-on-one meetings, emails, and phone calls - Quarterly and annual IR activities	- Community contribution activities - NGO partnerships - Sports sponsorships	- Internal suggestion room, knowledge DB, ICON Square - Internal campaigns, employee meetings, 11 programs for organizational culture innovation - Channel CJ, In-house broadcasting (CKN), Nim newsletter - Labor Union
COMMUNICATION TOPICS	- Diversification of communication channels - Enhancing customer satisfaction - Improving customer complaints	- Win-win cooperation and shared growth - Compliance with fair trade	- Diversifying business portfolio - Establishing mid- to long-term strategies	- Expanding employee participation in social contributions - Diversifying community contribution programs - Sports-related social contribution programs	- Enhancing employee competencies - Strengthening internal communication - Work-family balance - Welfare benefits
IMPROVEMENTS AND ACHIEVEMENTS	- Provided AI-driven real-time optimal freight rates and developed a transportation platform connecting shippers and drivers to handle increased online orders - Enhanced delivery time notification services on the website and call center - Incorporated customer feedback into customized packaging to improve product safety and delivery speed - Analyzed VOC and established improvement measures collaborating with the Korea Consumer Agency	- Improved systems by holding meetings with partners of each business division and introducing a virtual account guidance service before delivery to enhance delivery personnel work environment - Introduced standardized waybills to address issues from increased overseas direct shipments such as the inability to identify waybills - Installed privacy screens during health checkups and conducted post-checkup satisfaction surveys	- Conducted 11 NDRs (Non-Deal Roadshows) for institutional investors and analysts from home and abroad - Held 4 quarterly and semi-annual business performance presentations	- Provided one-touch boxes and paper tapes to 30 small businesses to enhance their logistics capabilities, and conducted training on industry trend to boost customer marketing capabilities - Supported the Salvation Army by delivering donation boxes to encourage a culture of giving - Promoted environmental improvement activities in communities near our business sites	- Established a daily health management program (medicines, blood pressure and stress management) for employees - Set up SNS Reporting Channels to address unhealthy organizational culture - Enhanced organizational communication and cohesion by implementing biannual organizational activation programs and encouraged the establishment of clubs. - Fostered consensus through CEO town hall meetings

MATERIALITY ASSESSMENT

CJ Logistics conducts an annual materiality assessment to identify and report on key issues affecting our business and stakeholders. This assessment follows the Double Materiality Assessment methodology recommended by the EU Corporate Sustainability Reporting Standard (ESRS). This approach considers both the environmental and social impacts (Impact Materiality) of our business activities on the external environment (environment, people) and the financial impacts of changes in the external environment on our business (Financial Materiality) to identify material issues.

DUAL MATERIALITY ASSESSMENT PROCESS

Through internal and external environmental analysis, including international standards analysis, benchmarking, and media research, CJ Logistics identified a pool of 20 issues to be included in our Sustainability Report. The selection of material issues involved assessing their environmental, social, and financial impacts, after which a thorough review by the Board of Directors (BOD) was conducted, and six key material issues were finalized. Our sustainability management activities and performance related to these issues are transparently disclosed in this report and on our website. We also plan to incorporate the results of the materiality assessment into our management strategies, including the establishment and implementation of ESG strategies and the management of company-wide risks.

MATERIALITY ASSESSMENT METHODOLOGY

STEP 1.	Understand the organization	Identify actual and potential impacts of the organization through internal and external environmental analysis. • INTERNAL ENVIRONMENTAL ANALYSIS – Identify business operations: Analyzed information related to CJ Logistics’ business environment, industry characteristics, business performance, management strategies, and ESG strategies. – Identify ESG management activities: Reviewed the ESG linkages with the agenda items reported, discussed, and resolved by the BOD and ESG Committee in 2023. • EXTERNAL ENVIRONMENTAL ANALYSIS – Media analysis: Analyzed 187 effective articles out of a total of 797 exposed to the media in 2023.
STEP 2.	Establish a Pool of Sustainability Issues	• PEER INDUSTRY ANALYSIS Analyzed sustainability activities and disclosed information of 12 leading companies in the same industry from home and abroad. • ANALYSIS OF ESG DISCLOSURE STANDARD Analyzed key reporting requirements of ESG disclosure standards such as GRI, SASB, UNGC, TCFD, etc. • ANALYSIS OF ESG METRICS Analyzed the management indicators of domestic and foreign ESG rating agencies such as MSCI, KCGS, DJSI, etc. > Identified a total of 20 issues and their actual and potential impacts.
STEP 3.	Double Materiality Assessment	• FINANCIAL IMPACTS – Analysis of peer industries · Analysis of ESG international standards · CJ Logistics management strategy – Internal stakeholder survey · Regulatory and policy analysis • ENVIRONMENTAL AND SOCIAL IMPACTS – Analysis of ESG international standards · Survey of external stakeholders – Regulatory and policy analysis · Media analysis
STEP 4.	Prioritize and Select Material Issues	• Quantified the results of environmental analysis and stakeholder consultation to measure the severity and likelihood of each issue. • Set thresholds to identify material issues. • Analyzed the environmental and social impacts of our business (inside-out) and the impacts on us (outside-in) for the material issues identified through the set thresholds. • Finalized the six key material issues through the board review process.

IMPACT ANALYSIS

Financial Materiality	• PEER INDUSTRY ANALYSIS – Selected 5 domestic companies and 7 overseas companies as ESG leaders. – Analyzed major ESG issues in the industry over the past 3 years. • ANALYSIS OF ESG INTERNATIONAL STANDARDS – Analyzed ESG disclosure standards such as SASB and reviewed ESG evaluation indicators from such sources as DJSI, MSCI, and KCGS. • CJ LOGISTICS MANAGEMENT STRATEGY – Analyzed issues addressed by the BOD, ESG Committee, and other BOD committees. – Reviewed the alignment of CJ Logistics’ ESG strategy with sectoral issues. • INTERNAL STAKEHOLDER SURVEY Evaluation Period: February 28, 2024 – March 15, 2024 Participants: A total of 947 people (internal employees, finance department, compliance department) Assessment Method: Online survey • REGULATORY AND POLICY ANALYSIS Reviewed legal and regulatory violations that could directly impact our reputation and financials.
Environmental and Social Impacts	• ANALYSIS OF ESG INTERNATIONAL STANDARDS – Analyzed ESG disclosure standards such as GRI, SASB, and TCFD. – Reviewed ESG disclosure regulations like IFRS, ESRS, and global initiatives such as UNGC and ISO 26000. • EXTERNAL STAKEHOLDER SURVEY Evaluation Period: February 28, 2024 – March 15, 2024 Participants: A total of 286 people (suppliers, ESG experts, customers, local communities, investors, etc.) Assessment Method: Online survey • REGULATORY AND POLICY ANALYSIS: Reviewed legal and regulatory violations that could impact our reputation and financials. • MEDIA ANALYSIS: – Analyzed domestic and international articles published from January 1 to December 31, 2023. – Reviewed the frequency of exposure and the positive and negative impact of ESG-related articles.

MATERIALITY ASSESSMENT

RESULTS OF DOUBLE MATERIALITY ASSESSMENT

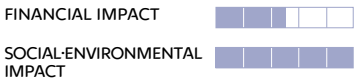
CJ Logistics conducted an environmental and social impact assessment, along with a financial impact assessment, and identified six key material issues. From an environmental and social perspective, the issues are sustainable business promotion, labor practices, and waste management. From a financial perspective, the issues include talent management, safety and health, and climate change response.

 Material issues

CATEGORY	ISSUE		RISK(-)/ OPPORTUNITY(+)	FINANCIAL IMPACT	SOCIAL AND ENVIRONMENTAL IMPACT	INFLUENCED STAKEHOLDERS					PAGES
						CUSTOMERS	PARTNERS	SHAREHOLDERS	LOCAL COMMUNITIES	EXECUTIVE AND EMPLOYEES	
ENVIRONMENT		Climate change response		HIGH	MEDIUM						41, 44 ~ 45, 49, 56
		Energy management		MEDIUM	MEDIUM						45
		Water management		LOW	LOW						51
		Driving sustainable business		MEDIUM	HIGH						14, 18~19, 51
		Waste management		MEDIUM	HIGH						15, 16, 37, 50
		Biodiversity		LOW	LOW						46
SOCIETY		Health and safety		HIGH	MEDIUM						55~59
		Organizational culture & benefit		MEDIUM	MEDIUM						65~67
		Talent management		HIGH	MEDIUM						57, 60, 66~67, 69
		Labor practices		MEDIUM	HIGH						58~59, 67, 77
		Supply chain risk management		LOW	MEDIUM						75~76
		Shared growth with suppliers		MEDIUM	MEDIUM						76~78
		Customer satisfaction and quality control		LOW	MEDIUM						79~82
		Human rights		LOW	LOW						71~72
		Diversity, equity, and inclusion		MEDIUM	MEDIUM						69
		Community Engagement		MEDIUM	MEDIUM						83~89
		Strengthening information protection and cybersecurity		LOW	LOW						102~104
		Compliance		MEDIUM	LOW						97~101
GOVERNANCE		Ethics and Anti-Corruption		LOW	LOW						99~101
		Integrated risk management		LOW	LOW						104~107

RISKS & OPPORTUNITIES

MATERIAL ISSUE #1 SUSTAINABLE BUSINESS



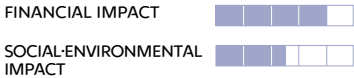
**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

[SDG 9] INDUSTRY, INNOVATION AND INFRASTRUCTURE
Target 9-4 Upgrade all industries and infrastructures for sustainability
Target 9-5 Enhance research and upgrade industrial technologies

GOVERNANCE 	To formulate strategies and make decisions for sustainable business, CJ Logistics operates the ESG Committee under the Board of Directors (BOD) which reviews and approves sustainable business plans and performance annually. Composed of the ESG Management Council and the Working Council, the Committee monitors performance, makes decisions, and promotes initiatives to achieve the approved business plans and goals.					
STRATEGY 	ANALYZING RISK AND OPPORTUNITY FACTORS		VALUE CHAIN	RESPONSE PERIOD	STAKEHOLDER	RESPONSE STRATEGY
	 Risk	Transitioning to a sustainable business may require investment costs, and additional costs may be incurred as we respond to changing legal and regulatory requirements.	Our	Short-term	Employees, suppliers,	Create resource circulation models for plastics, aluminum, etc. Implement a complete closed loop for paper resources Develop and secure new business models for recycled packaging (waste plastics)
	 Opportunity	Developing new technologies and innovations for sustainable business can open new markets and generate new revenue streams. Furthermore, it can build stakeholder trust in the sustainable brand and enhance the company's reputation as a socially responsible organization.	Organization	Mid-term	Executives and Employees	TES Eco-friendly packaging technology
	 Opportunity	National and international regulations are increasingly supporting sustainable business models. Leveraging these regulations can help reduce financial burdens and facilitate the operation of a sustainable business.	Downstream	Long-term	Supplier	Hydrogen energy transportation business Battery Logistics Business
RISK MANAGEMENT 	CJ Logistics is actively pursuing eco-friendly new initiatives to adapt to rapidly evolving business environment. We are expanding sustainable businesses such as battery logistics, liquefied hydrogen transportation, and resource circulation logistics, aiming to diversify revenue streams and create significant social and economic value. We have also established a circular logistics system that recovers waste and recycles it into resources. Leveraging our logistics capabilities and nationwide network, we handle the delivery and transportation of plastics, aluminum cans, milk cartons, and discarded phones. Looking ahead, the Company will continue to proactively prepare for areas with high potential for business expansion and contribute to the country and society by securing unparalleled capabilities.					
METRICS & TARGET 	KPI	2023 TARGET	2023 PERFORMANCE	2024 TARGET	2025 TARGET	2030 TARGET
	Quantities of recyclable materials through resource circulation logistics (tonne)	Introduce O-NE based resource circulation business	10 tonnes	100 tonnes	120 tonnes	250 tonnes
	Expand liquefied hydrogen transportation business	Acquire business license for liquefied hydrogen transportation business	Secured a liquefied hydrogen transport tank trailer / business license	Secure additional liquefied hydrogen tank trailers (8 or more)	16 Liquefied Hydrogen tank trailers	40 Liquefied hydrogen tank trailers
	Expand gaseous hydrogen transportation business	Promote market participation for gaseous hydrogen transportation	Signed a gaseous hydrogen "mobility hydrogen business" agreement	Secure new hydrogen markets Expand hydrogen power generation companies	Promote investment for business expansion (Tube Trailer)	Secure unrivaled competitiveness in the gaseous hydrogen transportation market

RISKS & OPPORTUNITIES

MATERIAL ISSUE #2 CLIMATE CHANGE RESPONSE



SDG 13| CLIMATE ACTION
Target 13-1 Strengthen resilience and adaptive capacity to climate-related disasters
Target 13-2 Integrate climate change measures into policies and planning

GOVERNANCE	CJ Logistics operates an ESG Committee under its Board of Directors (BOD) to establish strategies and goals for addressing climate change and to systematically manage related risks and opportunities. The ESG Committee includes both a Management Council and a Working Council. The Management Council convenes biannually, while the Working Council meets quarterly to address climate change issues. The BOD reviews ESG management strategies and plans, overseeing discussions and making decisions on major topics such as climate change response and goals for energy transition.				
STRATEGY	ANALYZING RISK AND OPPORTUNITY FACTORS		VALUE CHAIN	RESPONSE PERIOD	STAKEHOLDER
	Risk Subject to national regulations, a company's GHG emissions may increase operational costs due to rising carbon reduction expenses.	Our Organization	Short-term	Employees, suppliers	Implement GHG reduction roadmap Manage metrics to measure climate change risks and opportunities
	Opportunity Rising sea levels and natural disasters may damage low-lying logistics warehouses and port facilities, posing a risk of asset loss.	Upstream	Long-term	Local communities	Establish EHS Situation Room and System Analyze the scenario of climate change risk
RISK MANAGEMENT	Opportunity Transitioning to a low-carbon economy through eco-friendly transportation and establishing an optimal route transportation system, can increase fuel efficiency and reduce carbon emissions, proactively responding to global carbon regulations.	Downstream	Mid-term	Executive and Employees	Reduce transportation emissions Reduce energy use in buildings and facilities Adopt GHG-reducing transportation solutions
	Recognizing the imperative to manage climate change risks and their financial impacts, CJ Logistics is committed to achieving the international goal of net-zero emissions by 2050. In an effort to address GHG emissions from logistics operations, the Company has established a GHG reduction roadmap aimed at gradually reducing emissions. We are actively building a low-carbon logistics system and fostering innovation across transportation, logistics, and facility sectors to prepare for transition risks. For physical risks, we are strengthening our risk response system by introducing an EHS system and implementing prompt follow-up measures when risks occur.				
METRICS & TARGET	KPI	2023 TARGET	2023 PERFORMANCE	2025 TARGET	2030 TARGET
	Carbon Emissions Reduction (Base 2021) (%)	1%	0.5%	6%	37%
	Install solar power facilities	Review the implementation	Approved the project for 2024	542t	3,252t (cumulative)
	Introduce energy efficiency facilities	Review the implementation	Approved the project for 2024	603t	3,618t (cumulative)
	Transition to EV	19.8%	10.7%	40%	100%
	Carbon credits offset business (Carbon credit trading)	Review the project	Approved the project for 2024	1,620t	9,720t (cumulative)

RISKS & OPPORTUNITIES

MATERIAL ISSUE #3
WASTE MANAGEMENT



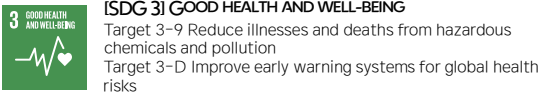


SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Target 12-5 Substantially reduce waste generation
Target 12-C Remove market distortions that encourage wasteful consumption

GOVERNANCE 	CJ Logistics appoints waste managers at each business site to ensure compliance with legal waste management procedures. These appointed managers are supported in implementing the waste management system and are provided with guidance on policy responses and improvements for systematic risk management. In addition, the Company holds a biannual Working Council (June and December) to review and communicate our environmental and waste management strategies and goals. Major waste-related issues are presented to the ESG Committee annually for reporting or resolution. We also maintain ongoing channels for inquiries on waste-related matters and hold small group meetings several times a year. We conduct annual training for those responsible for waste contracting and management and will continue to monitor three business sites with our Compliance Team.				
STRATEGY 	ANALYZING RISK AND OPPORTUNITY FACTORS	VALUE CHAIN	RESPONSE PERIOD	STAKEHOLDER	RESPONSE STRATEGY
	 Risk The packaging materials for products are primarily made of resources such as plastic, paper, and metal, which consume significant energy and resources in their production and processing. These materials can be a major source of pollution to the natural environment.	Our Organization	Short-term	Employees, suppliers	Implement waste recycling technologies at our distribution centers Monitor waste generation
	 Opportunity Active management of waste aligns with corporate sustainability and social responsibility, contributing to enhanced company reputation and brand value.	Downstream	Mid-term	Executive and Employees	Enhance waste management infrastructure Introduce waste recycling technology at logistics centers
	 Opportunity Increasing number of customers and consumers prefer environmentally friendly products. As a result, we can increase customer satisfaction by introducing eco-friendly product packaging to meet market demands.	Upstream	Long-term	Local communities	Develop eco-friendly packaging technology Promote green procurement
RISK MANAGEMENT 	CJ Logistics has obtained the ISO 14001 certification for all its business sites in Korea, demonstrating our commitment to environmental consideration and sustainable development across our operations. The Company is also digitizing the entire waste management process to precisely measure waste generation and emissions, thereby preventing the unnecessary use of new resources. In terms of resource recycling, we are leading efforts to achieve zero waste by establishing systems to collect, compress, and recycle waste materials such as stretch films generated at our logistics centers.				
METRICS & TARGET 	KPI	2023 TARGET	2023 PERFORMANCE	2025 TARGET	2030 TARGET
	Introduce and pilot a closed-loop waste recycling system at distribution centers (Closed Loop)	Introduce a closed-loop waste recycling system and pilot it at distribution centers	Piloted closed-loop activities at three major business sites	Implement circulation activities for one type of waste	Implement circulation activities for two types of waste
	Obtain circular resources quality certification	Consider obtaining the certification	Identified centers for the certification	Obtain and maintain certification for one center	Review centers eligible for additional certification and expand the scope

RISKS & OPPORTUNITIES

MATERIAL ISSUE #4
HEALTH AND SAFETY



GOVERNANCE	CJ Logistics annually formulates a safety and health plan through the reporting and approval process of the Board of Directors to ensure systematic safety management. Safety and health organizations are established within each major business divisions of Logistics and Construction, and safety and health management practices are tailored according to the unique characteristics of each business. Within the Logistics Division, the safety and health management system revolves around the Safety Management Office under the CEO’s purview while in the Construction Division, the safety management department takes charge of safety and health matters.				
STRATEGY	ANALYZING RISK AND OPPORTUNITY FACTORS	VALUE CHAIN	RESPONSE PERIOD	STAKEHOLDER	RESPONSE STRATEGY
	Risk Workplace safety accidents affect all employees, including suppliers, and may lead to fines in cases of serious accidents and industrial incidents involving hazardous chemicals and occupational diseases.	Our Organization	Short-term	Employees, suppliers	Conduct workplace safety and health risk assessments Implement win-win safety agreements with suppliers
	Opportunity Corporate safety and health management is seen as a social responsibility. Insufficient safety and health management systems and activities directly affect corporate reputation, potentially influencing decisions made by prospective customers and investors.	Upstream	Long-term	Local communities	Conduct safety inspections and implement emergency response systems Enforce work stoppage rights and listen to the voice of workers Operate a suggestion room to find hazardous risk
RISK MANAGEMENT	Opportunity Systematic safety and health management and action plans not only reduce additional costs but also boost employee satisfaction and enhance operational capabilities, thereby directly enhancing company competitiveness.	Downstream	Mid-term	Local communities	Conduct employee safety training Carry out emergency response drills Recognize employee safety management performance
METRICS & TARGET	KPI ¹⁾	2023 TARGET	2023 PERFORMANCE	2025 TARGET	2030 TARGET
	TIFR(Lost Time Injury Frequency Rate) ²⁾	0.93	0.59	0.53	0.41
	Improvement rate of hazardous risk factor ³⁾	100%	100%	100%	100%
	Risk of personnel accidents ⁴⁾	-	286.2	258.3	199.9

1) Excluding Construction Division

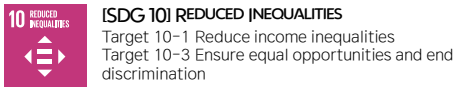
2) LTIFR(Lost Time Injury Frequency Rate) = Number of lost time injuries/Total hours worked X1,000,000

3) Improvement Rate of Hazardous Risk Factors = Number of Improvement Actions Completed / Number of Identified Non-conformities X 100

4) Risk(point): Sum of points based on the number of missed workdays from each personal accident

RISKS & OPPORTUNITIES

MATERIAL ISSUE #5
TALENT MANAGEMENT



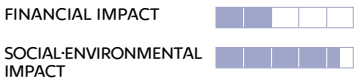
GOVERNANCE	Under the C-Level Human Resources Officer, CJ Logistics has the Human Resources Planning Team, Human Resources Operations Team, Human Resources Culture Team, and Labor-Management Cooperation Team, alongside HR units for each division, aimed at attracting and retaining top talent. Each team oversees tasks including restructuring, recruitment, personnel operations, training, organizational culture, and labor relations, with major issues regularly reported to management for decision-making. The Company also actively participates in meetings organized by CJ Group’s HR Support Office to exchange insights and best practices.				
STRATEGY	ANALYZING RISK AND OPPORTUNITY FACTORS		VALUE CHAIN	RESPONSE PERIOD	STAKEHOLDER
	Risk	Negative organizational culture can impede talent attraction and retention, potentially leading to talent drain. This not only hinders company growth and development but can also result in financial losses.	Our Organization	Short-term	Employees, suppliers
	Opportunity	Fostering diversity and inclusion within the organization attracts talented individuals from diverse backgrounds, regardless of race, gender, age, and nationality. This enhances business competitiveness through well-structured employee development programs.	Downstream	Mid-term	Executive and Employees
RISK MANAGEMENT	Opportunity	Supporting employees’ work-life balance is crucial for reducing stress, promoting a healthy lifestyle, and enhancing job satisfaction and professionalism.	Upstream	Long-term	Local communities
	CJ Logistics promotes diversity and inclusion within the organization and advocates for talent management that ensures equal opportunities and fair treatment for all employees. We conduct fair and transparent recruitment processes to attract, secure, and retain talented employees, strengthen employee training programs, and cultivate a positive workplace culture. Additionally, we regularly assess our organizational culture to drive meaningful improvements and foster cultural innovation.				
METRICS & TARGET	KPI	2023 TARGET	2023 PERFORMANCE	2025 TARGET	2030 TARGET
	Number of beneficiaries of specialized training programs for talent development	4,760	4,760 ¹⁾	4,790	5,154
	Percentage of female office staff in managerial positions or higher(%) ²⁾	31	31.8	31.9	34.3

1) 68% of CJ Logistics employees based on separate basis

2) Percentage of female staff (Levels A to P3) holding managerial positions (Level M) or higher

RISKS & OPPORTUNITIES

MATERIAL ISSUE #6
LABOR PRACTICES



17 PARTNERSHIPS FOR THE GOALS

SDG 17 PARTNERSHIPS FOR THE GOALS

Target 17-6 Knowledge sharing and cooperation for access to science, technology and innovation

Target 17-16 Enhance the global partnership for sustainable development

GOVERNANCE	CJ Logistics systematically manages labor-related risks such as strikes, lockouts, and disputes through a dedicated risk response organization led by the CEO with business divisions and planning departments. Comprising the CEO, Management Support Office, Strategy Support Office, Legal & CR Office, and HR Support Office, a Crisis Response Task Force has been established to enhance the effectiveness of labor-management risk response activities.				
STRATEGY	ANALYZING RISK AND OPPORTUNITY FACTORS		VALUE CHAIN	RESPONSE PERIOD	RESPONSE STRATEGY
	Risk	Ensuring worker rights is integral to corporate social responsibility, as non-compliance can incur costs and risks related to labor rights conflicts and disputes within the supply chain. .	Upstream	Long-term	Local communities
	Opportunity	By mitigating ESG risks inherent in our suppliers and supporting startups, they can enhance its competitiveness and foster a trust-based relationship to achieve mutual growth.	Our Organization	Short-term	Employees, suppliers
RISK MANAGEMENT	Opportunity	Maintaining stable labor relations can enhance our corporate reputation, boost employee satisfaction and retention, and improve overall sustainable performance.	Downstream	Mid-term	Executive and Employees
	CJ Logistics ensures trade union rights for all employees and conducts quarterly labor-management councils to promote cooperation and welfare. The Company adheres to fundamental labor laws and regulations, provides ongoing leadership training, and cultivates a performance-oriented culture to ensure fair evaluation and compensation for all employees. Moreover, we address significant social issues such as conflicts with courier unions, enhance the field environment and communication system by holding monthly meetings with the agency association to improve the cooperative system with the partners.				
METRICS & TARGET	KPI	2023 TARGET	2023 PERFORMANCE	2025 TARGET	2030 TARGET
	Wage collective bargaining agreements	62 consecutive years without a labor dispute 23 consecutive years without a labor strife	62 consecutive years without a labor dispute 23 consecutive years without a labor strife	64 consecutive years without a labor dispute 25 consecutive years without a labor strife	69 consecutive years without a labor dispute 30 consecutive years without a labor strife
	Percentage of delivery drivers receiving welfare benefits among suppliers	100%	100%	100%	100%
	Measures to prevent overwork of delivery drivers Implement the agreement of social consensus organization	Implementation completed	Implementation completed	Implementation completed	Implementation completed
	Enhance communication with suppliers (regular meetings with distributor alliance, etc.)	6 times a year	10 times a year	12 times a year	More than 12 times a year

ENVIRONMENTAL

Environmental Management	35
Climate Change(TCFD)·Biodiversity(TNFD)	40
Resource Circulation	50
Environmental Impact Management	51



GREEN PROCUREMENT
18,231
MILLION KRW



WASTE
RECYCLING RATE
98.9%



ACQUIRED
GREEN GOLF COURSE
CERTIFICATION
GEO



ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL MANAGEMENT

POLICIES AND DIRECTIONS OF ENVIRONMENT MANAGEMENT

In line with our commitment to environmental principles, CJ Logistics has established Environmental Management Policy and specific plans for each of our business sectors, ensuring that all our business sites, partner workers (within our value chain), and joint ventures uphold rigorous accountability and proactive practices in advancing environmental protection efforts. The Policy encompasses our entire operational spectrum, extending to worksites, suppliers, joint ventures, and business partners, outlining key environmental issues and corresponding measures and covering aspects such as climate change, waste management, and pollution control. Furthermore, we uphold transparency by communicating our environmental management performance to stakeholders annually through our Sustainability Report.

 Environmental Management Policy

ENVIRONMENTAL MANAGEMENT SYSTEM

CJ Logistics commits to environmental stewardship through the establishment of an environmental management system, aiming to achieve “realize world-class green management”. Tailoring our approach to the unique characteristics of our logistics and construction businesses, we prioritize key environmental management tasks to minimize environmental impacts. In the Logistics Division, we newly introduced the “CJ Logistics Eco-friendly Policy” in May 2023. This policy encompasses various aspects including business activities, facilities, logistics and services, and waste management, building upon our existing environmental management policy to continually enhance our environmental performance. Similarly, in the Construction Division, we are applying environmental policy across all phases—from design and construction to business management and service provision. Furthermore, we have dedicated resources to ensure the comprehensive implementation of environmental management across all operations. We diligently follow environmental policy procedures to proactively

address environmental risks. To bolster our commitment, we have established an EHS system to monitor compliance with environmental regulations. Additionally, we conduct environmental impact assessments for new facilities to preemptively manage any adverse environmental effects, thus working towards establishing a sustainable environmental management system.

ENVIRONMENTAL MANAGEMENT POLICY

- GREENHOUSE GASES, ENERGY, AND ENVIRONMENTAL POLLUTANTS**
 - Continuously pursue to reduce greenhouse gas and energy usage, and endeavor to minimize the environmental pollutants throughout our business operations to counter climate change.
- LOGISTICS AND SERVICES**
 - Develop sustainable green logistics services leveraging TES solutions and minimize environmental impacts throughout the service delivery process.
- WASTE MANAGEMENT**
 - Properly dispose waste in compliance with environmental laws and company rules
 - Expand recycling to implement a waste resource circulation model.
- DUE DILIGENCE FOR ACQUISITIONS AND MERGERS**
 - Conduct due diligence to identify potential risks stemming from non-compliance with environmental laws and regulations.
- ESTABLISHMENT AND OPERATION OF EHS SYSTEM**
 - Implement the LoIS EHS system to manage surrounding and safety of the business sites and monitor environmental pollution incidents 24 hours a day in real-time.
- SAFEGUARD BIODIVERSITY**
 - Implement policies to safeguard biodiversity across all business activities and promote efforts to conserve ecosystem.
- TRAINING**
 - Conduct environmental training for employees and partners and strengthen internal capabilities through collaboration with external environmental institutions.
- SHAREHOLDERS AND INVESTORS**
 - Implement environmental management that accommodates the demands of shareholders and investors and build trust to enhance corporate value through information disclosure.

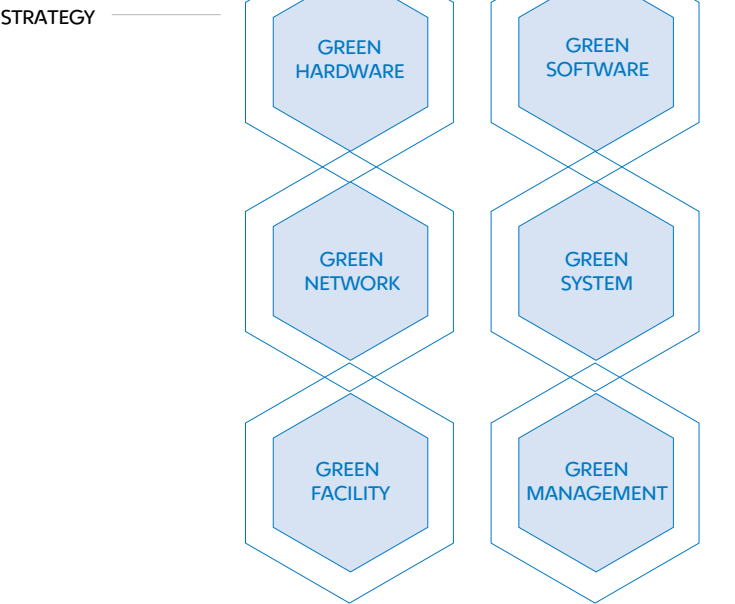
ENVIRONMENTAL MANAGEMENT SYSTEM

VISION

REALIZE WORLD-CLASS GREEN MANAGEMENT

GOAL

ESTABLISHMENT OF FUTURE AND SUSTAINABLE ENVIRONMENT MANAGEMENT SYSTEM



ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL MANAGEMENT PROMOTION ORGANIZATION

To systematically and proactively address environmental risks throughout the entire organization, CJ Logistics has established and operates the ESG Management Team, a dedicated environmental management organization under the Management Support Office. The head of the Office serves as the Chief Officer of Environmental Management, overseeing environmental management activities across the entire company and various departments. The ESG Working Group is responsible for managing greenhouse emission and its trading, monitoring energy consumption, soil, water, biodiversity, and pollutants, and implementing initiatives to minimize environmental impacts. Furthermore, we have instituted the ESG Committee under the Board of Directors, established in 2021 to strengthen ESG management practices. Comprised of two inside directors and four outside directors, the ESG Committee sets and oversees ESG management strategies and targets, particularly focusing on climate change response and energy transition. In 2023, the Committee provided reports on environmental management matters, including carbon emissions status and progress on resource recycling projects. CJ Logistics remains committed to achieving its environmental objectives and proactively managing environmental risks.

ENVIRONMENTAL MANAGEMENT ORGANIZATION STRUCTURE



COMMITTEE ACTIVITIES

MEETING DATE	AGENDA	DETAILS	APPROVAL STATUS	ATTENDANCE
February 8, 2023	ESG evaluation results and improvement measures for 2022	- Identified and improved weaknesses in environmental areas by domestic and foreign rating agencies regarding ESG evaluation	Approved	100%
March 10, 2023	2022 Performance and 2023 Action Plan	- Discussed climate change response roadmap and strategies related to carbon neutrality	Approved	100%
December 14, 2023	Discussion on the climate change response roadmap and carbon neutrality strategies	- Shared 2023 carbon emissions results and discussed initiatives to reduce carbon emissions in 2024 - Reported on the results of 2023 resource recycling initiatives and outlined future goals	Contents reported	100%

ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATION

CJ Logistics has obtained and maintains ISO 14001 certification for its environmental management system across all domestic business sites(100%). This certification underscores our commitment to environmental consideration and sustainable development throughout all stages of our business activities. Furthermore, the certification encompasses an environmental risk assessment of energy usage. The Logistics Division initially received the certification at the Incheon branch in 1999, subsequently expanding the scope to cover the entire company in 2010. Similarly, the Construction Division acquired the certification in 2001, covering construction and additional services for domestic and overseas civil engineering, architecture, housing, electricity, industrial and environmental facilities, firefighting, and information and communication works, which has been maintained consistently. Additionally, Haesley Nine Bridges, a golf course under the Construction Division, earned green golf course certification from Golf Environment Organization (GEO)¹⁾ in 2014, followed by The Club at Nine Bridges in 2019. These are the only golf courses in Korea to receive GEO certifications, recognizing their sustainable practices across nature, resources, and community categories.

1) Golf Environment Organization: An organization that evaluates the sustainability and environmental friendliness of golf courses worldwide, certifying eco-friendly golf courses and advising international golf tournaments on eco-friendly operations.



ISO 14001 Certification



GEO Certification (Haesley Nine Bridges)



GEO Certification (The Club at Nine Bridges)

ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL MANAGEMENT

GREEN PROCUREMENT

GREEN PROCUREMENT POLICY

In December 2022, CJ Logistics introduced the Green Procurement Policy to mitigate greenhouse gas emissions, reduce pollutants, and enhance eco-friendly purchasing practices across all business operations. The Policy delineates the green procurement activities of the purchasing department, outlining the scope, procedures, responsibilities, authority, and policies for expanding green procurement practices. In 2023, aligned with the Green Procurement Policy, we actively engaged in procuring green products throughout our corporate endeavors. We will continue addressing climate change and plastic waste as urgent concerns and investing in green industries while fulfilling our social and ethical responsibilities towards environmental stewardship.

GREEN PROCUREMENT POLICY

- 01
- Consider green procurement throughout the entire corporate activities. Ensure compliance with environmental laws and strive for corporate social responsibility
- 02
- Continuously explore and procure green products to champion eco-friendly logistics
Prioritize the purchase of environmentally friendly goods.
- 03
- Conduct ongoing monitoring and management of green procurement performance by dedicated planning and operational departments
Lead the establishment of environmentally sustainable logistics systems.
- 04
- Forge organic partnerships with suppliers to foster green procurement activities.

GREEN PROCUREMENT PROCESS



GREEN PROCUREMENT STATUS

In the Logistics Division of CJ Logistics, we prioritize the use of eco-friendly certified products such as environmental labels, low-carbon, excellent recycling, FSC, and Energy Star for purchasing packaging materials and other goods. In 2023, we procured eco-friendly products totaling 18.185 billion KRW, including cardboard boxes and paper cushioning materials, from six partners. The Resort Division also procured eco-friendly materials worth 46 million KRW in 2023 to reduce plastic waste. Additionally, we are exploring various areas to fulfill our social and environmental responsibilities in the production of goods. For instance, the Resort Division has introduced beverage cups, straws, packaging containers, aprons, and laundry bags made of biodegradable PLA¹⁾, PHA²⁾, and natural pulp. Furthermore, we are actively acquiring reusable cups and insulated bags. In the Construction Division, one of our rebar suppliers is scheduled to obtain low-carbon certification and environmental labeling certification in the first half of 2024. This initiative will contribute to resource conservation and minimizing environmental pollution.

- 1) Polylactic acid(PLA): Unlike synthetic resins typically derived from petrochemicals, PLA is a biodegradable plastic made from starch extracted from plants such as corn, sugarcane, and cassava.
- 2) Polyhydroxyalkanoate (PHA): PHA is a bio-based biodegradable material produced through microbial fermentation of plants like corn, sugar cane, and cassava. It is an eco-friendly resin that decomposes in natural environments such as soil and oceans.

ENVIRONMENTAL MANAGEMENT

STRENGTHENING CAPABILITY FOR ENVIRONMENTAL MANAGEMENT

EMPLOYEE ACTIVITIES FOR ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL EDUCATION AND TRAINING FOR EMPLOYEES

CJ Logistics is committed to raising awareness of environmental management among its employees by providing targeted environmental education to those responsible for environmental management in each department. Through working groups, we develop environmental education and training content tailored to the unique needs of various target audiences. In 2023, the education and training program included comprehensive topics such as waste management, resource circulation, eco-friendly materials, and global ESG trends. A total of 278 employees completed this training, fostering empathy and heightened awareness of environmental management. Starting in 2024, we publish bimonthly newsletters on topics such as carbon neutrality, resource recycling, and more for all employees, to continuously reinforce our environmental education contents.



Environmental Education and Training Program for Employees in 2023

LINKING ENVIRONMENTAL MANAGEMENT PERFORMANCE TO COMPENSATION

To promote environmental management, CJ Logistics links environment-related KPIs, such as implementing the climate change roadmap, accelerating the transition to eco-friendly logistics infrastructure, and establishing a waste management system, to the performance management of C-level executives and lower managers in dedicated organizations. These KPIs are also reflected in the compensation system, once a year, including incentives and annual salary increases based on the results achieved.

COLLECTIVE TRAINING FOR EMPLOYEES IN 2023

CONTENT	TARGET ²⁾	DATE	DURATION
Strengthening management of business sites with waste discharge ¹⁾	10 practitioners in charge of HTML at O-NE Headquarters	October 19, 2023	4 hours
Sharing ESG trends and insights for 2023	37	February 27, 2023	1 hour
Response to strengthening waste management laws and trends in circular resources	45	April 24, 2023	1 hour
Sharing ESG status by business division	36	June 28, 2023	1 hour
ESG trends and responses by domestic and international industries	50	August 29, 2023	1 hour
Briefing on the 2023 Sustainability Report and the final results of the 2023 Human Rights Management Due Diligence Report	50	October 31, 2023	1 hour
Examples of various carbon reduction activities in the logistics industry	50	December 21, 2023	1 hour

1) Notice on changes in inspection method and contract management through monitoring waste management status at Daejeon HTML

2) Members of ESG Working Group



ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL INCIDENTS AND REGULATORY RESPONSES

CJ Logistics monitors trends in domestic and international laws and policies regarding pollutants and chemicals, including greenhouse gases, generated by our business operations, vehicles, and ships, which are our primary means of transportation. To ensure compliance, we are continuously upgrading our internal technologies and systems. We increased the number of specialized personnel to proactively respond to strengthening environmental regulations and policies and to operate more efficiently. Particularly in 2023, we enacted and promulgated an eco-friendly policy, managing business sites stricter than the standards required by relevant laws and regulations. The policy establishes procedures for managing waste, water, air, noise, and hazardous materials, and applied these procedures across our business sites.

MANAGEMENT PROCESS FOR ENVIRONMENTAL POLLUTION AND HAZARDOUS MATERIALS



CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

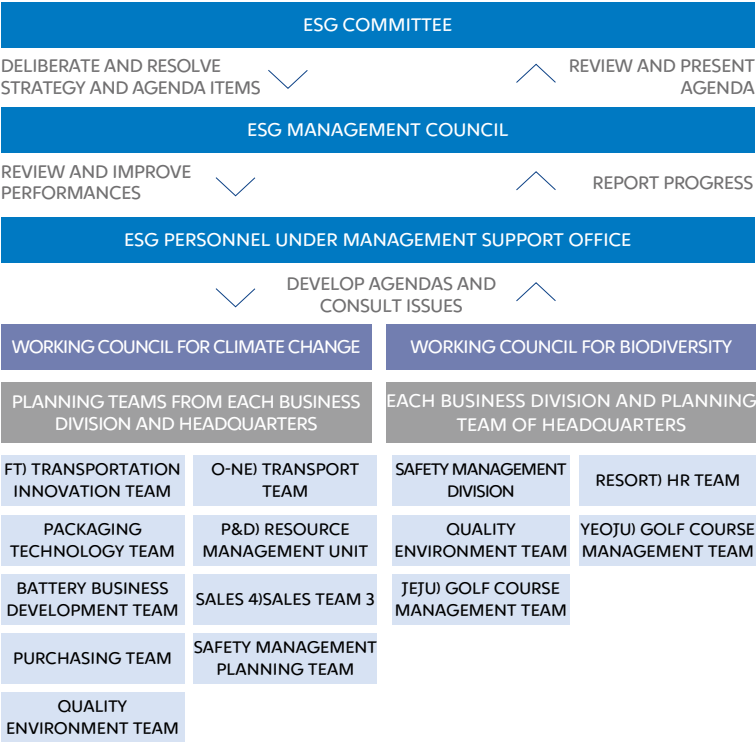
With the expansion of the e-commerce market, the parcel delivery logistics sector is experiencing rapid growth, emphasizing the need to low-carbon delivery vehicles. Additionally, companies are increasingly focusing on the sustainable use of the Earth's finite resources and efforts to conserve biodiversity and responsibly utilize natural capital¹⁾ are becoming more important. CJ Logistics is systematically analyzing and managing climate change risks and opportunities, as well as its dependence and impact on natural capital. Moving forward, we plan to enhance the evaluation indicators for climate change response and natural capital management, integrating these into our ESG management strategy.

1) Natural resources such as soil, air, water, minerals, etc.

GOVERNANCE

In May 2021, CJ Logistics established the ESG Committee under the Board of Directors as a decision-making body for sustainability, encompassing climate change and biodiversity. The ESG Committee consists of two inside directors and four outside ones, and it deliberates on major issues related to climate change, natural resources, and biodiversity near business sites. The ESG Management Council reviews KPIs related to climate change response and biodiversity, monitoring relevant performance. The Management Support Office is entrusted with the responsibility for climate change response. The ESG Working Council, which includes working departments from each business division, identifies climate change response issues and monitors various activities to create and sustain habitats for plants and animals near business sites.

ORGANIZATION CHART FOR CLIMATE CHANGE AND BIODIVERSITY



ESG COMMITTEE ACTIVITIES

CJ Logistics reviews its ESG management strategies, plans, and performance through the ESG Committee, chaired by the CEO. This committee, under the management and supervision of the Board of Directors, deliberates and makes decisions on strategies and agendas related to carbon emissions, energy use reduction, and resource recycling. In 2023, the ESG Committee reviewed the implementation status of the climate change response roadmap, assessed the carbon emissions for the year, and evaluated the outcomes of the public-private partnership resource recycling logistics project.

CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

RESPONSE STRATEGIES

ANALYZING RISK AND OPPORTUNITY FACTORS

CJ Logistics identifies and assesses climate change and biodiversity risks that may affect its business activities in accordance with the TCFD¹⁾ and TNFD²⁾ guidelines. Climate change risks are categorized into “physical risks”—such as floods, heat waves, and rising temperatures—and “transition risks” that arise from the shift to a low-carbon economy, including the introduction of new climate policies and technologies. We have analyzed the impact levels of these risks at our business sites in Korea, the United States, Vietnam, and India. We also applied the LEAP³⁾ approach to locate the priority areas for biodiversity management relevant to CJ Logistics (Locate), evaluate the dependence and impact on nature by business type (Evaluate), assess biodiversity-related risks and opportunity factors (Assess), and prepare and disclose response activities such as mitigation measures and management plans by risk (Prepare).

1) Taskforce on Climate-related Financial Disclosures

2) Taskforce on Nature-related Financial Disclosures

3) Locate, Evaluate, Assess, Prepare

CLIMATE CHANGE RISK SCENARIO

For the physical risk analysis, we applied a 2 °C rise scenario (RCP 2.6)⁴⁾ and a 4 °C rise scenario (RCP 8.5)⁷⁾ based on the Representative Concentration Pathway (RCP)⁵⁾ scenarios from the IPCC⁶⁾ Fifth Assessment Report. This allowed us to identify the potential scale of damage to tangible assets⁸⁾ due to floods, fires, and heat and cold waves. Transition risk analysis was conducted to assess the impact of domestic and international policies and regulations, changes in the logistics market, technological advancements, and corporate reputation risks. We calculated the estimated costs associated with emissions trading systems, restrictions on polluting vehicles, the transition to renewable energy, and the development and introduction of eco-friendly transportation vehicles, all of which are highly relevant to CJ Logistics’ industry.

4) Intergovernmental Panel on Climate Change

5) Representative Concentration Pathways

6) Scenario where immediate GHG reductions are implemented to keep temperature increases below 2 °C (resulting in a +1.3 °C global temperature rise by 2100)

7) Scenario where GHG emissions continue on current trends, leading to high GHG levels and a +4.0 °C global temperature rise by 2100

8) Domestic and overseas tangible assets financial value: Domestic—the total residual value of land, buildings, and golf course assets (reflecting depreciation, as of 2021), Overseas—the amount of tangible assets listed in the business report (as of 2021)

RCP 2.6 SCENARIO: PHYSICAL RISK ANALYSIS RESULTS

Level of risk impact  None  Low  Medium  High  Critical

ITEM	FLOOD			EXTREME HIGH TEMPERATURES		FIRE		COLD WAVES	
	RIVER BASIN FLOODING	SEAWATER FLOODING	SEA-LEVEL RISE	HEAT WAVES	HIGHEST TEMPERATURES	FIRE PREVENTION PERIODS	FIRE DANGER PERIODS	FROST DAYS	COLD SNAP DAYS
2023	Low	Low	Medium	Medium	High	None	None	High	High
2050	Low	Low	Critical	High	High	None	None	Medium	High

RCP 8.5 SCENARIO: PHYSICAL RISK ANALYSIS RESULTS

Level of risk impact  None  Low  Medium  High  Critical

ITEM	FLOOD			EXTREME HIGH TEMPERATURES		FIRE		COLD WAVES	
	RIVER BASIN FLOODING	SEAWATER FLOODING	SEA-LEVEL RISE	HEAT WAVES	HIGHEST TEMPERATURES	FIRE PREVENTION PERIODS	FIRE DANGER PERIODS	FROST DAYS	COLD SNAP DAYS
2023	Low	Low	Medium	High	High	Low	Medium	Medium	High
2050	Low	Low	Critical	Critical	Critical	Low	Medium	Medium	Medium

* The severity of risk impact is calculated using internal criteria based on the financial impact (degree of damage) of the risk.

CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

RESPONSE STRATEGIES

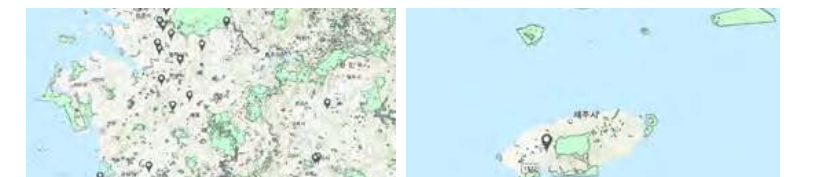
ITEM	TYPE		FINANCIAL IMPACT ¹⁾	POTENTIAL IMPACT	RESPONSE STRATEGIES
PHYSICAL RISKS	Flood	Acute	846.3 to 888.1 billion KRW	- Flooding and damage to distribution centers, operating vehicles, and load of goods, may increase the cost for recovery, compensation, inspection, and maintenance. - Delays in delivery shipment and service and direct sales losses may occur to washed out roads and lost routes.	
	Fire	Acute	695.5 billion KRW	- Damage to buildings and facilities and increased recovery cost - Delays and lost sales due to road blockades.	- Analyze scenarios related to our losses caused by natural disasters. - Review the need to relocate assets vulnerable to climate change.
	Heat waves	Chronic	879.9 billion to 1.357 trillion KRW	- Power supply disruption, resulting in increased internal temperatures of buildings and facilities, secondary damage transfer, and increased recovery costs. - Geothermal heat on roads causing rupture of tires and overheated vehicle engines causing breakdowns, delays, and loss of sales.	
	Cold waves	Chronic	363.3 to 479.2 billion KRW	- Delays in delivery shipments and disruption of due to freezing of fuel nozzles of conveyor machinery or vehicles - Deterioration and damage to load of goods in distribution centers and and loaded vehicles.	
TRANSITION RISKS	Regulation and Policy		- Cost of responding to the emissions trading system: Approximately 536.2 billion KRW (Cumulative from 2022 to 2050, based on 100,000 KRW/tCO₂) - REC purchase cost: About 17.3 billion KRW (Based on cumulative projected carbon emissions from electricity use from 2030 to 2050 of about 1.42 million tCO₂)	- Increased response costs if domestic emission allowance prices rise at the level of EU-ETS. - Changes in logistics business due to mobility taxes such as LEZ. - Increased electricity costs due to expanded use of renewable energy.	- Promote reduction activities based on a carbon neutrality roadmap. - Purchase carbon credit shortfall. - Consider pursuing overseas offset projects.
	Market		Decline in CAPEX and OPEX of existing loading docks in coal terminal, etc.	- Risk of coal demand decline and business closure due to coal phase-out policy. - Increased demand for eco-friendly logistics and data from customers.	Reduce carbon footprint by improving transportation efficiency and installing carbon reduction devices.
	Technology		Approximately 22.8 billion KRW in conversion costs for 1-ton or less trucks.	- Increased cost of developing low-carbon fuels. - Increased cost of developing and introducing eco-friendly transportation vehicles.	Develop or introduce zero-emission vehicles such as electric and hydrogen vehicles to replace existing ones.
	Reputation		Stock price decline.	Increased likelihood of stock price impact due to corporate reputation and perception of climate change response.	Manage and disclose climate change response data and enhance transparency.

1) Formula for potential damage costs: (Average asset value per business site in each country) x (Damage scale by risk level) x (Number of business sites with the most inclusion of the Extreme and High risk factors)

NATURE DEPENDENCY AND IMPACT ANALYSIS

CJ Logistics utilized the maps of Korea Database on Protected Areas (KDPA)²⁾ to identify the points of contact with nature. This was done by overlaying the spatial information of 1,727 protected areas, classified into 31 types and designated by 16 laws, such as the Natural Parks Act, Wetland Conservation Act, Cultural Property Protection Act, and Forest Protection Act. This data, from five ministries including the Ministry of Environment, Ministry of Land, Infrastructure, and Transport, Ministry of Forestry, Ministry of Maritime Affairs and Fisheries, and the Korea Heritage Service, was compared with the spatial information of 35 of CJ Logistics’ business sites. The analysis revealed that two of CJ Logistics’ business sites are located within national protected areas or within 300 meters of buffer zones. We also analyzed the dependency and impact on natural capital and biodiversity for our main business sectors, including “Air Cargo & Logistics,” “Construction & Engineering,” and “Hotels & Resorts.”

2) Korea Database on Protected Areas, DB management system for protected areas in Korea



Analyzing the overlap of business site locations nationwide (including Jeju Island) with protected areas



Locations of business sites within the Suwon-Hamyang protected area

Locations of business sites adjacent to urban ecological landscape conservation areas

CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

RESPONSE STRATEGIES

ASSESSING NATURAL DEPENDENCIES AND IMPACTS BY BUSINESS TYPE

MAJOR RISKS		BUSINESS TYPES		
		AIR CARGO & LOGISTICS	CONSTRUCTION & ENGINEERING	HOTELS & RESORTS
Natural dependency:	High	• Climate regulation		• Underground water, surface water
	Mid	• Flood and storm protection • Soil stabilization and erosion control	• Soil stabilization and erosion control	• Textiles and other materials • Climate regulation • Flood and storm protection
	Low			• Water quality • Soil stabilization and erosion control
Natural impact:	Very High		• Use of terrestrial ecosystem • Use of marine ecosystems	
	High	• GHG emissions • Air pollutants • Ecosystem disturbance	• Water use • Freshwater ecosystem use • GHG emissions • Air pollutants • Soil contaminants • Ecosystem disturbance	
	Mid	• Waste	• Water contaminants • Waste	• Waste
	Low	• Water contaminants • Soil contaminants		

* Natural dependency and impact are calculated by applying internal criteria based on the degree of business impact from the risk.

KEY STRATEGIES FOR 2050 CARBON NEUTRALITY

CJ Logistics is implementing activities to achieve carbon neutrality by 2050 through three key areas. We will manage GHG emissions across all aspects of our business operations, including transportation vehicles, logistics systems, and facilities. Our focus is on expanding the use of eco-friendly transportation (K-EV100 implementation), streamlining logistics transportation to reduce carbon emissions, and decreasing energy usage in buildings by constructing smart buildings and introducing renewable energy.

FOCUS AREAS AND REDUCTION ACTIVITIES

TRANSPORTATION		REDUCTION TARGET
Eco-friendly transportation Eco-friendly Mobility	CARBON-FREE LOGISTICS WITH ECO-FRIENDLY TRANSPORTATION	Transition 100% of direct-owned vehicles to eco-friendly options by 2040 (50%) (113,487 tCO ₂ eq)
• Convert fleet energy by joining K-EV 100 • Build a carbon-neutral transportation system by switching to electric and hydrogen vehicles • Conduct eco-driving education • Provide benefits for introducing eco-friendly electric vehicles when selecting suppliers		
LOGISTICS		REDUCTION TARGET
Efficient transportation Efficient Mobility	LOGISTICS EFFICIENCY WITH ECO-DRIVING	Reduce carbon emissions by 2030 (14%) (30,910 tCO ₂ eq)
• Reduce carbon emissions by improving transportation efficiency and installing carbon reduction devices.		
FACILITIES		REDUCTION TARGET
Building energy efficiency Smart Facility	SMART FACILITY FROM AI, IOT TECHNOLOGY	Reduce energy usage by 2030 (13%) (30,009 tCO ₂ eq)
• Construct smart buildings using 4th industrial technologies such as AI and IoT • Manage energy consumption from indoor lighting, chillers, etc. with EMS (building energy efficiency solution)		
Introduce renewable energy for sustainable energy Sustainable Energy	NET-ZERO BUILDING WITH RENEWABLE ENERGY	Adopt renewable energy by 2050 (4%) (9,810 tCO ₂ eq)
• Achieve net-zero buildings with renewable energy • Install solar panels and purchase renewable energy certificates and green premiums		

OTHER REDUCTION ACTIVITIES

- Expand recycling collection/recycling logistics (aluminum, PET, etc.)
- Reduce costs by diversifying the procurement of eco-friendly raw materials in construction
- Reduce waste by optimizing the use of paper boxes
- Reduce paper waste by expanding the use of plastic multi-use containers
- Analyze scenarios related to our losses caused by natural disasters.
- Review the need to relocate vulnerable assets related to climate change
- Introduce a video conferencing system to facilitate online communication
- Promote a smart work culture to reduce paper usage

CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

RESPONSE STRATEGIES

MEASURES TO REDUCE CARBON EMISSIONS FROM TRANSPORTATION

To lay a foundation for an eco-friendly transportation system, CJ Logistics plans to gradually convert all directly owned and externally leased vehicles to electric and hydrogen cargo vehicles by 2030 through the “K-EV100 (Korean Zero Emission Vehicle Conversion 100)” program. Since 2021, we have been operating 102 one-ton electric cargo vehicles on-site. Through technical collaboration with Kia Motors in 2022, we plan to introduce purpose-built vehicles (PBVs) for logistics by 2025. In addition, we actively support the government’s hydrogen economy revitalization and eco-friendly policies by deploying two 11-ton hydrogen cargo vehicles at logistics sites. This initiative is part of a business agreement aimed at advancing a hydrogen cargo vehicle pilot project initiated in May 2021. Striving to be an innovative technology leader in ESG management, CJ Logistics actively participates in reducing carbon emissions across its transportation operations.

DETAILED ROADMAP FOR REDUCING CARBON EMISSIONS FROM TRANSPORTATION

INITIATIVES TO REDUCE GHG EMISSIONS FROM TRANSPORTATION	2023 PERFORMANCE	TARGETS BY YEAR			TOTAL CARBON REDUCTION (Unit: tCO ₂ eq)
		2030	2035	2040	
Transportation Energy Efficiency Enhance energy efficiency in transportation through the introduction of non-electric cooling and heating systems, eco-driving devices, and optimizing route planning.		Introduce non-electric cooling and heating systems, eco-driving practices, and optimizing route planning.			30,910
Transition to Eco-friendly Transportation Lower GHG emissions by shifting to eco-friendly vehicles, including electric and hydrogen-powered vehicles.	- Added 25 more 1-ton electric vehicles (totaling 102) - Added 2 more 11-ton electric vehicles (Totaling 2) - Percentage of eco-friendly vehicles: 2.62%	Conversion to eco-friendly vehicles 20%	Conversion to eco-friendly vehicles 50%	Conversion to eco-friendly vehicles 100%	113,487

CJ DARCL GHG EMISSION REDUCTION ACTIVITIES IN INDIA

CJ Logistics India (CJ Darcl) is replacing aging vehicles with fuel-efficient models compliant with BS (Bharat Stage)-IV and BS (Bharat Stage)-VI¹⁾ standards, and new vehicles being introduced are eco-friendly models. We also transitioned to rail transportation, now accounting for 11% of our total transportation volume, achieving a 62% reduction in carbon emissions compared to vehicle transport. To further reduce carbon emissions from vehicle operations, we implemented a delivery route optimization algorithm to minimize mileage and emissions. By adopting online meetings and limiting in-person meetings and business trips to essential needs only, CJ Darcl is making continuous efforts to steadily reduce its environmental footprint.

1) Bharat Stage-IV and Bharat Stage-VI: automobile emission standards set by the Government of India

CJ LOGISTICS AMERICA IMPLEMENTING GHG-REDUCING TRANSPORTATION SOLUTIONS



Selected as Green Supply Chain Partners.

CJ Logistics America was honored as a Green Supply Chain Partner in 2023 by Inbound Logistics, a logistics-focused magazine. We earned SmartWay certification from the U.S. Environmental Protection Agency (EPA) for effectively

reducing greenhouse gas emissions through advanced technology, consolidating shipments from customers with similar destinations to reduce vehicle numbers and travel distances, thereby minimizing carbon footprints. We remain committed to advance green logistics through ongoing enhancements and innovations.

CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

RESPONSE STRATEGIES

MEASURES TO REDUCE ENERGY USE IN BUILDINGS AND FACILITIES

CJ Logistics is implementing proactive measures to reduce energy consumption in buildings and facilities, including the installation of solar power facilities, promoting zero energy buildings, and purchasing offset credits. For our domestic business sites, we are introducing renewable energy and LED lighting, particularly in large warehouses. We plan to install 1 MW of solar panels on the roof of the logistics warehouse in Incheon Airport which will cover 32% of its electricity usage with renewable energy. Furthermore, we are certifying 1,700 external SM electric vehicles and utilizing offset credits to reduce GHG emissions. In Vietnam, the Mekong Delta Refrigeration Logistics Center boasts the largest single roof installation in the country, with about 10,000 solar modules generating 7,066 MWh of renewable energy annually. This initiative not only reduces electricity costs by 25.3% per year but also decreases carbon dioxide emissions by 4,840 tons annually, equivalent to planting 1,936 trees.



Installation of solar panels at CJ Gemadept Refrigeration Logistics Center

ENERGY USAGE INTENSITY TARGET AND PERFORMANCE

CATEGORY	UNIT	2023 TARGET	2023 PERFORMANCE
Energy Usage Intensity	TJ/100 million KRW	0.03	0.03

DETAILED ROADMAP TO REDUCE ENERGY USE IN BUILDINGS AND FACILITIES

MEASURES TO INCREASE EFFICIENCY	TARGET	TARGETS BY YEAR				TOTAL CARBON REDUCTION (Unit: tCO ₂ eq)
		2025	2030	2040	2050	
RENEWABLE ENERGY PROCUREMENT Procure renewable energy for facilities, including existing solar installations and new projects.	Facilities with existing solar installations except for resorts	Resort 1MW (Jeju Island)	Resort 1MW (Jeju)	Retrieve existing installations, Add new installations (110MW)		6,421
PROMOTE ZERO ENERGY FACILITIES Transitioning to zero energy buildings considering the shift away from carbon-intensive operations (Different ZEB ¹⁾) depending on new business items)	Coal unloading ports (Ulsan/Gunsan) Limestone pier (Gangwon-do Province)			Gangwon-do Province (2035) Ulsan/Gunsan (2040)		3,389
CONSIDER OTHER OFFSETTING OPTIONS Achieve zero emissions through external offset	All owned facilities.			Purchase external offset credits 63,554tCO ₂ eq		63,554

1) Zero Energy Building

CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

RESPONSE STRATEGIES

BIODIVERSITY MANAGEMENT STRATEGY

To safeguard biodiversity, CJ Logistics has implemented strategies and plans to mitigate material risks at each of our resort sites closely connected to biodiversity. These include Yeoju Haesley Nine Bridges which is located within 10 kilometers of a wildlife sanctuary, and Jeju Club Nine Bridges which is situated in a habitat of natural monuments. Furthermore, we conduct thorough reviews to assess potential impacts on biodiversity in nearby ecosystems when developing new businesses and sites such as logistics centers. If any adverse effects on biodiversity, such as disturbances to habitats of endangered species, are identified through this process, they are internally reported to the Risk Management Council. Subsequently, measures are implemented to prevent or minimize these impacts. Looking ahead, we aim to identify and manage biodiversity risks across all business sites covered by international conventions (such as World Heritage areas and IUCN¹⁾ Category I-IV protected areas) in accordance with the legal requirements of each country and region. Additionally, in 2023, CJ Logistics joined the Business and Biodiversity Platform (BNBP)²⁾ initiative and took part in seminars to enhance our capacity to address biodiversity issues. This initiative underscores our commitment to raising awareness of biodiversity concerns within our business operations.

1) International Union for Conservation of Nature, 2) Biz N Biodiversity Platform



Wildlife and alternative habitats within the resort

RESPONSE STRATEGIES TO BIODIVERSITY RISKS

CATEGORY	ITEM	AREA	PROTECTED SPECIES	BIODIVERSITY RISK ASSESSMENT	MEASURES TO MITIGATE NEGATIVE IMPACT	MANAGEMENT PLAN
Actual risk	Actual risk	1,147,217 m ²	55 species	- Review ecosystem impacts from new land inclusion in project scope - Potential habitat damage to natural monuments and endangered species in the project and surrounding areas	- Minimization through installation of artificial features and management facility diversions along expected wildlife movement corridors - Restore	- Create alternative habitats for natural monument and endangered species - Transplant damaged trees and utilize landscaping
	The Club at Nine Bridges	1,374,626 m ²	96 species	- Conditions of planted trees and their growth - Conditions of trees in original conservation areas - Changes in fauna (ecologically disturbing plant species increased from 1 to 5) - Occurrence of endangered animal (3species: Spotted owl, water deer, and leopard cat) - Status of existing streams	Restore	- Adopt a design approach that preserves natural dry streams as much as possible - Remove and prevent the spread of ecologically disruptive plant species → Remove ecologically disruptive plant species in a timely manner when managing landscape trees and lawns → Maintain removal records to manage landscape trees and lawns effectively
Potential risks	Enhance biodiversity-related regulations based on international agreements			- Strengthen national laws based on international agreements such as the Convention on Biological Diversity, Ramsar Convention, Convention to Combat Desertification, etc. - Increased demands from direct and indirect stakeholders, e.g., TNFD	Minimize	- Expand biodiversity risk assessment and identification targets across all operations - Identify improvement opportunities and implement mitigation activities through environmental impact assessments
	Degradation of natural capital/ biodiversity resilience			- Possibility of disturbing and damaging natural ecosystems with construction and resort business operations - Challenges in resource procurement and greenhouse gas emissions due to degradation of biodiversity	Offset (by creating Carbon offset forests)	Collaborate externally for biodiversity conservation efforts
	Potential liability for ecosystem destruction			- Potential legal lawsuits from the public and environmental organizations - Reputational risks from ecosystem damage and conflicts with local communities	Avoid	Engage with stakeholders by participating in biodiversity initiatives such as BNBP

CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

RISK MANAGEMENT

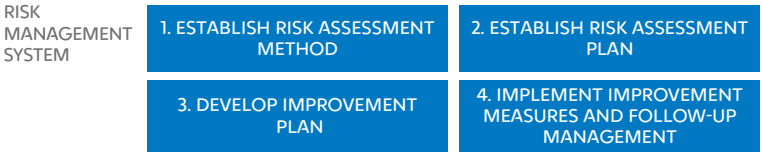
INTEGRATED RISK MANAGEMENT

CJ Logistics commits to continuously manage climate change and biodiversity-related risks by integrating them into its comprehensive risk management system. Operational, market, regulatory, and financial risks that could impact key business areas are systematically identified through our company-wide risk response process. These risks are promptly reported to executive management, relevant departments, and related stakeholders via our rapid reporting system. Clear guidelines are then disseminated to affected departments to facilitate swift response actions. We intend to enhance our risk management capabilities by integrating climate change and biodiversity risks seamlessly into our existing framework in the future.

ENTERPRISE-WIDE RISK RESPONSE PROCESS



INTEGRATED RISK MANAGEMENT



RISK CATEGORY	OPERATIONAL RISKS	FINANCIAL RISKS	REGULATORY RISKS	LEGAL RISKS
	LABOR-RELATION RISKS	SAFETY AND HEALTH RISKS	ENVIRONMENTAL RISKS	PARTNERS RISKS
	CUSTOMER SERVICE RISKS	PRIVACY RISKS	BUSINESS OPERATIONAL RISKS	

CLIMATE CHANGE AND BIODIVERSITY RISK MANAGEMENT

CJ Logistics takes a proactive approach to identify and respond to climate change risks, conducting RCP scenarios and sensitivity analyses updated with changes in greenhouse gas concentrations and forecast models. This helps us assess potential impacts such as natural disasters and extreme weather events on our operations, enabling us to implement effective countermeasures. In 2023, we established a Business Continuity Plan (BCP)¹⁾ to minimize damage from natural disasters and implemented a crisis response system at each business site to ensure swift and organized response efforts. We also prioritize employee safety by regularly providing information on natural disaster situations through safety management training. Regarding biodiversity risk management, we engage with diverse stakeholders including employees, customers, and local communities to promote biodiversity conservation. We actively participate in civic engagement activities such as environmental cleanups near our business sites, events for creating carbon offset forests, and urban forest initiatives to prevent deforestation. Furthermore, CJ Logistics commits to prevent deforestation through our No Deforestation Declaration.

1) Business Continuity Plan

NO DEFORESTATION DECLARATION

CJ Logistics will take lead in preventing deforestation to protect all life forms dependent on forests. We will continue to undertake activities aimed at this goal.

- 01 We will minimize deforestation during the establishment of new business sites and aim to restore green areas, including forests, upon withdrawal from existing operations.
- 02 We will comply with forest regulations and obligations in the regions and countries where our business sites are located, collaborating with citizens and environmental organizations for forest creation and greening.
- 03 We will work with our suppliers to establish a monitoring process to assess and improve deforestation risks.
- 04 We will strive to achieve No Gross Deforestation and enhance environmental protection by actively implementing eco-friendly policies.

CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

INDICATORS AND TARGETS

GREENHOUSE GAS REDUCTION ROADMAP

As a leading global logistics enterprise committed to eco-friendly practices, CJ Logistics has devised a phased roadmap to significantly reduce carbon footprint, aiming for carbon neutrality by 2050 along with adherence to RE100 standards. By 2030, our goal is to achieve a 37% reduction in carbon emissions compared to 2021’s levels. Aligned with this roadmap, we proactively engage with governmental greenhouse gas emission trading schemes, ensuring credibility through third-party verification. CJ Logistics will continue to uphold environmental regulations, implement green logistics solutions, and enhance our greenhouse gas management systems to further reduce emissions.

CARBON EMISSIONS REDUCTION ROADMAP

	2022	2023	2024	2030	2040	2050
Goals	- Establish Carbon Neutrality Declarations - Company-wide Response Systems	- Lay the foundation by introducing carbon reduction technologies - Strengthen execution capacity for comprehensive carbon reduction	- Carbon reduction in full swing - Lay the foundation for creating performance	- Reduce vehicle carbon emissions by 14% - Decrease building energy usage by 13% - Achieve a total carbon emission reduction of 37% (83,899 tCO2eq)	100% conversion of all owned vehicles to electric (under 1-ton) and hydrogen (over 1-ton) vehicles	- Introduce 4% renewable energy - Achieve carbon neutrality
Activities	- Made reports to the Board of Directors - Announced the public declaration of net-zero carbon - Established a company-wide response system	- Reviewed carbon reduction applications - Established a foundation for global expansion - Secured investment funding - Conducted pilot implementation of reduction technologies - Opened carbon measurement platform	Scaled up carbon reduction initiatives	- Enhance transportation efficiency (Adopt non-electric heating and cooling devices / implement optimal route transportation and eco-driving technologies) - EMS (Building Energy Management System) / Digital Twin / LNG heating and cooling for low-temperature, chilled, and frozen warehouses	Transition to sustainable transportation	- Adopt renewable energy (solar power) - Achieve ZERO energy for coal/limestone logistics facilities



CLIMATE CHANGE(TCFD) AND BIODIVERSITY(TNFD)

INDICATORS AND TARGETS

MEASURING INDICATORS FOR CLIMATE CHANGE RISKS AND OPPORTUNITIES

In 2023, CJ Logistics' domestic carbon emissions totaled approximately 227,513 tCO₂eq. Due to the nature of our business, 107,186 tCO₂eq (47%) were attributed to transportation vehicles such as trucks, and 120,345 tCO₂eq (53%) are due to the use of electricity in buildings such as logistics centers. The imperative to manage greenhouse gas emissions across the supply chain has grown, driven by heightened focus on ESG criteria. Under the circumstances, CJ Logistics has been diligently calculating and disclosing Scope 3 GHG emissions associated with various business activities, including raw material procurement, transportation and logistics, and product use and disposal since 2021.

GHG EMISSION INTENSITY

(Unit: tCO₂eq/ 100 million KRW)

ITEM	2021	2022	2023
Emission intensity (Scope 1+2)	2.01	1.88	1.93
GHG Emission intensity (Scope 1)	1.05	0.93	0.91
GHG Emission intensity (Scope 2)	0.97	0.95	1.02

SCOPE 1 AND 2 EMISSIONS¹⁾

(Unit: tCO₂eq)



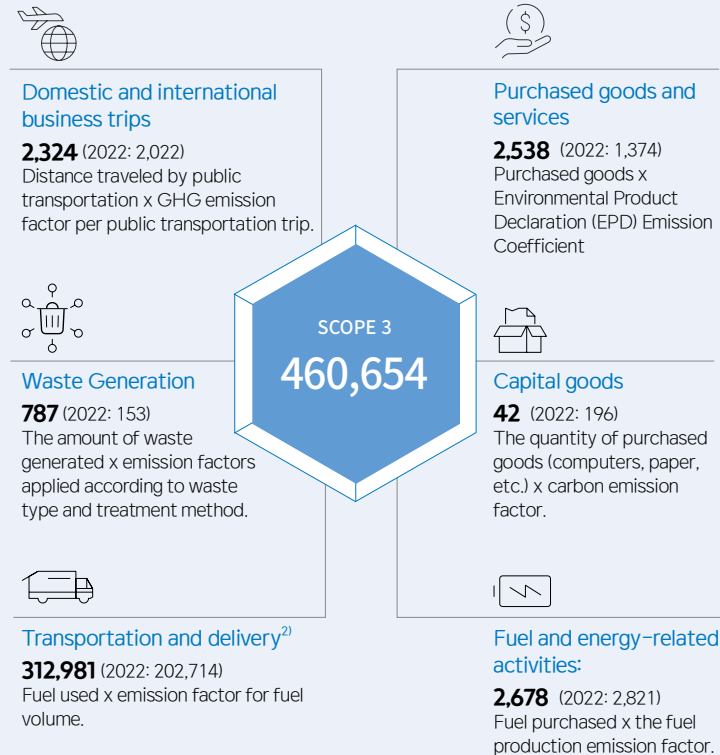
- Emissions from transportation
- Other emissions

- Emissions from Electricity Purchased at CJ Logistics' Facilities such as HUBs and SUBs

1) Scope 1 and 2 emissions are calculated based on the emissions trading system.

SCOPE 3 EMISSIONS IN 2022-2023^{3), 4)}

(Unit: tCO₂eq)



SCOPE 3
460,654

2) Leased vehicles.

3) CJ Logistics discloses all emissions related to our vehicles as upstream due to industry characteristics while they are categorized as downstream by other companies.

4) Calculated based on CJ Logistics separate basis

MEASURING INDICATORS FOR BIODIVERSITY RISKS AND OPPORTUNITIES

CJ Logistics operates in logistics transportation, construction, and resort businesses, recognizing the significance of natural capital across its diverse operations. Utilizing the LEAP methodology, we pinpointed intersections with natural ecosystems arising from our business activities at key sites, establishing mid- to long-term objectives to safeguard biodiversity around our resorts. Moving forward, our strategy involves expanding the scope of site assessments, prioritizing management locations, and implementing systematic biodiversity management through specific targets and indicators. Additionally, we aim to adopt science-based targets aligned with global standards. Initiatives such as tree planting and creating alternative habitats for endangered species are planned to mitigate potential impacts from the loss of natural capital. We will continue to enhance our annual disclosure of biodiversity information in accordance with TNFD guidelines.

MID-TO LONG-TERM GOALS FOR BIODIVERSITY PROTECTION

BIODIVERSITY INDICATORS	SHORT-TERM TARGETS	MID- TO LONG-TERM GOAL	
	2024	2027	2030
Create alternative habitat and transplant trees ⁵⁾	1,000 trees	2,500 trees	4,000 trees
Remove and prevent the spread of ecologically disruptive plant species	Build an inventory of invasive plants	Remove 30% of invasive plants	Remove 100% of invasive plants

5) Tree transplantation aims to plant 500 trees cumulatively each year.

RESOURCE CIRCULATION

WASTE MANAGEMENT

MONITORING WASTE GENERATION

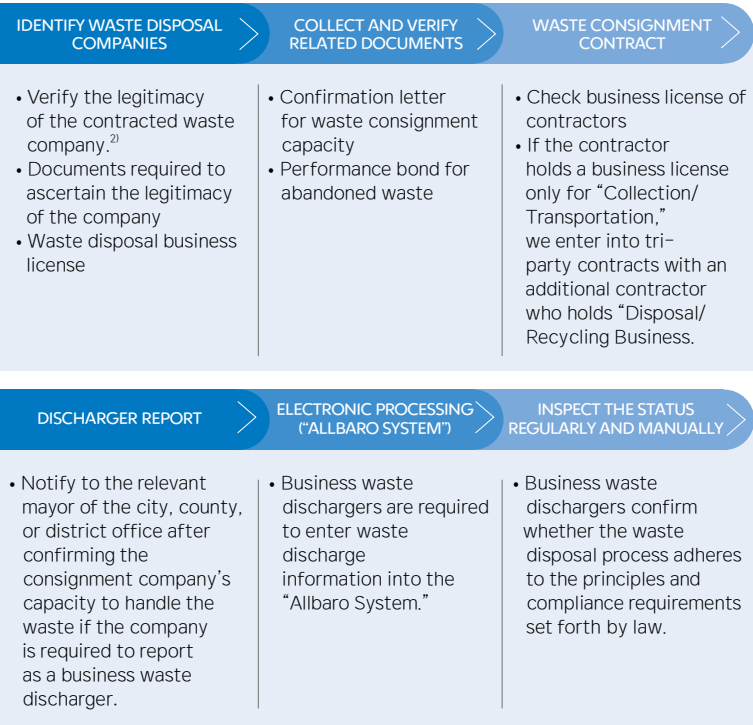
CJ Logistics manages waste generated at its domestic and overseas business sites, resorts, and construction sites to ensure legal disposal. Generated waste is stored and transported according to management standards for each type and is contracted to legally licensed companies for disposal. We also manage the amount of waste generated and disposed of at the headquarters and business sites on a monthly basis through the Ministry of Environment’s “Allbaro System” for waste management. In particular, to minimize waste generation at construction sites, we strive to prevent construction defects by thoroughly planning from the design stage to avoid resource waste. In the Logistics Division, we introduce “eco-friendly smart packaging” and sign business agreements to recycle waste resources. Furthermore, we continue our efforts to reduce the negative environmental impact of waste by consulting with our suppliers on their resource recycling business models.

WASTE GENERATION TARGETS AND PERFORMANCE

CATEGORY	UNIT	2023 TARGET	PERFORMANCE			REMARKS
			2021	2022	2023	
Total waste generated	Tonne	185,910	97,518	128,352	114,694	
Intensity of waste generation ¹⁾	Tonne / 100 million KRW	1.44	0.86	1.06	0.97	Against the target (△-0.47)

1) Based on consolidated annual revenue

ENHANCING WASTE MANAGEMENT INFRASTRUCTURE



ENHANCING WASTE MANAGEMENT INFRASTRUCTURE

To achieve more efficient waste reduction, CJ Logistics has initiated a project to digitize the entire waste management process. Due to the diverse forms of waste being mixed and disposed of from various locations nationwide, and the different entities involved in waste disposal, collection, transportation, and processing, we faced challenges in accurately calculating waste disposal volumes. In February 2023, we signed a business agreement with SK ecoplant for “Building a virtuous ecosystem for waste” and introduced the waste management solution “WAYBLE,” which allows us to establish infrastructure capable of real-time monitoring of waste disposal volumes. Furthermore, we contributed to waste reduction by preventing unnecessary use of new resources by analyzing waste generation patterns. CJ Logistics is not only digitizing waste information management but also exploring new opportunities for recycling. We are committed to leading efforts in waste minimization and achieving zero waste.

ENVIRONMENTAL IMPACT MANAGEMENT

PROMOTING RECYCLING ACTIVITIES

ESTABLISHING A CLOSED LOOP FOR PAPER RESOURCES

CJ Logistics devised and executed a three-month pilot program aimed at establishing a “complete resource circulation system” wherein waste paper serves as a primary material in the recycling process. Three distribution centers participated in the pilot, ensuring transparent and efficient handling of waste through a digital data management system. The experiment resulted in the production of 11,530 kg of waste paper transformed into 12,000 recycled boxes, achieving an impressive recycling rate of 96.7%.

DEVELOPING A NEW BUSINESS MODEL FOR RECYCLED PACKAGING(WASTE PLASTICS)

CJ Logistics is pioneering a novel business model for customized resource circulation consulting, leveraging the utilization and sale of waste stretch films from logistics centers. To facilitate this initiative, we are establishing a resource circulation system for collecting, compressing, and reproducing waste stretch film at our logistics centers, thus enabling its reuse. The recycled stretch film is either purchased or sold to us or our customers. In 2023, a total of 5,000 rolls were produced and used, and we have plans to expand our waste stretch film recycling business in 2024.

WATER MANAGEMENT ACTIVITIES

CJ Logistics manages water resources at all domestic and overseas business sites in compliance with the environmental protection and regulation laws of each country. We aim to achieve year-on-year reductions in water usage. Specifically, in the Resort Division, various risk factors related to water resources are considered, and water data for business sites in water-stressed areas are separately managed based on the WRI Aqueduct¹⁾. To minimize unnecessary water use, all golf courses operated by the resort sector are equipped with low-flow equipment and actively utilize hand watering instead of automatic irrigation systems. Furthermore, CJ Logistics employs advanced treatment methods and state-of-the-art membrane separation technology to effectively remove water pollutants such as organic matter, nitrogen, and phosphorus, thus preventing water pollution.

1) The information provided by the World Resources Institute (WRI) to the companies, governments and social organizations based on various criteria such as time period, pollution level, and water accessibility, regarding water scarcity and volatility.

POLLUTANT MANAGEMENT AND REDUCTION ACTIVITIES

CJ Logistics’ efforts to reduce scattering dust generated at business sites are being strengthened through enhanced facility and site management practices. For instance, at the Gunsan Coal Center in the Logistics Division, a sealed dome has been installed to minimize damage to the surrounding area and address the issue of scattering dust from bituminous coal. In the Construction Division, dedicated personnel are deployed at the entrances and exits of construction sites and surrounding roads to mitigate scattering dust, and thorough water-spraying is ensured. Additionally, we conduct regular checks on the implementation of scattering dust-related education and management through initial support and inspections at new sites. Quarterly distribution of educational materials facilitates site self-education as well.

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AWARDS FOR HEALTH AND
SAFETY MANAGEMENT
PORT SAFETY AWARD
KOREA SAFETY AWARD


DELIVERY/PARCEL
SERVICES EVALUATION BY
MINISTRY OF LAND,
INFRASTRUCTURE, AND
TRANSPORT
A⁺


NUMBER OF EMPLOYEE
TRAINING/EDUCATION
SESSIONS CONDUCTED
1,471 cases



HEALTH AND SAFETY

HEALTH AND SAFETY MANAGEMENT SYSTEM

HEALTH AND SAFETY MANAGEMENT POLICY

CJ Logistics has established health and safety management policies for each of its logistics and construction business divisions to cultivate a safe and healthy work environment for all employees, including those at partner companies. We publish our health and safety management policies on our website and encourage all employees to pledge and adhere to these policies and to actively practice health and safety management with a strong sense of responsibility. Furthermore, we have outlined specific basic safety rules that must be followed at all work sites.

 CJ Logistics Health and Safety Management Policy <https://www.cjlogistics.com/en/sustainability/report>

HEALTH AND SAFETY MANAGEMENT POLICY IN LOGISTICS DIVISION

LEGAL COMPLIANCE	GOAL MANAGEMENT	EDUCATION & TRAINING
• Ensure compliance with national and international health and safety laws, regulations, and codes.	• Establish health and safety goals reflecting voices from all employees. • Regularly review and update goals through performance evaluations.	• Encourage active participation of all employees in health and safety activities. • Provide systematic E&T to improve awareness and cultivate practical skills.
ACCIDENT PREVENTION	SAFETY CULTURE	
• Identify and eliminate potential hazards and risk factors. • Promote employee health and prevent safety accidents.	• Create a safe and comfortable working environment. • Foster a health and safety culture that adheres to fundamental principles and standards.	

HEALTH AND SAFETY MANAGEMENT POLICY IN CONSTRUCTION DIVISION

LEADERSHIP	COMPLIANCE WITH LAWS AND REGULATIONS	GOAL MANAGEMENT
• Build trust in health and safety management and provide clear direction for related activities.	• Ensure compliance with health and safety laws and regulations. • Adhere to both internal and external compliance standards.	• Establish TOP7 disaster prevention health and safety goals • Regularly evaluate and improve performance
BUILDING THE FOUNDATION	ACCIDENT PREVENTION	HEALTH MANAGEMENT
• Establish budget, organization, inspection and training system of health and safety management system • Enhance regular management of action items	• Identify and eliminate potential hazards/ risk factors through risk assessment • Encourage worker participation to prevent safety accidents from occurring	• Create a pleasant working environment by eliminating hazards/ risky factors

HEALTH AND SAFETY MANAGEMENT SYSTEM

SAFETY MANAGEMENT STRATEGY

CJ Logistics considers the safety of our employees as a fundamental value, and we operate a safety management system to aim “establishing a comprehensive safety management framework across the company, centered on execution at business sites.” To ensure not only the individual employees but also the entire organization possess robust safety execution capabilities, CJ Logistics pursues safety management in three key directions: enhancing risk management, fostering an autonomous safety management system led by business sites, and reinforcing the role of the company-wide safety control tower. Moreover, we implement a health management system following the Plan-Do-Check-Action (PDCA) cycle to proactively address health issues and mitigate risk factors arising from the workplace environment. This includes monitoring office air and drinking water quality, as well as evaluating job-related stress level for all employees. With the ambition to be a top-tier leader in safety management domestically and internationally, we devised three safety management strategies and eight core tasks. Further, CJ Logistics aims to set and achieve quantitative safety goals in the mid- to long-term, such as reducing the lost-time injury frequency rate and improving the mitigation of hazardous risk factors.

SAFETY MANAGEMENT STRATEGY IN 2024

Enhance autonomous safety management capabilities at workplaces	- Strengthen the competencies of safety management supervisors and safety management organizations. - Implement special measures for workers exposed to high risks and those contributing to accidents. - Expand advance Safety Data Reporting (SDR) and reinforce statutory safety inspections. - Mitigate fire risks (through enhancing standards and inspecting electrical facilities, self-assessment of fire safety, and managing a rating system)
Ensure swift and accurate response in case of accidents	- Establish an early warning system (intelligent CCTV control linked to the EHS situation room) - Broaden the scope of emergency drills (to encompass various scenarios, fostering public-private partnership fire drills, conducting tabletop exercise for emergency situations, and linking emergency drills to the situation room.)
Establish and implement a global safety management system	- Adhere to the CJ Logistics EHS Global Standard (regulations, self-inspections, and IT systems.) - Elevate safety management capabilities at the APAC Headquarters and intensively manage fire prevention measures.

HEALTH AND SAFETY

HEALTH AND SAFETY MANAGEMENT SYSTEM

HEALTH AND SAFETY PERFORMANCE MANAGEMENT

CJ Logistics strategically selects risk indicators based on accident types (such as low/high intensity accidents, and number of days off work) to prevent accidents, especially as safety-related regulations like the Serious Accidents Punishment Act are strengthened. These indicators are then integrated into the safety management KPIs for each business unit and headquarters. Furthermore, we establish health and safety goals along with detailed action plans to concretely actualize the health and safety policy and operate a health and safety management system to monitor implementation performance. These goals are quantitatively defined to ensure evident performance, and they are implemented by all employees under the supervision of safety management after approval by the CEO. Regular semi-annual system checks are conducted to measure health and safety performance. In case of any non-conformities, corrective action requests are issued following the prescribed procedure, and the implementation results are monitored closely. Additionally, the performance results are incorporated into the agenda of management reviews, where the CEO oversees the status of health and safety management practices.

HEALTH AND SAFETY MANAGEMENT ORGANIZATION

CJ Logistics annually formulates a health and safety plan through the reporting and approval process of the Board of Directors to ensure systematic safety management. Health and safety organizations are established within logistics and construction divisions, and their management practices are tailored according to the unique characteristics of each business field. Within the Logistics Division, the health and safety management system revolves around the Safety Management Office under the CEO’s purview while in the Construction Division, the safety management department takes charge of health and safety matters. Given the nature of the construction business, sites are categorized into regions, each overseen by a regional manager to bolster on-site safety management efforts. Furthermore, a company-wide “Safety Management Working Council” is in operation to gather feedback from the site within each business division.

This enables the implementation of improvement activities as industrial accident prevention plans, health and safety education programs, and workplace environment inspections in accordance with identified needs.

SAFETY MANAGEMENT ORGANIZATION IN LOGISTICS DIVISION



SAFETY MANAGEMENT ORGANIZATION IN CONSTRUCTION DIVISION



OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT CERTIFICATION

To ensure a safe working environment for its employees, the Logistics Division of CJ Logistics has obtained and maintains the international standard ISO 45001 certification for occupational health and safety management systems across all of its business sites (100%) and for its 7,044 employees in Korea. Plus, we have developed health and safety management regulations, QEHS (Quality, Environmental, Health & Safety) manuals, procedures, and guidelines in accordance with ISO 45001 requirements to reinforce our safety management practices. In 2023, Pohang Branch additionally achieved KOSHA-MS certification from the Korea Occupational Health and Safety Agency. Moreover, we have extended the occupational health and safety management system to cover workers at 3,591 business partners.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM CERTIFICATIONS

BUSINESS SITE	CERTIFICATION	VALIDITY PERIOD
Headquarters	ISO 45001 ¹⁾	2023. 11. 1~2026. 10. 31
Headquarters and Seoul Office	ISO 45001	2022. 5. 31~2025. 5. 30
Pohang Branch	KOSHA-MS	2023. 11. 2~2026. 11. 1
Gwangyang Branch	KOSHA-MS	2022. 12. 19~2025. 12. 18
Indonesia	ISO 45001	2020. 3. 2~2023. 3. 1
Japan	ISO 45001	2023. 3. 8~2026. 3. 7

1) Certified to OHSAS 18001 on October 31, 2011 and transitioned to ISO 45001 certification in 2018 when the International Organization for Standardization (ISO) issued its new standard for occupational Health and Safety Management system (ISO 45001).

HEALTH AND SAFETY

MANAGING HEALTH AND SAFETY RISKS

MANAGING HEALTH AND SAFETY RISKS

HEALTH AND SAFETY RISK ASSESSMENT AT WORKPLACE

The Logistics Division conducts regular risk assessments every year and unplanned assessments twice a month to proactively identify and mitigate safety risks at business sites. As a result, we have established safety measures by identifying risk factors before work, and supervisors check the presence of safety measures and additional risk factors to create a safer work environment. We have updated our health and safety policy and basic safety rules to meet increasingly stringent safety laws and regulations. Specifically, the “preliminary safety assessment system” is applied to construction sites over a certain size, requiring the establishment of a safety plan and regular checks on its implementation from the design stage. As our global business expands, we conduct safety diagnostics at major overseas sites. In 2022, we improved safety risks for five subsidiaries in Malaysia, Indonesia, India, Vietnam, and Thailand based on safety diagnostics. In 2023, we took action on 2,095 out of 2,099 risks identified from the risk assessment and improved a total of 187 additional harmful risk factors. Four risks are on course of completion in 2024 as part of our mid- to long-term plan. Additionally, we trained site managers, provided extra safety equipment, and instructed on its use to ensure safety at all global workplaces.

BUILDING A HEALTH AND SAFETY INFRASTRUCTURE

The Logistics Division has established both human and physical infrastructure to proactively prevent health and safety risks. When launching new businesses or expanding existing areas, we conduct comprehensive safety reviews by engaging experts in safety, health, firefighting, and electricity. We allocate a budget of 250 million KRW for safety management to swiftly address any safety-related risks. We will continue to invest resources to mitigate safety risks and to create a safe and healthy work environment for our employees.

MEASURES TO PREVENT SERIOUS ACCIDENTS

The Construction Division has established the “Standard Guidelines for Safety Facilities” to prevent the Top 7 Disasters and publishes semi-annual “Accident White Paper,” which details the causes of actual accidents and measures to prevent their recurrence. The Standard Guidelines for Safety Facilities cover the purpose, usage standards, and precautions for safety-related equipment and supplies, including safety nets, safety bars, fall protection nets, fire extinguishing facilities, and facilities to prevent equipment entrapment. The Accident White Paper includes real cases of accidents such as falls, fires, and pinch points, along with inspection checklists for each type of disaster, enabling safety management personnel to use them for pre-inspection. Additionally, given the nature of the construction industry, we prioritize managing safety-related temporary construction¹⁾. To address the unexpected major accidents that can arise from the complexity and versatility of temporary construction, we developed the “Detailed guidelines for managing temporary materials.” These guidelines categorize management procedures based on the risk level of each temporary material and provide a checklist to review the safety of all procedures from planning and installation to completion. By establishing thorough safety measures, we aim to ensure the safety of structures and create a workplace free from safety accidents such as collapses, narrowings, and falls.

1) Refers to temporary or auxiliary facilities used prior to construction.

SAFETY INSPECTION AND EMERGENCY RESPONSE SYSTEM

The Construction Division appoints a general manager and supervisor responsible for health and safety management and operates “Safety Management Day” at both business sites and headquarters. The third week of every month is designated as Health and Safety Week, during which safety inspections are conducted. When and if any violations of safety rules are found during these inspections, work is suspended immediately, and corrective actions are taken. These violations and the subsequent work suspensions are reported to the Health and Safety Management Committee. In the Construction Division, which especially requires quick responses to safety-related issues, we conduct special safety inspections based on monthly themes in accordance with the “Top 7 tips to prevent accidents.”²⁾

Additionally, the Division holds regular and irregular council meetings and emergency response committee sessions to ensure a swift and coordinated response in emergencies. Emergency drills are conducted at both the headquarters and business sites with a different theme (e.g., electric shock, fire, etc.) each month. Moreover, regular emergency drills are held twice a year at business sites to ensure all departments understand their roles. In the event of an accident, the logistics center conducts an immediate investigation to analyze the cause and runs a “One Day Workshop” to prevent recurrence of similar incidents. Through these measures, we establish systemic measures to prevent the recurrence of accidents in collaboration with our partners.

2) Top 7 accidents: work at heights and temporary facilities, fire work, construction equipment-related work, lifting operations, work at confined space, temporary electricity-involved work

SAFETY INSPECTION CONDUCTED IN 2023

CATEGORY	FREQUENCY
On-site Safety Supervisor Inspection	Once every two days
Joint Management-Employee Safety Inspection	Once every quarter
Management-Employee Consultation Committee	Once a month
Emergency Response Drill and Simulation Training	Biannual

HEALTH AND SAFETY

MANAGING HEALTH AND SAFETY RISKS

ESTABLISHING EHS SITUATION ROOM AND PORTAL SYSTEM

CJ Logistics’ EHS (Environment, Health, and Safety) Situation Room, the first of its kind in the Korean logistics industry, facilitates real-time integrated control of approximately 500 sites nationwide through CCTVs at business sites. Staffed with safety experts, the room utilizes body cameras worn by on-site safety officials for swift information sharing of safety risks, enabling quick decision-making and action. In times of emergency, the EHS Situation Room acts as a control tower. Additionally, we implemented an EHS portal system to comply with EHS-related legal requirements and to enable integrated EHS management company-wide. By transitioning from a paper-based EHS work process to a computerized system, we have enhanced our ability to manage health and safety nonconformities detected through real-time monitoring of hazardous work and daily inspections, irrespective of time and location.



View of EHS Situation Room

PROMOTING A CULTURE OF HEALTH AND SAFETY

ACQUIRING HEALTH AND SAFETY MANAGEMENT CERTIFICATES

The health and safety management organization of the Logistics Division has acquired nationally recognized certificates related to health and safety management, ensuring the expertise of responsible personnel.

HEALTH AND SAFETY MANAGEMENT CERTIFICATES							(Unit: Person)
CATEGORY	INDU- STRIAL SAFETY	INDU- STRIAL HEALTH	FIRE SAFETY	ELECTRI- CAL SAFETY	ENVIRON- MENT	OTHER (HAZARDOUS MATERIALS, ETC.)	TOTAL
Number of Certified Personnel	105	54	44	19	9	43	274

* For both Logistics and Construction Division

SAFETY EDUCATION INITIATIVES FOR EMPLOYEES

The Logistics Division conducts regular safety training sessions for all employees, including supervisors and executives, aiming to enhance safety awareness and foster a culture of safety at work sites. In compliance with Health and Safety Education Regulations, we develop an annual plan for safety education operation and budget. In 2023, we enhanced the effectiveness of on-site training by introducing collective training sessions on a quarterly basis for supervisors across all business sites. Furthermore, we provided traffic safety education for employees involved in accidents, particularly delivery personnel, covering topics such as the updated Road Traffic Act and real-life accident cases, with the goal of internalizing traffic safety awareness and preventing accidents.



Collective training for supervisors

CONDUCTING EMERGENCY RESPONSE DRILLS

The Logistics Division conducts regular emergency evacuation drills and provides advanced cardiopulmonary resuscitation (CPR) courses to enhance initial response capabilities in case of emergencies such as fires. The emergency evacuation drill is simulated based on a fire scenario and involves all employees in the health and safety organization, who are organized into evacuation support and medical support groups. During the drill, all employees gather at designated assembly points where they receive CPR and automated external defibrillator (AED) training. In 2023, the Logistics Division conducted the program over five days, organized by floor at the headquarters, with participation from a total of 620 employees. For the Construction Division, 171 headquarters employees and 1,811 on-site workers took part in the CPR course. The in-house CPR course, comprising theoretical and practical components, is conducted monthly for 3 hours, in conjunction with Safety Experience Center training. In 2023, a total of 224 employees participated, accumulating 886 hours of training. Through ongoing education and training initiatives, we intend to bolster our response capabilities during emergencies and endeavor to empower all employees as safety guardians.



Fire Evacuation Drills at the Headquarters CPR Training

HEALTH AND SAFETY

MANAGING HEALTH AND SAFETY RISKS

AWARDS FOR EMPLOYEE SAFETY MANAGEMENT PERFORMANCE

In an effort to promote autonomous safety management at workplaces, the Construction Division devised plans to recognize outstanding sites. Consequently, safety inspections were conducted at 60 sites in the first half of 2023, resulting in the recognition of three top-performing sites and one site demonstrating excellent leadership by the site manager. Furthermore, to foster a zero-accident culture and instill autonomous safety management practices at construction sites, we operated snack trucks for workers at two sites each month from June to August 2023. These awards, based on the criteria outlined in the safety management reward guidelines, were particularly for achieving zero accidents.



SAFETY MANAGEMENT ACTIVITY DAY

The Logistics Division organizes a monthly safety management activity day, involving all employees, to create a safe and comfortable workplace environment. Each month, a theme is selected, and employees gather to discuss major safety issues, review accident cases, and conduct on-site inspections. Additionally, we enhance safety communication by addressing on-site inquiries and requests from health and safety organization personnel and safety officials at workplaces. The Construction Division holds a monthly Safety Day event, where executives and leaders from each department visit and inspect the sites. After the inspection, a debriefing session is conducted. During the sessions, site's safety management status, company direction, announcements, issues, and references are communicated to the site members. CJ Logistics will continue to conduct activities that bolster safety awareness and foster a safety culture among all employees.

AWARDS FOR HEALTH AND SAFETY MANAGEMENT ACTIVITIES

The Logistics Division was honored to receive both the Port Safety Award and the Korea Safety Award in recognition of its exceptional safety management practices and efforts in 2023. At the 1st Port Safety Award Ceremony, hosted by the Korea Port Logistics Association, CJ Logistics was presented with the grand prize, the Minister of Maritime Affairs and Fisheries Award. This prestigious recognition was attributed to the innovative "Limit Switch" mechanism, which automatically halts operations when a worker approaches or is at risk near the unloader, as well as the groundbreaking "Smart Safety Vest" designed to act as an impact-mitigating airbag in the event of an unforeseen fall. Furthermore, at the 22nd Korea Safety Award Ceremony, organized by the National Fire Agency, the Incheon GDC Center was honored with the Prime Minister's Award for Outstanding Company. Since its design in 2018, Incheon GDC Center has applied safety design, which prioritizes safety. We perform our best to prevent safety accidents by designing layouts that consider the safety of workers and regularly conducting drills for various emergency scenarios. CJ Logistics remains committed to prioritizing safety-first management practices, striving to cultivate a work environment where all employees can perform their duties safely and maintain their health.



The Port Safety Award



The Korea Safety Award

MANAGING EMPLOYEES' PHYSICAL AND MENTAL HEALTH

The Logistics Division has established standards for managing hazardous factors and conducts job stress assessments, continuously striving to enhance the physical and mental well-being of employees, thereby improving work efficiency. In office settings, we manage air quality by categorizing 10 pollutants¹⁾ based on the 8-hour time-weighted average concentration. On business sites, we categorize harmful factors into three types: chemical factors, physical factors, and dust, and establish detailed management targets²⁾ to address them. Furthermore, we conduct annual job stress evaluations for all employees. Personnel in charge of workplace safety is responsible for devising and implementing job stress reduction plans based on these assessment results. Depending on the level of stress, CJ Logistics utilizes interviews to revitalize workplace, provides individual interviews and counseling services for employees at risk, and may recommend professional psychological counseling to help them manage job-related stressors.

- 1) Fine particulate matter (PM10), ultrafine particulate matter (PM2.5), carbon dioxide (CO₂), carbon monoxide (CO), nitrogen dioxide (NO₂), formaldehyde (HCHO), total volatile organic compounds (TVOC), radon (Rn), total suspended bacteria, and mold
- 2) Chemical factors (organic compounds, metals, acids and alkalis, etc.), physical factors (noise, high heat), dust (asbestos, mineral dust, fusible fume, etc.)

HEALTH AND SAFETY

MANAGING HEALTH AND SAFETY RISKS

HEALTH AND SAFETY PROGRAMS FOR SUPPLIERS

HEALTH AND SAFETY RISK MANAGEMENT FOR SUPPLIERS

The Logistics Division incorporates a “Health and Safety Assessment” as part of the supplier selection process. This evaluation allows us to identify suppliers with robust health and safety management capabilities, fostering partnerships aimed at enhancing health and safety management standards. Additionally, we conduct semi-annual checks on the health and safety management capabilities of selected suppliers, along with quarterly online safety consultations for transportation and stevedoring suppliers. To promote safety awareness and mitigate safety risks, we share the safe transportation management manual and safety guidelines via text message with representatives or health and safety managers from our suppliers.

ASSESSMENT PROCESS OF SUPPLIERS' HEALTH AND SAFETY



COMMITMENT CEREMONY WITH PARTNERS FOR WIN-WIN SAFETY

With the expansion of the scope of the Serious Accidents Punishment Act in January 2024, the Construction Division is committed to minimizing health and safety risks and establishing a responsive system through collaboration with suppliers. In October 2023, the Division disseminated a guide outlining the provisions of the Serious Accidents Punishment Act and conducted training sessions for executives from 81 suppliers. Subsequently, in December, we hosted the “Commitment ceremony with partners for mutual safety under Serious Accidents Punishment Act.” A total of 81 suppliers participated in the ceremony, and 100 people, including CJ employees, gathered. Moving forward, we will maintain our collaboration and communication with suppliers to foster a health and safety culture grounded in mutual trust.



Commitment Ceremony with Partners for Mutual Safety

SOCIAL AGREEMENT FOR PREVENTING EXHAUSTION AMONG PARCEL DELIVERY PERSONNEL

CJ Logistics is committed to improving the working conditions of delivery personnel to prevent excessive fatigue from long hours and intense workloads. To achieve this, we have determined an appropriate daily delivery load, and introduced and implemented an “Excess Volume Sharing System” in cases of excess workload. Additionally, we have implemented a flexible working hour system based on time selection for sorting assistance. Furthermore, to protect the health of delivery drivers, we support customized health screening programs. We have established a system where delivery personnel can undergo free comprehensive health check-ups, including over 60 various examination items, annually. These efforts have been recognized in the evaluation of social agreement implementation in 2022, where we received excellent and good ratings.



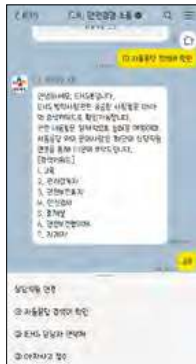
HEALTH AND SAFETY

MANAGING HEALTH AND SAFETY RISKS

COMMUNICATION AND ENGAGEMENT INITIATIVES FOR HEALTH AND SAFETY

COMPLAINT RESOLUTION COMMITTEE FOR HEALTH AND SAFETY

The Logistics Division has established communication channels for safety management, including a safety management Kakao channel and chatbot, aimed at addressing inquiries and grievances related to health and safety from all employees, thereby enhancing on-site communication. The Kakao channel facilitates real-time 1:1 consultation with counseling staff, while the chatbot provides automated guidance functions such as keyword searches for health and safety standards, FAQs, inquiries, and incident reports. Furthermore, safety management newsletters are regularly distributed to address health and safety concerns among all employees, including suppliers. We remain committed to fostering seamless on-site communication by disseminating safety information across the organization and actively utilizing communication and collaboration channels. Moreover, we intend to launch safety culture campaigns to promote employee engagement, thereby activating our communication channels.



Communication channel for safety management



Safety management newsletter

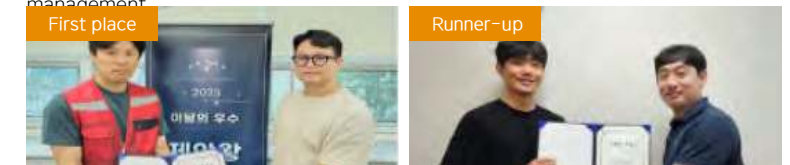
RIGHT TO STOP WORK AND WORKERS' VOICE

As an integral part of our proactive safety initiatives, the Construction Division ensures the right to stop work for construction site workers, including suppliers, and actively listens to their safety concerns. According to Article 52 of the Occupational Health and Safety Act, workers have the right to request a work suspension in situations where there is a risk of personal or material accidents during work tasks. Upon invoking the right to stop work, workers are promptly evacuated from the work area, and operations resume after addressing the necessary safety measures. To facilitate immediate action, we have developed an emergency work suspension guide and easily Accessed QR codes for the open Kakao chatroom to listen to workers' opinions. Moreover, employees are encouraged to propose improvement plans for hazardous conditions encountered during work, with necessary measures promptly implemented on-site. CJ Logistics continues to ensure on-site safety through the application of the right to stop work and consideration of workers' feedback.



ENCOURAGING EMPLOYEES TO DISCUSS HAZARDS AND RISKS

The Construction Division runs an online message board where all employees can freely discuss any hazards or risk factors to cultivate a proactive and healthy safety culture that ensures the well-being of all employees. Through the board on the corporate portal, employees can share their suggestions regarding hazardous risk factors and improvement plans that could prevent human and material accidents at any time. Each month, we recognize outstanding suggestions and share them with the entire company. In 2023, out of 187 suggestions, first place and runner-up were awarded, respectively. We will continue to operate this open message board to encourage employees' active participation, foster a sense of responsibility for health and safety, and promote voluntary health and safety management.



Award ceremony of great suggestions for hazardous risk factor

OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

CJ Logistics holds quarterly meetings of the Occupational Health and Safety Committee to ensure the health and safety of its workers, with additional ad hoc meetings if necessary. The Committee discusses and shares information on workers' health and safety, improvements to the working environment, and the status of major safety management activities. In 2023, major activities include the revision of the Health and Safety Management Regulations with a newly-added work suspension system. Additionally, we approved a work environment measurement plan to enhance safety and prevent accidents.

TALENT MANAGEMENT

HIRING AND RETAINING TALENT

RECRUITING TALENT

RECRUITMENT POLICY

CJ Logistics selects employees who embody the vision of CJ Group, "top talents with passion, commitment, and responsibility who develop core competencies to be the first, the best and different from all others to achieve Only One performance." We ensure non-discriminatory recruitment practices, considering all candidates regardless of gender, education, age, or origin. In accordance with relevant act for employment benefit, we give preference to veterans and individuals with disabilities who meet the job requirements. Additionally, we adhere to the Fair Hiring Procedure Act to maintain an impartial recruitment process and are dedicated to protecting the rights of all applicants.

RECRUITMENT PROCESS

CJ Logistics conducts an open recruitment for new employees twice a year in March and September. The recruitment process includes document screening, personality tests, and interviews, aiming to expand employment opportunities for young people and hire talented individuals who align with our human resources standards through a fair selection process. Furthermore, we communicate with the Ministry of Patriots and Veterans Affairs on an occasional and regular basis to share job announcements and operate a point system tailored to different types of veterans.

RECRUITMENT PROCESS

Document Screening	Personality Test	First Interview	Second Interview	Joining us
• March (First half of the year) • September (Second half of the year)	• April • October	• May • November	• June • December	• July • January

RECRUITMENT PROGRAM

FUTURE TECHNOLOGY CHALLENGE AWARDS

Since 2021, CJ Logistics has been hosting the Future Technology Challenge Awards to identify and honor top talents with exceptional logistics technology skills and creativity. The Future Technology Challenge is a competition focused on logistics innovation and IT where winners receive cash prizes and advantages when applying for jobs at CJ Logistics. In 2023, six outstanding teams were chosen from among 271 teams, receiving a total of KRW 43 million in prize money. Additionally, 22 previous winners (1st competition: 15, 2nd competition: 4, 3rd competition: 3) have been hired based on their interest in joining CJ Logistics. Moreover, we are committed to recruiting innovative thinkers and skilled individuals to lead the future of logistics. This includes initiatives like the Logistics Innovation Idea PT Competition, recruitment-linked internships, and the open recruitment system for local talents.



The 3rd Future Technology Challenge Award Ceremony

RECRUITMENT PROGRAM FOR UNDERGRADUATES

CJ Logistics communicates with universities nationwide to conduct recruitment briefings, counseling sessions, and fairs. This program aims to enhance awareness of CJ Logistics among students, promote a strong applicant pool, and identify talented individuals early, guiding them towards joining us. Additionally, we offer special employment lectures to provide undergraduates with general job preparation tips and detailed information about our recruitment policies, desired talents, and growth opportunities within CJ Logistics. Through these various employment promotion activities, we aim to increase the interest of talented individuals in applying to CJ Logistics, ultimately recruiting employees who can grow alongside us.

RECRUITMENT FAIRS

CJ Logistics actively participates in job fairs to secure talented employees and build a comprehensive talent pool for future recruitment. We also network with other participating companies to understand market trends and develop more efficient recruitment strategies. Furthermore, we leverage the unique environment of job fairs, where job seekers and recruiting companies gather in one place, to enhance corporate promotion and improve our image through direct information exchange.



Recruitment Fairs in 2023

TALENT MANAGEMENT

HIRING AND RETAINING TALENT

VIETNAM TALENT DISCOVERY AND RECRUITMENT PROGRAM

CJ Logistics Vietnam (CJ Gemadept) has been operating the Vietnam Young Logistics Talents (VNYLT) program since 2020 for junior and senior college students majoring in logistics and trade to identify and nurture young talents at an early stage. Undergraduates selected for the VNYLT program are provided with 4–6 months of internship opportunities and are offered full-time employment based on their performance. CJ Gemadept is committed to leading the growth and development of promising talents to enhance corporate sustainability and competitiveness.



VNYLT Program

RECRUITMENT PERFORMANCE

	2020	2021	2022	2023
Number of Internship Participants	10	10	4	–
Number of interns hired as full-time employees	2	3	3	4 ¹⁾

1) Includes one internship participant in 2022

VIETNAM CORE TALENT DEVELOPMENT PROGRAM

CJ Gemadept operates the Management Trainee Program to nurture the next generation of key talents. A total of 10 individuals was selected, including those identified through the Vietnam Young Logistics Talents (VNYLT) program, which ran from 2020 to 2022. The selected talents received three years of intensive training in core business areas such as operations, finance, new business development, and solution design. The core of the program is to support their continuous growth with the help of respective department managers and mentors. Through this program, CJ Gemadept is systematically nurturing future leaders.



Management trainee program



TALENT MANAGEMENT

EMPLOYEE CAPACITY BUILDING

HUMAN RESOURCES DEVELOPMENT SYSTEM

CJ Logistics prioritizes the education and training of its employees to enhance their personal competencies, thereby contributing to our overall development through the improvement of knowledge, skills, and attitudes. In collaboration with CJ Human Resources Development Center, we offer a diverse range of programs tailored to each position, aimed at nurturing top talents with exceptional capabilities and fostering a culture of seamless communication and collaboration within the organization. Our Talent & Culture Team, in charge of in-house training, establishes mid- to long-term training strategies and annual plans based on our industry and characteristics, providing specialized and comprehensive training by announcing courses and support systems to employees annually. Each department head is responsible for actively involving their employees in training initiatives, supporting their self-development, and fostering an environment conducive to learning. Employees have the flexibility to select programs at CJ Campus aligned with their competency development plans. For mandatory or selective courses, they participate in training sessions organized by the Talent & Culture Team. CJ TMS (Talent Management System) supports employees' self-directed competency development and facilitates a systematic CDP (Career Development Plan). Through Self-Career Review, employees identify gaps between current competencies, experiences, and goals, getting support for self-directed skill development through in-house training or CJ Campus offerings.

EDUCATION AND TRAINING PROGRAMS

ON-BOARDING SUPPORT FOR NEW HIRES

CJ Logistics implements a comprehensive step-by-step education and training program to facilitate the smooth integration of all new hires into the organization and to develop their expertise in their respective roles. Upon joining, new employees undergo introductory training, including an overview of CJ Logistics and visits to key business sites, to enhance their understanding of various systems and organizational structures. Following the introductory training, we conduct on-site onboarding programs to foster a sense of belonging and to support their growth into top talents. In 2023, we provided introductory education and on-the-job training (OJT) for college graduates in the first half of the year, along with introductory education and buddy activities for all new hires, to actively assist their adaptation to the organization.

ONBOARDING TRAINING RESULTS FOR NEW EMPLOYEE IN 2023

NAME	TARGET	CONTENTS	OUTCOME	SATISFACTION ¹⁾ (POINTS)
H1 2023: Introductory training for college graduates	69 New employees in the first half, 55 in the second half	Internalization of management philosophy, understanding of major businesses, tours of major on-site infrastructure, etc.	Systematic nurturing of new talents and early integration	4.89/5.00
H1 2023: OJT for college graduates		Based on business division/department curriculum On-the-job performance coaching	Enhanced work understanding by business division	
Introductory training for new hires	234 New employees (Experienced employees, etc.)	Internalization of management philosophy, understanding of major businesses, understanding of personnel/training system, etc.	Developed basic knowledge on logistics business and acquired fundamental skills for job performance	4.81/5.00
New Employee Buddy Activities	294 New employees (Experienced employee and local talents, etc)	1:1 matching between new hires and buddies for 3 months to facilitate organizational adaptation and psychological support	Facilitated organizational integration	—

1) Rated out of 5 points

TALENT MANAGEMENT

EMPLOYEE CAPACITY BUILDING

ENHANCING CORE CAPABILITIES

To position itself as a leading supply chain management (SCM) solution company in the global logistics market, we provide trainings for core job competencies such as TES-IT, sales, and e-commerce. Given this, CJ Logistics has analyzed the core responsibilities of employees across various positions and departments and established a specialized training system tailored to these needs. Moreover, we actively support customized off-site trainings based on individual employee requirements and intend to expand the program further in 2024.

RESULTS OF CORE JOB COMPETENCY TRAINING IN 2023

COURSE NAME		TARGET	CONTENTS	OUTCOME	SATISFACTION ¹⁾
Sales (Integration)	Proposal Strategy Training	Employees Sales Headquarters 261	- Establishing proposal strategy and learn notable contract cases	Enhanced understanding of proposal strategy and practical application through learning notable cases	4.33
	Sales Basic	Employees Sales Headquarters 281	- Understanding CJ Logistics' major businesses - Learning sales cases of customers by business	Improved sales capabilities by understanding the sales/operation structure of major businesses	4.44
Operations	Operations Innovation Workshop for Center Heads	FT Headquarters Center Head 85	- Sharing best practice cases in the field - Exploring solutions to improve center operations	Enhanced ability to identify center improvement cases and problem-solving capabilities	4.77
	Fulfillment Sales Skill up Course	E-commerce Sales/Operations Team 38	- Role and Importance of Fulfillment - Understanding cost structure, analyzing sales cases, etc.	Early empowerment and sales execution through the acquisition of key sales competency skills	4.67
TES/IT	IT Seminar (Strategies to Maximize Customer Experience)	Company-wide Employees (Open course)	- Tech-based Value Chain Customer Experience Innovation Case Study	Enhanced insights on DT-based customer experience strategies through case studies and on-the-job application	4.87

1) Rated out of 5 points

CULTIVATING KEY TALENT

CJ Logistics provides targeted ONLYONE training courses to nurture top talent who will lead to business growth. In 2023, we conducted various training programs targeting core talents, transferred employees, and those newly promoted to higher positions. To ensure effective learning tailored to the characteristics of the target trainees, we offered 1:1 and group mentoring, self-assessment sessions, specialized lectures, and overseas visits to enhance participant satisfaction.

CULTIVATING KEY TALENT

COURSE NAME		TARGET	CONTENTS	OUTCOME	SATISFACTION ¹⁾
Key Talent Mentoring in 2023		34 key talents	- Mentor-mentee group mentoring - 1:1 Mentoring	Enhanced know-how and expertise development for future managerial roles through mentoring	4.97
Core Talent Growth Vision Workshop & Forum		113 key talents	- Leadership Diagnosis (Hogan Assessment) Debriefing - Special Lecture on Visioning	Recognized leadership competency level and reflected on attitudes required for leadership roles	4.66
F/U Course: Multi-Faceted Feedback on Leadership		516 Transferred employees	- (Common) Debriefing on Multi-Faceted Feedback regarding Leadership - (Optional) Leadership reflection/competency learning	Strengthened CJ Group's management philosophy, mindset, and necessary competencies for leadership roles (coaching, performance management, etc.)	4.84
Program for those who promoted in 2023		271 Promoted by Position	- CJ Management Philosophy & Mid-term Strategy Review - Finding strengthening factors for Diagnosis-based leadership and establishing growth plan	Enhanced leadership skills for successful role performance as a promoted employee and established vision for goal achievement	4.83
2023 Global Voyage		536 New managers	- Either overseas visit or attendance at global competency enhancement training	Expanded global experience and developed self-directed competencies	-

1) Rated out of 5 points

TALENT MANAGEMENT

EMPLOYEE CAPACITY BUILDING

SUPPORTING CHANGE OF WORKING STYLE

CJ Logistics implements organizational synergy programs aimed at enhancing all employees’ work efficiency and fostering a synergistic and collaborative organizational culture. We design flexible programs, akin to a cafeteria-style approach, which can be tailored to various organizational situations, individual preferences, and characteristics. These programs are crafted based on prior analysis and interviews to understand employee needs. In 2023, a total of 87 teams of 784 employees participated in these programs. Moving forward, CJ Logistics intends to sustain collaboration initiatives like the Organizational Synergy Program to dismantle organizational silos and foster steady collaboration.

EVALUATION OF EMPLOYEE PERFORMANCE

CJ Logistics operates the Performance Management & Development System (PMDS+), an evaluation and compensation program to set individual performance goals aligned with organizational goals and manage performance against them on an ongoing basis. PMDS+ is an advanced version of PMDS, the existing merit-based personnel evaluation system, with enhanced evaluation authority for leaders as initial evaluators. We aim to enhance the quality of evaluation interviews by offering training and coaching programs for leaders during the evaluation period so that the evaluation and compensation systems are effectively implemented in the field.

RESULTS OF CUSTOMIZED PROGRAMS

NAME	TARGET	CONTENTS	OUTCOME	SATISFACTION ¹⁾
2023 Organizational Synergy Program	Company-wide employees (87 teams, 784 employees)	– Customized programs for each team (diagnosis-based communication activation workshops, etc.)	Revitalized communication and creation of a cooperative atmosphere through leaders’ efforts to change themselves and understand employees, improving organizational culture	4.90

1) Rated out of 5 points

PERFORMANCE EVALUATION PROCESS

NAME	CONTENTS	REMARKS
Set the goal.	Make continuous management on performance. Manage and track performance at all times. Evaluator provides ongoing feedback.	Final Evaluation and Feedback (Year-End)
Assign organizational and individual achievement goals	Quarterly Check (July)	Assess organizational achievements to determine the evaluation rating percentage within the organization. Align incentives and wage adjustments based on performance evaluations.
Personal Competency Goals	Always-On Feedback Multi-Faceted Feedback (October)	Incentive Alignment

TALENT MANAGEMENT

EMPLOYEE CAPACITY BUILDING

CORPORATE CULTURE ACTIVITIES

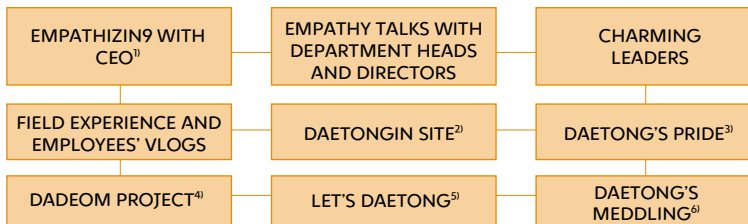
NINE PROGRAMS FOR INNOVATING ORGANIZATIONAL CULTURE

CJ Logistics is committed to realizing ESG management that incorporates employee feedback and considers diverse perspectives. Each year, we establish the direction for organizational culture initiatives, planning and implementing related programs. In 2023, we operated nine innovation programs for organizational culture, focusing on three main areas.

OPERATION DIRECTION FOR ORGANIZATIONAL CULTURE IN 2023



9 PROGRAMS FOR INNOVATING ORGANIZATIONAL CULTURE



- 1) Educating employees on the 9 behavioral guidelines of CJ Logistics in newsletter format (Competitiveness, Cohesion, Dynamism)
- 2) Corporate broadcast show that visits sites (or centers) in each region to introduce the duties and roles of those centers.
- 3) Corporate broadcast show introducing the characteristics of each business sector and helping employees feel less isolated on sites.
- 4) Business idea contest among employees
- 5) Participatory campaign in which employees certify according to monthly themes
- 6) Company life coaching program involving panel discussions that address and share issues related to intergenerational and hierarchical conflicts, fostering understanding and empathy.

ASSESSING AND IMPROVING THE ORGANIZATIONAL CULTURE

CJ Logistics regularly assesses the understanding of our vision and core values, as well as employee willingness to participate and engage, through CJ Group's "CJ Voice ON." This helps us identify the current state of our organizational culture and develop practical improvement measures. In 2023, we expanded our survey to include items on satisfaction with the work environment, such as job satisfaction, communication, trust, recognition, and job purpose, and continues to approve social and environmental contributions. CJ Logistics will continue to strive for an open and innovative organizational culture by identifying barriers and implementing effective improvement measures.

CJ VOICE ON



CHANNELS OF COMMUNICATION AND A SENSE OF EMPATHY

CJ Logistics operates CKN, an internal broadcasting, to connect employees and business sites across the country. Through CKN, we deliver various organizational culture programs that help bridge distances and resolve conflicts. The on-site experience "Curiosity Solved O-NE" and employee daily vlogs "Kwanggyeonjadul" introduce various workplaces and tasks to enhance empathy and understanding of different roles. "Daetong's Pride," which introduces excellent field practices at branches and centers across the country, helps employees feel less isolated on sites and understand the characteristics of each business. In addition, the "Daetong's Meddling," a company life coaching program through panel discussions, shares issues and problems related to different statuses and generations, leading the way in improving work styles and culture. In addition, we operate programs such as "Chat Room" and "V.O.C." (Voice Of CJL), where employees share their honest opinions on organizational culture and find ways to improve it, "Story ON-Air" where employees express their gratitude to their colleagues, and "Let's Daetong" a participatory campaign in which employees certify according to monthly themes, to actively communicate and promote a positive atmosphere among all employees.



TALENT MANAGEMENT

EMPLOYEE CAPACITY BUILDING

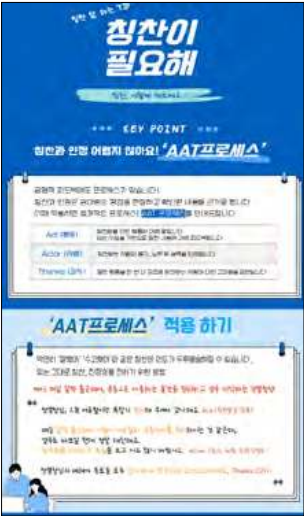
CORPORATE CULTURE ACTIVITIES

“CULTURE OF RESPECT” CAMPAIGN WITH OPEN COUNCIL

CJ Logistics is conducting various campaigns to foster a culture of respect, aiming to build a horizontal and innovative organizational culture. In 2023, we tailored CJ Group’s horizontal naming system, “Nim Culture,” to create CJ Logistics’ own campaign, producing and distributing step-by-step posters and card news. Additionally, we organized the “I Need a Compliment!” event to boost employee participation and create an atmosphere of appreciation. CJ Logistics will continue its innovation activities for organizational culture by incorporating diverse employee opinions to create a workplace where everyone is respected.



Culture of respect campaign



“I need a compliment” event

DADEOM PROJECT, EMPLOYEE IDEA COMPETITION

To support employees’ challenges and growth, CJ Logistics has been running the employee idea contest, the “Dadoem Project,” since 2022. In 2023, a total of 137 ideas were collected, and three ideas were selected through a rigorous document review and presentation review process. Teams were formed around the person who proposed the idea, dedicating two months to develop and commercialize their ideas. The final idea was selected and awarded based on an employee vote. We will continue to support the growth of our employees and foster an innovative and dynamic organizational culture through the Dadoem Project, encouraging voluntary participation from idea proposal to final presentation.

NEXT LEVEL CHALLENGE CAMPAIGN

The Construction Division runs the N.L.C. (Next Level Challenge) campaign to foster personal growth and create an atmosphere of change and challenge among employees. Through this campaign, employees set personal challenge goals via personalized bucket lists outside of work and share their progress and results with each other. In 2023, 415 participants (70% of the construction sector) took part in the challenge, setting goals related to workout, studying, and other external activities. Employees shared their progress and supported each other’s challenges, and gifts were presented to celebrate their achievements. We will continue to cultivate a culture of challenge and growth, enabling employees to experience “One Step Beyond” through continuous self-exploration and communication.



TOWN HALL MEETINGS

The Construction Division holds “Town Hall Meetings” to build trust between executives and employees and create an engaging environment. In 2023, the Division held semi-annual town hall meetings, providing a platform for open communication on various management issues, such as operating profit and asset activities. Additionally, we discussed changes in work practices, including the improvements in the fieldwork system (field closed day), personnel system, and efficient work system. We will continue to promote these town hall meetings to strengthen the organization’s communication culture and increase employees’ commitment to achieving their goals.



Town Hall meeting in the 1st half of 2023 Town Hall meeting in the 2nd half of 2023

“DAETONGIN SITE”, AN HR SERVICE FOR EMPLOYEES

CJ Logistics operates “Daetong in Site,” an HR service that visits employees to enhance their sense of belonging and provide positive motivation. We visit business sites across the country to assess on-site conditions of the HR system and organizational culture, listen to employees’ voices and concerns, and communicate responses back to them. In 2023, we conducted interviews with 267 employees at 58 sites, focusing on service-related issues such as annual leave, the optional work system, autonomy in using the time and attendance system, and changes to the working environment and welfare system. CJ Logistics will continue promote such initiatives to improve the organizational atmosphere and increase work motivation.

TALENT MANAGEMENT

EMPLOYEE CAPACITY BUILDING

LABOR MANAGEMENT RELATIONS

LABOR-MANAGEMENT COUNCIL

CJ Logistics operates a labor-management council composed of an equal number of labor and management representatives¹⁾ to enhance employee welfare and promote mutual growth through cooperation. The Council holds regular quarterly meetings and ad hoc meetings as needed. These meetings address various issues, including improvements to the personnel and labor management system, workers’ health and safety, working conditions, employee complaints, productivity enhancement, and performance distribution. Additionally, we have a Complaint Resolution Committee, comprising up to three members each from labor and management sector, dedicated to addressing and resolving employee grievances. In 2023, a total of four labor-management council meetings were held whose key topics included briefings on wage adjustment in accordance with the wage agreement, implementation of organizational revitalization programs, expansion of alternative holidays, operation of social media reporting channels, and management of fraud prevention.

1) 8 from employee side and 8 from employer side

EMPLOYEE BENEFITS

CJ Logistics offers various welfare programs to encourage work-life balance and help our employees enjoy healthier, more enjoyable, and convenient lives. Especially, we provide a comprehensive health management system to ensure the well-being of all employees, including annual health checkups. For those identified with health issues, we offer counseling on risk factors and health maintenance through the “Visit Service for Your Health” and partially support the cost of health checkups for our partners (specifically for delivery drivers). CJ Logistics is committed to creating an environment where all employees can work healthily and happily.

WELFARE PROGRAMS

LIVING

- CJ Employee Card
- CJ Cafeteria Points
- Financial support for family event
- Wedding Car
- Baby Shower Gift
- Maternity Leave
- Parental Leave (paid/unpaid) for primary/dependent caregivers and child enrollment care leave

- Personal Family Event Leave (Including non-marrier)
- Interest-Free Mortgage Loan
- Loans from our Employee Welfare Fund
- Relocation allowance
- Non-local housing allowance
- Retirement Leave
- Flexible Workspace Policy
- Flexible and Optional Working Hours

DEVELOPING

- Creative Week (Global Training and Paid Leave Program)
- Global Knock (Self-Directed Global Training Opportunities - Unpaid Leave Program)
- Support for CJ Campus Education Programs

REFRESHING

- Domestic Condominium Support
- Overseas Hotel Support
- Discounts for cultural and Artistic Event

- Support for Clubs
- Providing Gifts for Parents’ Day, Anniversaries, Holidays, Coupons for Free Home Delivery, etc.
- Family Car Support

BEING HEALTHY

- Health Checkups
- Private Survey for Employee Stress Management
- Support for Medical Expenses

- Fertility Leave, Miscarriage Leave
- Prenatal Checkup
- Heart Disease Medical Expenses
- Workers’ Compensation Insurance

FAIR PAYMENT SYSTEM

CJ Logistics implements a salary system designed to compensate employees fairly based on individual abilities, performance, contributions, and job grading system. This approach aims to enhance corporate productivity and motivate employees effectively. Throughout the process of deciding the level of salary, we are committed to preventing discrimination based on non-work-related characteristics such as gender, marital status, and family status. This practice not only improves organizational performance but also maintains a vibrant organizational culture.

EMPLOYEE WORK-LIFE BALANCE

As a family-friendly company certified by the Ministry of Gender Equality and Family, CJ Logistics prioritizes work-life balance for its employees. To foster a family-friendly working environment, we offer flexible working hours, optional working hours, remote working options, child enrollment care leave, and emergency childcare support with shortened working hours. We strictly regulate overtime work in accordance with Article 28 of the Employment Rules (Overtime Work, etc.) and operate the PC-OFF system. Employees may work overtime for up to 12 hours per week based on mutual agreement, and those desiring to work beyond that limit can do so with approval from their department head or notification from the Human Resources Department. However, if a written agreement is reached with the labor union, employees may work overtime exceeding 12 hours per week.

TALENT MANAGEMENT

EMPLOYEE CAPACITY BUILDING

CAREER DEVELOPMENT CENTER (CDC) PROGRAM
The Career Development Center (CDC) is designed to help employees nearing retirement to smoothly rejoin the workforce or start a business. Eligible participants include regular employees (with one year or more of service) and contract employees (with three years or more of service) aged 50 or older who were involuntarily separated from their jobs in the year of their scheduled retirement. Applicants receive one-on-one personalized reemployment and start-up counseling, job placement assistance, and life planning education through specialized educational institutions. In 2023, a total of 14 applicants benefited from this service. CJ Logistics remains committed to supporting our employees not only during their active working years but also after retirement, ensuring their career continuity throughout their entire life cycle.

DIVERSITY, EQUITY, AND INCLUSION (DE&I)

DE&I POLICIES AND INITIATIVES

DIVERSITY POLICY
CJ Logistics is committed to practicing diversity, equity, and inclusion (DE&I)¹⁾ across all facets of human resources management, encompassing recruitment, evaluation, compensation, and organizational culture. These efforts are guided by the Group's core values of prioritizing talent and fostering respect. Recognizing the increasing demands for DE&I from both internal and external stakeholders in 2023, we integrated DE&I principles into our HR innovation strategy. This involved establishing policies, implementation frameworks, and mid- to long-term roadmaps to advance DE&I initiatives. Especially, in February 2024, we introduced DE&I Charter that outlines CJ Logistics' fundamental commitments, including fostering a culture of mutual respect, cultivating a self-directed work environment, and actively seeking and nurturing diverse talents. With the implementation of this Charter, we dedicate to extend our DE&I efforts beyond our employees, reach out to encompass all stakeholders, including customers, suppliers, and local communities.

1) Diversity, Equity, and Inclusion

MID- TO LONG-TERM GOAL

NAME	GOAL	PERFORMANCE	MID- TO LONG-TERM GOAL	
	2023	2023	2025	2030
Percentage of female staff in managerial positions or higher ²⁾	31%	31.8%	31.9%	34.3%

2) Percentage of female staff (Levels A to P3) holding managerial positions (Grade M) or higher^{*}

CJ LOGISTICS' DE&I CHARTER

BUILDING A CULTURE OF MUTUAL RESPECT
CJ Logistics commits to uphold non-prejudice and non-discrimination, refraining from biases based on gender, age, disability, education, region, nationality, race, religion, and other factors. We value and respect individual differences. Additionally, we foster a horizontal and flexible communication culture through the "Nim Culture," encouraging employees to share diverse perspectives and ideas both online and offline. This inclusive approach aims to foster innovation and create value.

CREATING A SELF-DIRECTED WORK ATMOSPHERE
To accommodate employees' diverse lifestyles, CJ Logistics provides family-friendly and childcare support systems, along with various vacation and leisure support programs. We offer flexible work options, including work-from-home arrangements and online collaboration tools, allowing employees to immerse themselves in their work without constraints of time and space.

SECURING AND NURTURING DIVERSE TALENT
CJ Logistics adheres to a policy of non-discrimination in hiring, promotion, placement, salary, benefits, and training. We actively seek to enhance the diversity of our workforce. Moreover, we maintain a fair compensation system where employees are recognized based on their competence and performance, regardless of age, seniority, or position. We support employees' self-directed growth paths, including the commercialization of ideas through internal competitions and job transitions, fostering a culture of challenge and innovation.

TALENT MANAGEMENT

DIVERSITY, EQUITY, AND INCLUSION (DE&I)

DE&I ACTIVITIES

THE ROUNDTABLE BETWEEN FEMALE EMPLOYEES AND THE CEO

CJ Logistics organizes meetings between female employees and the CEO to facilitate the sharing and communication of our vision for the growth of female employees. During the meeting held in July 2023, the CEO conveyed his vision for our direction and discussed the competencies and aspirations essential for women in response to the evolving logistics industry. Furthermore, female employees who were recently promoted received detailed explanations regarding the specific responsibilities of middle managers and the strategies implemented at each department level. Through these interactions, female employees gained valuable insights into their leadership potential within the organization and discovered ways to enhance their contributions to their respective roles.



The Roundtable with the CEO

ROUNDTABLE WITH FEMALE EXECUTIVE LEADERS

CJ Logistics organized the “Roundtable with Female Executive Leaders,” hosted by our first female executive leader, Ms. Min-Jung Kim to provide a vision and insights into the growth trajectory and expanded roles of female members in September 2023. At the Roundtable, Kim shared her personal journey to becoming a female executive leader in the logistics industry, along with her real-life experiences as a leader. She discussed her successes and challenges, providing valuable insights that resonated with the participants. CJ Logistics plans to continuously offer diverse opportunities to support the growth and motivation of female employees in their professional endeavors.



Roundtable with Female Executive Leaders

EMPLOYEE-FRIENDLY CLUBS

CJ Logistics adheres to CJ Group’s DE&I principles across all business areas, offering a variety of programs for diversity group that make up less than 50% CJ Logistics fosters interaction and friendships by operating an employee club system, including hobbies and development activities. These clubs cover a range of interests, including sports and physical activities like screen golf, soccer, and baseball, as well as cultural pursuits such as attending performances, book discussions, and volunteer activities.

As of December 2023, a total of 4,678 employees have joined 319 clubs.

U.S. ACTIVITIES TO PROMOTE DIVERSITY AND INCLUSION

CJ Logistics America employees participated in a Diversity, Equity, and Inclusion (DE&I) conference organized by the Women in Trucking Association. This event dissolved the perception of the logistics industry as male-dominated and explored ways



DE&I Conference

for women and men to grow together within the industry. By sharing and learning about cases of gender discrimination, employees were able to improve their awareness and understanding of the importance of strengthening women’s roles in logistics. CJ Logistics intends to continuously plan and implement activities to raise DE&I awareness among employees in the future.

HUMAN RIGHTS

HUMAN RIGHTS MANAGEMENT

HUMAN RIGHTS DECLARATION AND POLICIES

CJ Logistics has established human rights management regulations and statements in accordance with domestic and international human rights norms and standards, such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights (UNGPs), the Charter of the International Labor Organization (ILO), and the Guidelines of the National Human Rights Commission. These policies are designed to respect and protect the human rights of all employees and stakeholders (governments, partners, local communities, customers). Our Human Rights Management Policy includes requirements related to our employees, direct activities, products, and services, as well as those for our supply chain and partners to ensure responsible supply chain management. The Human Rights Declaration covers the prevention of and respect for issues such as human trafficking, forced labor, child labor, freedom of association, collective bargaining rights, equal pay, discrimination, and others.

HUMAN RIGHTS MANAGEMENT SYSTEM

HUMAN RIGHTS POLICY	OPERATIONAL PROCESS	GOVERNANCE
• Revise Human Rights Management Statement • Update human rights management regulations • Establish DE&I policy	• Assess human rights impact and make improvements as needed • Enhance the access to remedy processes • Educate to internalize a culture of respect for human rights	• Establish a dedicated organization • Organize working groups with relevant departments across CJ Logistics

HUMAN RIGHTS MANAGEMENT SYSTEM

To build a culture of respect for human rights, CJ Logistics established a roadmap for human rights management in 2021 and set mid- to long-term goals. Based on this, in 2023, we focused on educating employees on human rights management. Through various activities such as surveys, education, and interviews, we established standards for value judgments regarding human rights violations. In 2024, we plan to stabilize our human rights management system and establish a mechanism to monitor human rights management risks at our domestic and overseas business sites. Furthermore, we will continue to make efforts to protect the dignity and values of all stakeholders, including customers, local residents, and suppliers within CJ Logistics’ value chain.

ROADMAP FOR PROMOTING HUMAN RIGHTS MANAGEMENT

2021	Build Human Rights Management	• Completed Task Building • Declared Human Rights Management
2022	Implement Human Rights Management	• Implemented Human Rights Management–Policy/Operation/Governance • Stakeholder Management • Improved issues and established roadmap
2023	Enhance Human Rights Management	• Strengthened operational infrastructure/capabilities • Expanded Stakeholder Management • Improved issues and enhanced management
2024	Establish a Culture of Respect for Human Rights	• Revise Human Rights Regulations and Declarations • Establish Human Rights Management System at Overseas Business Sites • Establish DE&I Policy
2025	Expand Human Rights Management Domestically and Internationally	• Apply Country-specific Laws and Disclosure Standards • Expand the Scope of Human Rights Due Diligence • Systematize Human Rights Risk Management Domestically and Internationally

MID- TO LONG-TERM GOALS FOR HUMAN RIGHTS MANAGEMENT

NAME	PERFORMANCE	MID- TO LONG-TERM GOAL		
	2023	2024	2025	2030
Percentage of employees who recognize human rights ¹⁾	30%	30%	50%	80%
Cumulative number of business sites with human rights due diligence	82	80	160	360

1) The survey was conducted to determine the level of employees’ awareness of CJ Logistics’ internal regulations related to human rights management (Human Rights Declaration, human rights regulations and guidelines, grievance resolution system, etc.).

HUMAN RIGHTS

HUMAN RIGHTS MANAGEMENT

HUMAN RIGHTS MANAGEMENT ORGANIZATION

To promote the human rights of CJ Logistics' internal employees and stakeholders, the ESG Committee under the Board of Directors (BOD) deliberates and resolves related issues. Additionally, we operate a dedicated human rights management department and a working council to ensure professional and efficient human rights management. The dedicated department is responsible for establishing the basic plan and management policy of human rights, conducting human rights education and impact assessments, and setting up procedures for remedying human rights violations. The working council, which includes representatives from ten human rights-related departments*, meets at least semi-annually to discuss human rights management issues. Depending on the characteristics of each department, the council focuses on six areas: human rights management policy, human rights surveys, human rights impact assessments, supply chain due diligence, DE&I, and human rights education and promotion. This structure promotes collaboration among related departments and helps internalize the human rights management system. CJ Logistics will continue to strive to prevent human rights violations of employees and all stakeholders and to stabilize the human rights management system.

GOVERNANCE SYSTEM

ESG COMMITTEE OUTSIDE DIRECTORS (4), INSIDE DIRECTORS (2)			
DEDICATED ORGANIZATION (HEAD), HEAD OF MANAGEMENT SUPPORT CORPS	DEDICATED ORGANIZATION ESG OFFICER	ADVISOR GROUP HEAD OF THE MANAG- EMENT SUPPORT OFFICE, HEAD OF LEGAL & CR	
HUMAN RIGHTS MANAGEMENT WORKING COUNCIL*			
ESG	SAFETY MANAGEMENT	BUSINESS HEADQUARTERS	
COMPLIANCE	COMMUNICATION	HR	
HUMAN RESOURCE CULTURE	MANAGEMENT AUDITING	GENERAL MANAGEMENT	PURCHASING

HUMAN RIGHTS RISK MANAGEMENT

HUMAN RIGHTS RISK ASSESSMENT

HUMAN RIGHTS DUE DILIGENCE

CJ Logistics established a human rights due diligence process for 13 selected areas to identify and prevent human rights risks that may occur during business operations. Accordingly in 2023, we conducted human rights due diligence at 42 business sites. Based on the results of last year's due diligence and a company-wide survey on human rights, we found major human rights risks and high-level sites. We inspected the environmental and safety facilities at these sites and conducted interviews with the employees to verify the actual occurrences of human rights risks. Through this process, we developed and is implementing immediate responses as well as mid- to long-term improvement to address identified human rights risks. The results of the human rights surveys and due diligence are shared with relevant departments through a practical consultative body, facilitating joint efforts to improve.

IDENTIFY RISKS	Conduct a survey based on the results of the previous year's due diligence and the current year's company-wide employee assessment. Identify main human rights risks and high-risk business sites found as a result of the survey
ASSES THE RISKS	Investigate actual instances of human rights violations considering the characteristics of each business unit, assigned tasks, and regional aspects obtained through this year's workplace due diligence.
TAKE IMPROVEMENT MEASURES	- Develop and execute mitigation plans for identified risks. - Understand the content gathered through human rights due diligence interviews and similar discussions as formal "grievance" reports and proceed with the complaint handling process by receiving and processing the reports.
COMMUNICATE	Publicize the results of human rights surveys and due diligence through the working council

DUE DILIGENCE RESULTS AND IMPROVEMENT MEASURES

CJ Logistics conducted human rights due diligence at its own and partner companies' workplaces and implemented 100% of mitigation measures for workplaces where risks were identified. In 2023, we established a human rights management system and undertook improvement measures such as on-site training to enhance employees' awareness of humanitarian treatment of workers and advocated for measures to protect workers dealing with customers.

RESULTS OF DUE DILIGENCE

13.4 %	30.9 %	100 %
Percentage of target sites for evaluation	Percentage of business sites with identified risks	Percentage of completed mitigation measures

MEASURES TO IMPROVE HUMAN RIGHTS

ISSUE AREA	IMPROVEMENT MEASURES	TARGET BUSINESS SITES
Establish Human Rights Management System	- Revised human rights management regulations/ declarations for improving employee rights and diversity, and established DE&I charter. - Established a new SNS reporting (grievance resolution) channel to enhance accessibility to grievance channels.	42 worksites of CJ Logistics
Humanitarian treatment of employees	Implemented on-site trainings based on regulations and declarations to enhance employee awareness of human rights.	

HUMAN RIGHTS

HUMAN RIGHTS MANAGEMENT

HUMAN RIGHTS MANAGEMENT ACTIVITIES

HUMAN RIGHTS SURVEY

In 2023, CJ Logistics conducted a Human Rights Survey to identify human rights risks and enhance the stability of human rights management. The aim was to understand the awareness and actual situation of human rights management among all employees. Through the survey where a total of 1,385 employees responded, we assessed the level of awareness regarding our operational programs, including human rights management regulations, policies, and remedy systems.

EDUCATION AND TRAINING TO RAISE THE AWARENESS OF HUMAN RIGHTS MANAGEMENT

CJ Logistics conducted comprehensive online and offline human rights education and training programs to facilitate future improvements and enhance our human rights management practices. For online initiatives, we created news cards containing examples of DE&I practices of advanced companies which were shared via email with all employees. Additionally, we provided training on preventing sexual harassment, sexual violence, and workplace bullying using the CJ Campus Micro-Learning Program. By January 2023, 3,905 out of 4,328 employees (excluding those in the Construction Division) completed a total of 3,905 hours of training (90% completion rate). Regarding offline activities, we integrated human rights due diligence with education and training program, conducting on-site training for 156 employees at 42 worksites, utilizing our human rights management regulations, declaration, and grievance resolution system. Furthermore, in 2023, we organized education for all employees to raise awareness of disability in the workplace, aiming to foster a culture of diversity among our workforces. CJ Logistics remains committed to promoting human rights management by fostering a consensus among employees to respect human rights and DE&I through continuous education and training. This proactive approach aims to prevent human rights violations of employees and stakeholders.



DE&I card-type news

Online (or Human Rights Due Diligence) program for human rights

MICRO-LEARNING PROGRAM FOR HUMAN RIGHTS

01	ESG and Human Rights Management	- What is Human Rights Management? - Processes for Human Rights Management at a Company
02	New Topics in Human Rights Management "DE&I"	- The Connection between ESG, Human Rights Management, and DE&I - Meaning and Importance of DE&I
03	Human Rights Management Cases "Nike"	- Why Did Nike Emphasize Human Rights Management? - How Is Nike Managing Human Rights?
04	CJ Logistics and Human Rights Management	- CJ Logistics' Human Rights Management Process - Human Rights Risks in the Logistics Industry and Ways to Correct Them
05	7 Ways to Create a Good Workplace	- Seven Requirements for a Good Workplace Emphasized by the International Labor Organization - Key Points for Practicing Human Rights Management

1) Diversity, Equity, and Inclusion

COMPLAINT RESOLUTION PROGRAM

CJ Logistics operates a complaint counseling system to address human rights-related grievances experienced by employees in their work. Additionally, a Complaint Resolution Committee is established and operated separately in accordance with Article 26 of the Act on Promotion of Workers Participation and Cooperation. The Committee is dedicated to resolving human rights-related grievances and violations. Particularly, treating the information received through human rights due diligence interviews as formal "grievance" reports, we have established and operate a process to resolve human rights-related grievances and violations that occur among employees or between employees and stakeholders. In 2023, the Committee took appropriate follow-up actions for 100% of human resources grievances related to workplace harassment and other organizational culture issues which were reported through SNS reporting channels. Furthermore, we provide the "Counseling for You" service at the "Hue Clinic Center" to offer individual and psychological counseling to employees. "Tong+Tong+Tong" and "SNS reporting channels" are other examples that we try to internally support employees in maintaining stable work and a happy life. In 2023, 91 employees utilized the counseling service and reported experiencing various positive changes, including reduced stress, increased work efficiency, and improved interpersonal relationships. CJ Logistics intends to continuously enhance and further develop the grievance system to address any difficulties employees may encounter.

COMPLAINT COUNSELING PROCESS



SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT SYSTEM

SUPPLY CHAIN ESG MANAGEMENT POLICY

CJ Logistics recognizes our partners as valuable business collaborators and has established a new Supply Chain ESG Management Policy to share our values and achieve sustainable coexistence with our partners. Through this, we will maintain our philosophy of win-win management by identifying major ESG risks throughout the supply chain and improving the ESG standards of our partners.

SUPPLIER CODE OF CONDUCT

CJ Logistics has established and implemented the Supplier Code of Conduct to foster a fair-trading environment with suppliers and support their ESG management, aiming for a win-win industrial ecosystem. The Code of Conduct stipulates four elements: ethical business operations, respect for human rights of employees, establishment of a safe working environment, and responsibility for the environment. We try to ensure the implementation of ESG requirements throughout the supply chain by requiring suppliers to pledge compliance with the Code when entering into contracts. The Code also includes provisions for suspending business or terminating contracts with suppliers if human rights, particularly in the area of human rights management, are not addressed adequately. In 2023, we established a due diligence system based on the OECD Due Diligence Guidelines for responsible supply chains and developed an ESG diagnostic checklist to assess suppliers’ compliance with the Code of Conduct. CJ Logistics will continue to communicate our values and policies for supply chain collaboration with our suppliers to achieve mutual growth, enhance their awareness of ESG principles, and systematically manage ESG risks.

MICRO-LEARNING PROGRAM FOR HUMAN RIGHTS

 ETHICAL MANAGEMENT 1. Integrity and Anti-Corruption 2. Information Disclosure 3. Intellectual Property Protection 4. Protection of Personal Information 5. Fair Trade 6. Identity Protection 7. Compliance with Global Regulatory and Sanctions Laws	 HUMAN RIGHTS MANAGEMENT 1. Voluntary Work 2. Compliance with Working Hours 3. Protection of Children and Minor Workers 4. Wages and Benefits 5. Humanitarian Treatment 6. Anti-Discrimination
 SAFETY MANAGEMENT 1. Occupational Safety 2. Emergency and Accident Preparedness 3. Industrial Accidents and Occupational Diseases 4. Workplace Safety 5. Maintenance of Mechanical Equipment Safety 6. Health and Safety Education 7. Evaluation of Suppliers’ Health and Safety Practices	 ENVIRONMENTAL MANAGEMENT 1. Compliance with Environmental Laws and Regulations 2. Prevention of Pollution and Reduction of Resource Use 3. Hazardous Substances Management 4. Waste and Wastewater Management 5. Air Pollution Control 6. Regulation and Labeling of Substances in Products 7. Energy Consumption and Greenhouse Gas Emissions

SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT SYSTEM

ESG RISK MANAGEMENT IN SUPPLY CHAIN

CJ Logistics has declared and implemented the “Sustainable Supply Chain Management Policy” to proactively manage supply chain issues and mitigate related risks. We established a dedicated organization for supply chain management and formed a supply chain working council comprising eight relevant departments. This council aims to foster collaboration and coordination across various management areas. Our activities include supply chain due diligence to identify and respond to risks, supply chain education to strengthen ESG capabilities of suppliers, and welfare benefits and grievance handling centered on major suppliers. Furthermore, we have strengthened the decision-making process for supply chain issues by enacting a sustainable supply chain policy. The results of supply chain due diligence are reported to the ESG Committee, ensuring transparency and accountability.

ROLES AND RESPONSIBILITIES: RELEVANT DEPARTMENTS OF SUPPLY CHAIN WORKING COUNCIL

SUPPLY CHAIN	SUPPLY CHAIN WORKING COUNCIL RELEVANT DEPARTMENTS							
	ESG DEPARTMENT	SAFETY MANAGEMENT OFFICE	BUSINESS DIVISION	PURCHASING TEAM	COMPLIANCE TEAM	KOREA WIN-WIN COOPERATION TEAM	O-NE BP INNOVATION TEAM	O-NE FAIR TRANSACTION CONSULTING TEAM
Management Part	●	●			●			
Policy Renewal	●	●	●	●				
Supply Chain Due Diligence(ESG Diagnosis)	●		●	●				
Competence Development Training								
Win-Win Cooperation, Grievance Handling						●	●	●

SUPPLY CHAIN MANAGEMENT ORGANIZATION



SUPPLIER SELECTION POLICY

CJ Logistics incorporates ESG factors, including safety, health, and compliance, into the bidding and selection process for new suppliers to establish mutually beneficial, long-term relationships. For domestic suppliers, we prioritize evaluating safety management risks related to the Serious Accidents Punishment Act. Additionally, we require new suppliers to sign a pledge to adhere to the Code of Conduct upon contract signing. Moreover, existing suppliers undergo regular evaluations to ensure adherence to the Code of Conduct. In case of significant violations or repeated offenses, we conduct internal evaluations to reconsider the continuation of future contracts. As of 2023, CJ Logistics categorizes suppliers into two main types: operating companies and transportation companies. Construction suppliers are further classified into registered and unregistered companies based on the type of outsourcing, including general outsourcing, materials, services, architecture, electricity, and facilities. Among all suppliers, 586 key suppliers¹⁾ are identified based on criteria such as business importance and relevance, risk levels of industries and nations, and continuity of future transactions.

1) key suppliers represent the top 30% of transaction amounts.

SUPPLIER STATUS

CATEGORY	(Unit: Count)		
	2021	2022	2023
Total suppliers	17,493	20,009	21,229
Key suppliers	444	441	586

SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN RISK MANAGEMENT

ESG DUE DILIGENCE

ASSESSMENT PROCESS OF SUPPLIERS

CJ Logistics has instituted a comprehensive supplier sustainability assessment process encompassing five key steps aimed at managing ESG risks and enhancing ESG management practices. For suppliers’ self-assessment, 55 detailed indicators were developed across four key areas: ethics, human rights, safety, and environment, aligning with the K-ESG guidelines established by the Ministry of Trade, Industry, and Energy. We also hold ESG assessment briefings for suppliers to encourage their active participation from the written diagnosis stage and conduct on-site assessments and post-monitoring activities for suppliers with high ESG risks from the diagnosis. Notably, the evaluation of safety aspects significantly influences the overall supplier assessment. Suppliers failing to meet certain safety criteria may face restrictions on participation in bidding processes.



SELF-ASSESSMENT ITEMS

AREA	NUMBER OF INDICATORS	DESCRIPTION
Ethics	9	Integrity and anti-corruption, information disclosure, intellectual property protection, privacy, fair trade, and identity protection
Human Rights	16	Voluntary work, compliance of working hour, protection of children and minor workers, wages and benefits, humanitarian treatment, anti-discrimination
Safety	19	Occupational safety, emergency and accident preparedness, occupational injuries and occupational diseases, workplace safety, maintenance of machinery and equipment, health and safety training
Environment	11	Legal compliance and permit management, pollution prevention/resource use reduction, hazardous materials, waste and wastewater, air pollution, product content regulation and proper labeling, energy consumption and greenhouse gas emissions

SUPPLIER ASSESSMENT RESULTS

In 2023, CJ Logistics set the goal of evaluating suppliers and conducted comprehensive assessments focusing on ESG risks, including human rights considerations, across key suppliers in each business sector. Between June and November 2023, a total of 25 suppliers underwent supply chain assessments. Their ESG management levels were evaluated against industry-specific and size-related minimum requirements. The average compliance level achieved was 82.5% of the target. Following the initial assessments, additional on-site evaluations were carried out for 11 suppliers identified as high-risk. ESG assessment reports were provided to these suppliers, outlining improvement plans tailored to address deficiencies observed at each workplace. Corrective actions for suppliers, which required improvement, will be consolidated by the third quarter of 2024. It is noteworthy that all five suppliers identified as high-risk in the 2022 assessment have fully and successfully completed their corrective actions.

HUMAN RIGHTS DUE DILIGENCE IMPROVEMENT MEASURES

AREAS OF ISSUE	IMPROVEMENT MEASURES	BUSINESS SITES
Humane Treatment of Workers	- Distributed guidelines to prevent issues with dispatched and contract workers - Reviewed and implemented on-site work efficiency solutions - Requested implementing protective measures for customer service workers at client companies with issues	11 business sites
Supply Chain Management	- Provided consulting services for establishing ESG human rights management system for partner companies - Distributed guidelines for improving working conditions for partner companies and provided training resources for managers	

SUPPLY CHAIN ASSESSMENT GOALS

ITEMS	PERFORMANCE	MID- TO LONG-TERM GOAL		
	2023	2023	2025	2030
Supply Chain Assessment ¹⁾	5.5% ¹⁾	8.5%	25%	100%

1) The mid- to long-term goals were initially set based on the number of key partner companies in 2022 (1,207), but the performance in 2023 was recalculated based on 544 key partner companies (within the top 30% of transaction amounts).

SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN RISK MANAGEMENT

SUPPORTING ESG IMPLEMENTATION OF SUPPLIERS

EMPOWERING SUSTAINABILITY IN OUR SUPPLIER NETWORK

To empower our suppliers in enhancing their sustainability practices, CJ Logistics conducts a self-assessment program aimed at diagnosing their ESG performance and offering recommendations for improvement, along with providing a comprehensive report. At the ESG briefing session in 2023, 51 participants from 31 suppliers attended where we fostered interest in ESG initiatives among our suppliers and facilitate continuous implementation of ESG management practices without constraints. Additionally, we presented recent ESG trends and introduced free or low-cost government and corporate support programs related to ESG.



2023 ESG Briefing Session

STRENGTHENING PARTNERSHIPS WITH SUPPLIERS

CJ Logistics annually selects the “CJL AWARDS Best Partner” on November 15, commemorating its founding anniversary, as part of its commitment to enhancing capabilities and fostering stronger partnerships with its suppliers. Partners are evaluated based on their contributions to sustainable win-win growth and performance enhancement, as well as their demonstrated expertise in their respective fields. Recognizing the results of this evaluation, we honor and reward partners who have significantly contributed to ESG management and performance. In 2023, a total of four partners received the award. CJ Logistics will continue to provide avenues for mutual growth to a diverse range of suppliers and encouraging them to fulfill their social responsibilities alongside CJ Logistics, thereby expanding the scope of our win-win ecosystem.



CJL AWARDS Best Partner in 2023



SUPPLY CHAIN MANAGEMENT

WIN-WIN PARTNERSHIPS WITH SUPPLIERS

SHARED GROWTH PROGRAM

RENEWAL OF CERTIFIED EXCELLENT SHIPPING COMPANY AND SHIPPER

The Certified Excellent Shipping Company and Shipper system by the Ministry of Maritime Affairs and Fisheries was first introduced in 2020 to establish a voluntary win-win system between shipping companies and shippers and strengthen the stability of maritime cargo transportation in Korea. CJ Logistics was initially certified as an excellent shipping company in November 2020 and successfully passed the recertification in December 2023, meeting the certification requirements after three-year certification period. As a certified excellent shipping company, CJ Logistics benefits from reduced corporate taxes, port facility usage fees, and preferential treatment on export guarantee limits from the Korea Trade Insurance Corporation. Additionally, in recognition of its continuous efforts towards win-win cooperation and fostering fair and stable maritime transportation, CJ Logistics was honored with the Excellent Award at the “2023 Best Practice Contest for Win-Win Cooperation among Shipping Companies and Shippers.”



Certified Excellent Shipping Company and Shipper



Award Ceremony for Excellent Shipping Company and Shipper

SUPPORTING STARTUPS

CJ Logistics actively supports the growth of startups through “CJ O!VentUs” program. Under the O!VentUs initiative, we focus on nurturing startups with significant growth potential by leveraging synergies with major business areas of CJ Group affiliates, including food and bio, logistics and new distribution, and entertainment and media. In 2023, a total of 12 startups were selected to receive commercialization funding of up to 300 million KRW. Furthermore, we facilitate startups’ realization of business ideas by providing access to government support programs, professional consulting, and mentorship opportunities. Through these initiatives, we intend to continuously fulfill its social responsibilities and foster close cooperation with partners to drive mutual growth with startups.

CREATING ECOSYSTEM FOR SHARED GROWTH

CJ Logistics is actively working to establish an ecosystem of mutual growth and innovation, including fund creation and capital investment. We invested a cumulative total of 14 billion KRW in a venture fund of approximately 214.6 billion KRW, which focuses on nurturing early-stage startups and investing in advanced industries such as digital logistics, artificial intelligence, renewable energy, and information and communication technology. Additionally, we have committed an additional 21 billion KRW to this fund by 2023. Furthermore, the 15 billion KRW win-win fund, jointly established with the Korea Development Bank (5 billion KRW from CJ Logistics and 10 billion KRW from the Bank), provides loans to 13 partner companies at a reduced interest rate of 1.520%. This fund supports capital procurement and fosters a healthy ecosystem of mutual growth and annual renewal conditions.

WELL-BEING OF DELIVERY PERSONNEL

CJ Logistics’ O-Ne delivery solution offers a range of welfare programs tailored to delivery workers to enhance both their economic well-being and sustainability. We provide a comprehensive package of 11 welfare benefits, including annual health check-ups, semi-annual tuition funds for children, annual enrollment bonuses, congratulatory cash on childbirth, and maternity products. This initiative aims to support not only the delivery drivers but also their families, enabling them to concentrate on their work in a stable manner. CJ Logistics will continue to sustain low turnover rates and foster long-term relationships with delivery drivers, recognizing that this is pivotal for enhancing the quality of customer service and satisfaction.



SUPPLY CHAIN MANAGEMENT

WIN-WIN PARTNERSHIPS WITH SUPPLIERS

COMMUNICATION WITH SUPPLIERS

COMMUNICATION PROGRAMS

CJ Logistics prioritizes effective communication with key stakeholders, including customers, suppliers, shareholders and investors, local communities, and employees, aiming for mutual growth and development. We regularly convene meetings with our suppliers to foster alignment on changes in the business landscape and significant concerns. Furthermore, we actively solicit diverse feedback from our suppliers, integrating their insights into our management practices to mitigate negative impacts and amplify positive ones. In doing so, CJ Logistics spearheads the creation of shared growth and value among stakeholders.

CHANNELS FOR SUPPLIER COMPLAINTS

To address complaints and unfair trade practices that suppliers may encounter, CJ Logistics operates a dedicated channel called "Report your complaint" on our website. Informants have the option to submit their feedback anonymously or using their real identities, and we maintain stringent measures to safeguard the confidentiality of submitted evidence and personal information. We also ensure protection for informants from any adverse repercussions for their reports. This channel is overseen by the Management Diagnosis Team, with reports regarding suppliers directed to the relevant departments for thorough investigation and resolution. Upon conclusion of the investigation, the respective departments provide a final opinion, which is then communicated back to the original informant for ongoing management. In 2023, we addressed a total of 120 reports from suppliers, successfully resolving all 120 cases.

SUPPLIER COMPLAINTS RESOLUTION PROCESS



- Complaints are submitted with evidence and facts according to 5W1H method, either anonymously or with real identity (via the website or the online platform, "K-Whistle")

- Once submitted, the complaint will be referred to the appropriate personnel/official in CJ Logistics. > The personnel in charge will review the complaint and may ask for more information or documentation when needed. > Complaints are investigated on a first-come, first-serve basis. The amount of time it will take to investigate a complaint will vary widely depending on whom it targets and what its scope is. > Once the personnel in charge gathers all the necessary evidence and ascertains facts, they will close the investigation.

- The informant of the complaint can check the result of the investigation on the website if the complaint was submitted via our website. (If submitted via K-Whistle, the results can be checked on the K-Whistle.)

CUSTOMER SATISFACTION MANAGEMENT

CUSTOMER RISK MANAGEMENT

PRODUCT AND SERVICE QUALITY MANAGEMENT

CUSTOMER-CENTERED MANAGEMENT

CJ Logistics operates a dedicated customer satisfaction department led by the Chief Customer Officer (CCO) to promptly respond to customer requests. Each year, we develop strategies to promote CCM (Consumer Centered Management), set related goals, and link them to performance management. In 2023, we implemented strategies such as “Customer Response Structure Innovation,” “Changing the Role of Customer Center,” and “Strengthening Service Capabilities” to enhance customer service. As a result, we achieved an A+ rating in the service evaluation done by the Ministry of Land, Infrastructure, and Transport. For 2024–2025, CJ Logistics plans to provide better quality services to customers through structural innovation and role transformation of customer centers. In July 2023, we underwent a major reorganization, integrating previously separate departments such as parcel delivery and warehousing. This reorganization enables us to offer customers one-stop logistics services, including delivery, storage, and large-scale transportation if needed. By boldly restructuring our business organization, maintained for the past 90 years, we are moving closer to customer-centric management and will continue striving for enhanced consumer satisfaction.

INTERNAL EVALUATION OF CUSTOMER SERVICE QUALITY MANAGEMENT

CJ Logistics conducts the Consumer Experience Tracking Study (CETS)¹⁾ every year to assess and enhance the quality of service provided by its brands. From November 6 to December 8, 2023, an online panel survey was conducted with 600 courier service users in Seoul and the five major regions. The survey covered various aspects, including remote service, sending delivery, parcel pickup, delivery process, delivery workers’ attitude, use of call center, and common areas. The CETS results revealed an overall satisfaction score of 75.4 for CJ Logistics, which is higher than that of other companies. The analysis highlighted our strengths in sending delivery, delivery process, and remote channels. However, it also pointed out areas needing improvement, such as delivery completion confirmation and ease of connecting to customer service agents.

1) Consumer Experience Tracking Study

CETS SURVEY RESULTS



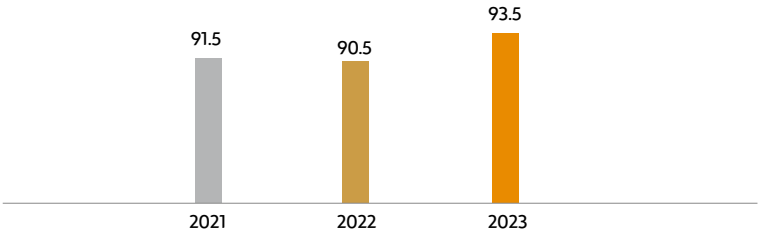
MID- TO LONG-TERM GOALS TO PROTECT CONSUMER RIGHTS AND INTERESTS

ITEMS	PERFORMANCE		MID- TO LONG-TERM GOAL		
	2022	2023	2023	2025	2030
Evaluation of courier/ parcel services by the Ministry of Land, Infrastructure, and Transport	A	A+	A	A	A

EXTERNAL EVALUATION OF CUSTOMER SERVICE QUALITY MANAGEMENT

CJ Logistics participates in the annual evaluation of parcel delivery services conducted by the Korea Industry Policy Research Institute to ensure the quality of our services through objective assessment. Since 2014, this evaluation has been conducted annually for general and corporate parcel delivery service providers. In 2023, the weighting of responsiveness and promptness was revised upward to improve the fairness of the evaluation, update the evaluation guidelines, and better reflect actual customer needs. As a result of the evaluation, CJ Logistics received an overall score of 93.5, achieving an “excellent” level (A+). Our strengths include friendliness (call center staff’s kind attitude, delivery staff’s friendliness), physical environment (mobile website/the level of application and its ease of organizing information), and differentiation (unmanned delivery boxes). In the area of supporting delivery staff, identified as a weakness, CJ Logistics plans to maximize work efficiency through enhancements to the SM application and improve responsiveness to driver treatment by continuously communicating with the Distribution Center Association and gathering field opinions. CJ Logistics will continue to strengthen its areas of excellence and focus on improving areas with relatively lower scores to enhance overall service quality.

DELIVERY SERVICE EVALUATION RESULTS

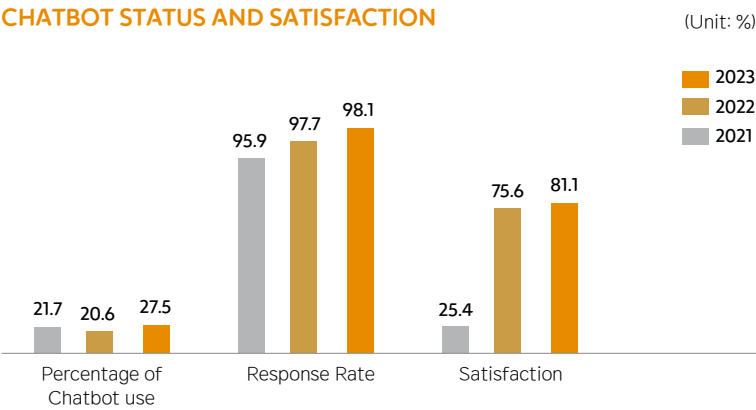


CUSTOMER SATISFACTION MANAGEMENT

CUSTOMER RISK MANAGEMENT

ADVANCING AI CHATBOT 2.0

CJ Logistics first introduced chatbots in 2017 to enhance consumer convenience. Following continuous updates, we launched AI Chatbot 2.0 in June 2022, significantly improving the user interface and experience. AI Chatbot 2.0 features sentence analysis, quick menus, and autocomplete functions for customer inquiries, allowing customers to receive accurate and prompt service 24 hours a day and 7 days a week. As a result of these enhancements, the response rate in 2023 increased to 98.1% from 97.7% the previous year, and the percentage of customers using the chatbot rose to 27.5% from 20.6%. Customer satisfaction with the chatbot also increased by 5.5 percentage points, reaching 81.1% in 2023 from the previous year’s 75.6%, confirming the improvement in service quality. In the first half of 2024, we plan to upgrade to AI Chatbot 2.5, introducing the “Deep Chat” service to provide advanced, realistic chat consultations emulating CS representative.



ENHANCING CUSTOMER CONVENIENCE

To enhance customer convenience and offer differentiated services, CJ Logistics provides comprehensive fulfillment services. Our fulfillment services offer a one-stop integrated solution covering product storage, shipping, delivery, and inventory management. This integration reduces the burden of logistics management for customers and enables faster delivery services by connecting “converged e-fulfillment centers” with large-scale courier HUB terminals. Our fulfillment centers are strategically located in nine logistics bases nationwide, including Gonjam, Gunpo, Yongin, and Incheon. Notably, the Incheon fulfillment center features Korea’s only logistics robot system, “Autostore,” which has improved logistics storage efficiency and shipment processing time by 4 times and 2.8 times, respectively. By the end of 2023, the number of e-commerce customers using our fulfillment service increased fourfold from 250 in 2022 to a total of 1,071. CJ Logistics will continue to lead the cutting-edge logistics industry and strive to enhance customer convenience.

POLICY FOR PROTECTING CONSUMER RIGHTS

CJ Logistics is committed to providing ONLY ONE products and services to our customers, promoting and selling them in an ethical and honest manner. We prioritize customer satisfaction, actively listen to customer feedback, and safeguard personal information. These principles are outlined in the CJ Logistics Code of Conduct, which is based on the Code of Conduct of CJ Group established in April 2020. Through this Code, we aim to deliver the highest standard of service by adhering to the ethical guidelines of the CJ Management Philosophy.

ACTIVITIES TO ENHANCE CUSTOMER SATISFACTION

In 2023, CJ Logistics recognized outstanding branches based on the Customer Satisfaction (CS) evaluation index, selecting a total of 36 exceptional branches. Branches were grouped based on delivery volume, with the top branch in each group receiving a prize of 300,000 KRW. An annual prize of 10 million KRW was awarded to motivate each branch to ensure quick deliveries to customers. While we do not provide separate awards to our suppliers due to relevant laws and regulations, we offer monthly performance-based service certification incentives to motivate them and improve their job satisfaction and service quality. These incentives are automatically paid to all delivery drivers, categorized into first, second, and third tiers based on their service and evaluation scores. In 2023, we distributed incentives worth 3.92 billion KRW.

CUSTOMER SATISFACTION MANAGEMENT

IMPROVING CUSTOMER SATISFACTION

PRODUCT AND SERVICE INNOVATION

“LOIS PARCEL”, THE NEXT-GENERATION DELIVERY SYSTEM

With the exponential growth of data due to the increasing volume of parcel deliveries, CJ Logistics began developing the next-generation parcel delivery system “LoIS Parcel” in 2021, completing it on July 3, 2023. LoIS Parcel integrates and manages all data generated during parcel delivery operations and can stably process up to 20 million parcel delivery data per day. The system’s servers, previously operated as a single integrated unit, have been distributed into four servers, ensuring uninterrupted operations even in the event of a server failure. By moving these servers to a cloud environment, we can efficiently handle increased volume at peak delivery periods. Additionally, user convenience and personal information management have been enhanced through two-factor authentication. LoIS Parcel is planned to be introduced at delivery sites nationwide in the first half of 2024. This implementation aims to upgrade parcel delivery service management and improve service quality, allowing us to proactively respond to future environmental changes.



“O-NE”, STRENGTHENED LEADERSHIP IN DELIVERY MARKET

CJ Logistics’ integrated delivery solution, “O-NE,” offers customers reliable delivery services through a dense logistics infrastructure, extensive delivery network, and advanced automation technology powered by AI and big data. The goal of O-NE is to maximize customer satisfaction by providing the best service, encapsulated in the concept of “ONE Delivery,” which encompasses excitement and pleasure in the delivery experience. In 2023, we significantly enhanced our service competitiveness, achieving improvements in next-day delivery rates and guaranteed arrival rates, through structural innovations in our existing logistics network and increased transportation capacity. By closely managing the delivery process and providing differentiated services, we achieved an average guaranteed arrival rate of 98.3% in 2023. CJ Logistics will continue to build market competitiveness through various delivery services and advanced infrastructure operations, creating value for our customers.

CUSTOMER ENGAGEMENT

VOC CHANNEL OPERATIONS

CJ Logistics communicates with customers through various VOC (Voice of Customers) channels, such as call centers and chatbots, to quickly identify and respond to customer needs. Our call center offers both voice and visible ARS consultation services to enhance customer convenience and cater to their diverse needs.

CUSTOMER COMMUNICATION CHANNELS



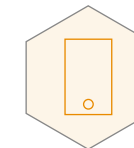
OPERATING CJ TELENIX CALL CENTER

- Operate through CJ Telenix, a specialized customer service team in CJ Group
- Deploy specialized customer service member suitable for parcel delivery
- Stable customer service through operating two sites, Seoul and Daejeon, in case of emergencies



WEBSITE AND CHATBOT

- 24/7 VOC reception
- Customized service by organizing sectors (convenient store, fulfillment, online, cross border shopping, etc.) by consulting purpose



MOBILE APP

- Implemented latest UX, UI design
- One-Stop service
- Automatic integration of shipping information from other courier companies and e-commerce platforms
- Approximately 15 million downloads
- Acquired Mobile App Accessibility and Value Certification from Korea Institute of Web Accessibility Certification and Value in 2022

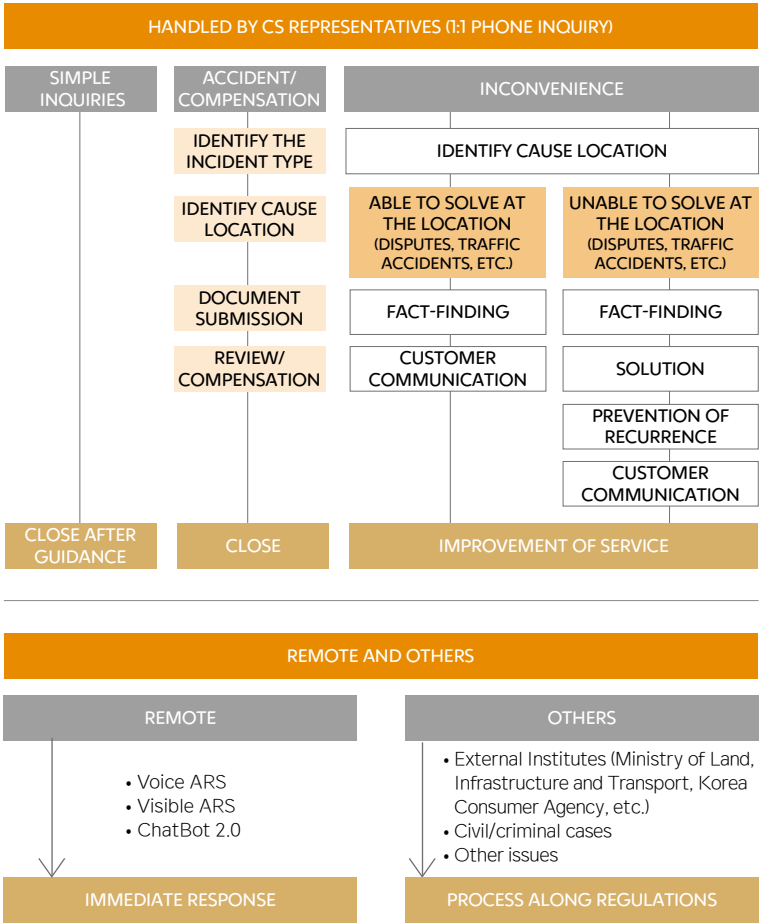
CUSTOMER SATISFACTION MANAGEMENT

IMPROVING CUSTOMER SATISFACTION

VOC HANDLING PROCESS

Our VOC handling process actively collects customer opinions and resolves their complaints to increase customer satisfaction. We categorize the feedback received through various VOC channels into simple inquiries, accident compensation, and inconveniences, which are addressed promptly and accurately through departmental hotlines. To actively resolve consumer disputes, we designate a person in charge of external complaints (Korea Consumer Agency, e-People, etc.) at the customer center. In 2023, we achieved a customer response rate of 98.4%, handling approximately 10.48 million out of 10.66 million call center reports. Additionally, in September 2023, we joined the Business Council for Consumer Complaint Resolution organized by the Korea Consumer Agency. Through the Council, we worked to analyze and prevent major damage cases and protect customer rights and interests. CJ Logistics is determined to continuously strengthen our VOC handling process to practice customer-centered management and listen carefully to the voices of our customers.

DELIVERY SERVICE EVALUATION RESULTS

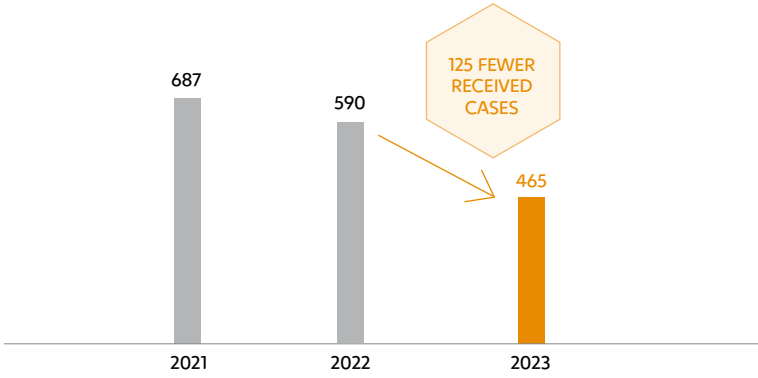


VOC MANAGEMENT

To enhance the quality of customer service, CJ Logistics incorporates customer complaints identified through VOC analysis into our internal evaluation system and implement necessary improvements. In 2023, we focused on managing the incidence of damage, loss, and customer complaints. Compared to the previous year, the damage rate¹⁾ decreased from 60.7 ppm to 46.3 ppm, the loss rate²⁾ decreased from 18.4 ppm to 14.5 ppm, and the number of customer complaints decreased from 590 to 465. We intend to actively improve customer complaints based on VOC analysis to better manage VOC and enhance customer satisfaction.

- 1) Damage rate calculation formula: (Volume of shipment ÷ Number of damaged items) * 1,000,000
- 2) Number of complaints compared to defective sales: (Number of complaints ÷ Volume of Sales) * 10,000

COMPLAINT HANDLING RATE



CORPORATE SOCIAL RESPONSIBILITY

STRATEGIES FOR SOCIAL CONTRIBUTION

CJ Logistics integrates its industry expertise with three key strategies: “eco-friendly logistics,” “creating a win-win ecosystem,” and “spreading a culture of volunteerism,” to conduct social contribution activities aimed at maximizing social value creation. We have established mid- to long-term goals through 2030 to track the progress of our community engagement efforts. To ensure reliability and transparency in the use of donations for social contribution activities, we follow the “donation review and execution process” of the Social Contribution Committee.

MID- TO LONG-TERM GOALS FOR COMMUNITY ENGAGEMENT

ENGAGEMENT GOALS	PERFORMANCE		MID- TO LONG-TERM GOAL	
	2022	2023	2025	2030
Number of community engagement beneficiaries	4,960	6,792	7,000	10,000

MID- TO LONG-TERM GOALS FOR COMMUNITY ENGAGEMENT

STRATEGY FOR SOCIAL CONTRIBUTION ACTIVITIES		ACTIVITY THEME	MAJOR ACTIVITIES
Green logistics		- Realize green logistics by expanding eco-friendly social contribution activities	- EarthCare Together Campaign - Green Delivery Plus for Small Businesses - Resource recycling campaigns (plastic bottles, etc.)
Create a Win-Win Ecosystem		- Strengthen social responsibility by building a community safety net - Create a sustainable sharing environment	- Supported the delivery of charity fundraising goods for the Salvation Army - Donated necessities to the vulnerable (Win-Win Package, Heart-warming Package, etc.) - Promoted job creation programs (silver delivery, etc.)
Spread a Culture of Volunteerism		- Establish a culture of voluntary participation of employees and create social values	- Cultural and social contribution activities in connection with CJ Donors Camp - Environmental cleanup near business sites, blood donation

CORPORATE SOCIAL RESPONSIBILITY

GREEN LOGISTICS

EARTHCARE TOGETHER CAMPAIGN

DONATING WIN-WIN PACKAGES TO THE CLIMATE VULNERABLE

To support farmers and vulnerable groups affected by climate change, CJ Logistics partnered with Seoul Metropolitan Government’s Sangsang Sanghoe, Good Neighbors, and Community Chest of Korea to conduct donation campaigns. Through the campaigns, we delivered win-win packages, containing specialties from 13 local farms declared special disaster areas during the heavy rains of 2023, to 250 households vulnerable to the climate crisis. Additionally, 218 employees from CJ Logistics participated by writing hopeful message cards and delivering the packages themselves. This effort raised awareness about the seriousness of climate change and promoted local coexistence. We will continue conducting social contribution activities for a shared planet in the future.



Win-Win Package Donation Campaign for Vulnerable People in Climate Crisis

DONATING USED GOODS TO THE GOODWILL STORE OF MIRAL FOUNDATION

The employees of CJ Logistics donated goods to create jobs for people with disabilities and contributed to environmental protection through resource recycling. During November 2023, we collected unused and clean items such as home appliances, books, toys, clothes, and bags from our employees and delivered them to the Goodwill Store of Miral Foundation. These items were reprocessed and sold, with proceeds used to create jobs and pay salaries for people with disabilities. Fifty-seven employees participated in donation activity of used goods, contributing 147 hours and donating 828 items.

ENVIRONMENTAL CLEANUP CHALLENGE NEAR WORKPLACES

As part of our eco-friendly social contribution activities, CJ Logistics conducted local environmental cleanup activities near our logistics centers and branches nationwide. In 2023, 544 employees from 54 centers and branches participated in these volunteer services, totaling 912 hours using the mobile web of “Data Plogging” operated by ITA Seoul. They collected 25,298 pieces of trash, reducing negative environmental impacts and fostering community engagement. These activities provided meaningful experiences for our employees, bringing them closer to their local communities. We will continue to take advantage of this opportunity to continue our environmental care activities.

SOCIAL AND ENVIRONMENTAL IMPACTS FROM EARTHCARE TOGETHER CAMPAIGN

ACTIVITIES		SOCIAL IMPACT			
Donation of survival kits to climate-vulnerable community	- Provided nutritious grocery kits to support daily recovery for 555 individuals in 250 households affected by climate crises (13 kits per household) → Generated sales of 21,001,836 KRW for farmers in special disaster areas - Purchased products from eco-friendly, low-carbon companies in response to environmental issues				
Goodwill Store Donation Campaign	- Donated 828 used items				
- Environmental Cleanup Challenge (Participated in the ITA Seoul Data Plogging Campaign) * CALCULATED USING 2 MILLION DATA PATTERNS FROM DATA PLOGGING OF WASTE PATTERNS FROM ITA SEOUL	Prevented amount of plastic entering rivers and oceans	Non-point source pollution removal and improved public sanitation area	Total amount of removed waste	Total Environmental steps	
	111,515,120 mg	42,576 m²	25,298 scraps	501,833 steps	
Total participants		Total hours	Total distance traveled	Total Carbon Reduction Amount	
250 people		178 hours	301.10 km	68.56 kgCO₂	

CORPORATE SOCIAL RESPONSIBILITY

GREEN LOGISTICS

GREEN DELIVERY PLUS FOR SMALL BUSINESSES

To ease the economic burden on small business owners and promote the importance of eco-friendly logistics, CJ Logistics partnered with the Korea Federation of Micro Enterprise and Community Chest of Korea for the “Green Delivery Plus” project. We selected 30 small businesses in urgent need of recovery due to the economic recession and provided them with training to enhance their logistics capabilities. During the training, we introduced one-touch boxes, which reduces packaging tape usage by 50%, and recyclable paper cushioning materials and tapes. These eco-friendly packaging materials help participating companies transition to sustainable packaging methods, thereby increasing their interest in eco-friendly logistics and minimizing waste generation. To further support these small businesses, we covered delivery fees to temporarily relieve logistics cost burdens and stabilize their business environments, offering opportunities for economic and psychological stability. A satisfaction survey conducted among the small business owners who participated in the training yielded a high score of 4.85 out of 5.



Green Delivery Plus

SOCIAL AND ENVIRONMENTAL IMPACT FROM GREEN DELIVERY PLUS FOR SMALL BUSINESSES

ACTIVITY NAME	ACTIVITIES	SOCIAL IMPACT		
Green Delivery Plus with Small Businesses	Logistics cost support for Workplace	- Contributed to business stabilization by supporting logistics costs for small businesses - Enhanced understanding of eco-friendly logistics needs and capabilities among small business owners		
		Logistics cost support 45,000,000 KRW KRW (for 30 participants)	Eco-friendly Packaging Support 24,690,918 KRW (for 30 participants)	Eco-friendly capacity building training 1,409,460 KRW (for 30 participants)



Green Delivery Plus support project

CORPORATE SOCIAL RESPONSIBILITY

CREATING A WIN-WIN ECOSYSTEM

CREATING JOBS FOR LOCAL COMMUNITIES AND MARGINALIZED GROUPS

CJ Logistics dedicates to provide social participation opportunities and quality jobs to vulnerable groups, such as the elderly, women with career breaks, and people with disabilities. This initiative not only creates employment but also contributes to shared value by offering convenience to consumers who use CJ Logistics' services.

BLUE PARCELS, JOBS FOR PEOPLE WHO ARE DEAFENED

Launched in 2021, Blue Parcels aim to build and expand sustainable jobs for people with disabilities. In this service, deaf delivery personnel deliver parcels from a base in an apartment complex to each household. In 2023, we hired five delivery workers with difficulties in hearing, allowing them to work five hours a day and deliver an average of 150 packages per day, totaling 4,000 packages per month. We also provided subsidies and introduced CS academy tailored to the disability level to improve the work capabilities and safety of Blue Parcel delivery workers.

SILVER PARCELS FOR SENIOR JOBS

Established in 2013 to alleviate poverty among the elderly and create jobs for seniors, Silver Parcels employs senior delivery workers aged 60 and over. These workers deliver packages to apartment complexes, traditional markets, and subways using eco-friendly delivery equipment. To improve the working environment, we operate sorting centers, offices, and rest areas, and provide easy-to-operate eco-friendly electric carts and bicycle carts to reduce the work intensity for senior delivery workers. As of 2023, we has created jobs for 468 seniors nationwide. Having been recognized as a practical response model to an aging society, we have continued to expand our business steadily. Additionally, we are developing various job models such as wheel sorter helpers and home delivery in cooperation with daily life centers. We will continue to take the lead

in creating jobs for seniors by carrying their dreams, utilizing our know-how in operating silver delivery services.

ORANGE PARCELS FOR WOMEN WITH CAREER BREAKS

Launched in 2021 in collaboration with Hwaseong Center for Newly Working Women, Orange Parcels creates sustainable jobs for women with career breaks where female delivery workers living in the delivery area deliver parcels to apartment complexes and homes. In 2023, eight women with career breaks worked as Orange Parcels delivery personnel, benefiting from part-time employment and flexible working hours. We introduced a buddy system, prioritized the installation of CCTV cameras, and implemented a women's safety manual for emergency situations. Through Orange Parcels, whose color signifies "independence" and "adventure," we support women with career breaks in starting a new chapter in their life.

EXPANDING JOB OPPORTUNITIES FOR PERSONS WITH DISABILITIES THROUGH COLLABORATION AND SOLIDARITY

CJ Logistics entered into a business agreement with the Korea Employment Agency for Persons with Disabilities, Office of Education at the Incheon Metropolitan City and SL Logistics to provide training for students with disabilities in Incheon, preparing them for careers in the logistics industry. Through firsthand experience at work sites of CJ Logistics, students developed a stronger interest in related professions and gained practical and systematic experience. Additionally, we facilitated employment opportunities for students with disabilities through a company-linked apprenticeship program. In 2023, 15 high school seniors from Incheon participated in this initiative. CJ Logistics will continue collaborating with local communities, public institutions, and stakeholders across society to create fulfilling job opportunities that are inclusive and supportive.

SOCIAL AND ENVIRONMENTAL IMPACT FROM CREATING JOBS FOR LOCAL COMMUNITIES AND MARGINALIZED GROUPS

ACTIVITY NAME	ACTIVITIES	SOCIAL IMPACT
Creating Jobs for Local Communities and Marginalized Groups	Blue Parcels	- Employed 5 delivery workers with difficulties in hearing
	Silver Parcels	- Created 468 jobs for the elderly
	Orange Parcels	- Employed 8 women returning to work after career breaks
	Expanding Jobs for the Disabled	- Provided job training for 15 high school seniors and majors from Incheon



CORPORATE SOCIAL RESPONSIBILITY

CREATING A WIN-WIN ECOSYSTEM

SUPPORTING SALVATION ARMY WITH CHARITY DONATIONS DELIVERY

Since 2014, CJ Logistics has supported the Salvation Army for a decade by delivering over 800 items free of charge annually for their fundraising efforts during the holiday season to more than 360 Salvation Army bases nationwide. In recognition of our contribution, CJ Logistics received a plaque of appreciation from the Salvation Army in 2022. As of this year, we have successfully delivered nearly 10,000 items for the Salvation Army. These efforts reflect CJ Logistics' commitment to social contribution activities that promote a culture of giving, leveraging our logistics industry expertise. Furthermore, these initiatives underscore our dedication to advancing ESG management practices aligned with our core competency in logistics infrastructure.



SOCIAL AND ENVIRONMENTAL IMPACTS FROM SUPPORTING SALVATION ARMY WITH CHARITY DONATIONS DELIVERY

ACTIVITY NAME	SOCIAL IMPACT
Supporting the Salvation Army with Volunteer Collection and Home Delivery	- Free delivery to over 360 Salvation Army locations nationwide over 10 years - Delivered approximately 10,000 Salvation Army items over 10 years

HEARTWARMING PACKAGE OF ESSENTIAL GOODS

The Construction Division has been delivering heartwarming packages of essential goods since 2021 to help families in need in Bangbae area, Seocho-gu. Focusing on vulnerable households selected by the Caritas Bangbae, we directly purchased groceries, health functional foods, clothing, toys, small household appliances, etc. worth 4.2 million KRW and delivered them to each household every month from March to December. Additionally, we distribute gifts and cakes to children and students during May for the family month and November for college entrance exams, respectively, and to all families in December. Over three years, 470 employees have visited a total of 24 families approximately 240 times. These families include elderly individuals living alone, grandparent families, and single-parent households focusing on raising children and teenagers. In recognition of these efforts, CJ Logistics received a plaque of appreciation from the Caritas Bangbae in November 2023 and another from Seocho-gu in December. We will continue supporting vulnerable communities and contributing to the local area in the future.



Received the Appreciation Plaque from Caritas Bangbae



Awarded the Outstanding Donor Appreciation Plaque

SOCIAL AND ENVIRONMENTAL IMPACTS FROM HEARTWARMING PACKAGE OF ESSENTIAL GOODS

ACTIVITY NAME	SOCIAL IMPACT
Heartwarming Package of Essential Goods	- Heartwarming packages: 70 households (7 households * 10 months) - Chuseok package sharing event: visited 6 families

VIETNAM SOCIAL CONTRIBUTION ACTIVITIES

CJ Gemadept, CJ Logistics' subsidiary in Vietnam, organized the "Gemadept Run 2023 - The Way Forward" on October 22, 2023, where 1,000 individuals including employees, customers, and partners were participated. The event was themed "Pioneer in Health - Pioneer in Spirit - Pioneer in Overcoming Challenges." Proceeds from the event were utilized to construct temporary schools and kindergartens in mountainous regions, benefiting children in need. CJ Gemadept intends to actively and continuously engage in various social contribution activities to foster social value and support local communities.



Social Contribution Activities in Vietnam

CORPORATE SOCIAL RESPONSIBILITY

EXPANDING EMPLOYEE PARTICIPATION IN SOCIAL CONTRIBUTIONS

CJ Logistics collaborates with the CJ Sharing Foundation to enhance social welfare and promote the sustainable development of society, focusing on the healthy growth of children, the future generation.

MAJOR ACTIVITIES OF THE CJ SHARING FOUNDATION

ACTIVITY NAME	OVERVIEW AND PERFORMANCE	SOCIAL IMPACT
Dream-Building Wonder Walk	- Provided cultural, health, and environmental education to promote children’s physical and emotional well-being. - Conducted plogging at historical and tourist sites in northern Gyeonggi Province.	Involved around 200 CJ executives and employees 3,176 children from local children’s centers nationwide attended.
Dream-Building Culture and Art Contest	- A program to support creativity in literacy for children and adolescents - Received a total of 3,577 entries from 333 organizations nationwide under the theme of “Dream, Love, and Courage” - Established the “Minister of Health and Welfare Award” in 2023	Awarded 123 works
Dream-Building Environmental Contest	- A program to link eco-friendly education plans and creative writing activities for local children’s centers - Aims to raise awareness of the climate crisis - Established the “Minister of Environment Award” in 2023	Three organizations received the Minister of Environment Award
CJ Donors Camp Sports Day	- A program to support cultural play and physical activities for children and adolescents - Expanded to include diverse events such as group ball rolling, limbo, and dance competitions.	Hosted approximately 3,000 children from 130 local children’s centers nationwide in online qualifiers.
Youth Cultural Club Showcase	- Provided middle and high school students with tailored opportunities to participate in experiencing and creating in six categories including broadcasting, film, music, performance, cooking, and fashion - Conducted showcase stages in the form of movie screenings, GVs, live performances, etc. for each category under the concept of “a space where dreams bloom”	Twenty-six teams engaged in advanced courses About 1,000 visitors attended the showcase.
Dream-Building Cultural Diversity Classroom	- Signed an agreement with Korea Financial Industry Foundation to provide cultural diversity teaching and learning methods to 200 teachers at local children’s centers to foster global citizenship among children and youth. - Won the “2023 CSR Film Festival Award” for documenting educational efforts	3,950 children in 17 regions nationwide participated
CGV Movie Ticket Sharing Campaign	Expanded cultural experience opportunities for underprivileged children	292,517,340 KRW donated to the program



Dream-Building Wonder Camp Gyeonggi Tourism Organization Agreement Ceremony



Dream-Building Environmental Contest



Youth Cultural Club Showcase



CJ Donors Camp Sports Day

CORPORATE SOCIAL RESPONSIBILITY

SPONSORING KOREA'S LARGEST MOTORSPORTS COMPETITION

O-NE SUPER RACE CHAMPIONSHIP

CJ Logistics has proudly sponsored Korea's largest motorsports competition, the Super Race Championship, as the title sponsor since 2016, promoting the dynamic culture of motorsports. We sponsor the Super Race Championship, Korea's largest motorsports event, aiming to develop it into a family-friendly sport and a business platform for companies. Through on-site attendance and online broadcasts, we support customers to familiarize themselves our brand. In 2023, we launched our newly integrated delivery brand, O-NE, and after 8 years in 2024, we plan to change the championship emblem and rename it "2024 O-NE Super Race Championship" to further increase brand awareness.



2024 O-NE Super Race

GOVERNANCE

ATTENDANCE
RATE OF BOD AND
COMMITTEES
100%

EDUCATION AND
TRAINING FOR ETHICAL
MANAGEMENT
12,422 Hours

ISO 37301
MAINTAINING FOR
3 CONSECUTIVE
YEARS

Board of Directors	91
Shareholder-Friendly Management	96
Ethics And Compliance	97
Information Protection	102
Risk Management	104

BOARD OF DIRECTORS

BOARD COMPOSITION

BOARD COMPOSITION

The Board of Directors at CJ Logistics serves as the organization’s highest decision-making and supervisory body, comprising seven members: three inside and four outside directors. To uphold the independence of the Board of Directors, more than 51% of its composition consists of outside directors. Directors serve a term of three years, with the possibility of renewal for consecutive terms. However, outside directors are limited to a maximum term of six years according to legal provisions. The Chairman of the Board of Directors is appointed through a resolution of the Board in accordance with internal regulations and the CEO serves as the Chairman of the Board, leveraging his extensive industry experience and ensuring efficient decision-making aligned with the evolving logistics landscape. In compliance with Article 542 (11) (Audit Committee) and Article 37 (2) (Audit Committee) of the Commercial Act, audit committee members are appointed based on their expertise in accounting and finance, with at least five years of experience in supervisory roles within governmental organizations.

(As of May 31, 2024)

CATEGORY	NAME	POSITION ROLE	AREA OF EXPERTISE	MAJOR EXPERIENCE		TERM OF OFFICE	TERMS IN BOD
Inside Director	SHIN Yeong-su	Overall management (CEO), Chairman of the Board	Management	• Former Manager of BIO HR Support Office at CJ CheilJedang Co., Ltd • Former Headquarter of Bioresources Business at CJ CheilJedang Co., Ltd • Former CEO of CJ Feed&Care Co., Ltd • Current CEO of CJ Logistics Co., Ltd		2024.03- 2027.03	Reappointed (1)
Inside Director	MIN Young- hag	Overall company-wide management (as co-CEO)	Management	• Former Headquarter of Technology at CJ Engineering&Construction Co., Ltd • Former Officer of Technology Sales at CJ Logistics Co., Ltd • Current CEO of CJ Logistics Construction Co., Ltd		2022.03- 2025.03	
Inside Director	LEE Han- mae	Management strategies for the Group	Strategy	• Former Center Director of Business Solution at SK Gas Co., Ltd • Former Head of Ferrero Business Unit at Maeil Dairies Co., Ltd • Former Director of Innovation, Office of Strategic Planning, Manager of Management Support Office at CJ Logistics Co., Ltd • Current Head of Portfolio Strategy 1 at CJ Co., Ltd		2024.03- 2027.03	
Outside Director	YEO Mi- suk	Management in general	Legal adviser	• Former Chief Judge of Seoul Central District Court • Former Chief Judge of Seoul High Court • Current Professor at Hanyang University School of Law	• Outside Director of CJ Logistics • Outside Director at LG Energy Solution	2021.03- 2027.03	Reappointed (1)
Outside Director	HAN Man-hui	Management in general	Urban science adviser	• Former 1st Vice Minister of Land, Infrastructure, and Transport • Former Vice President for External Affairs at the University of Seoul • Former Professor at the Graduate School of International Urban Sciences, University of Seoul • Current Professor Emeritus at the Graduate School of International Urban Sciences, University of Seoul	• Outside Director at Eugene Investment & Securities Co., Ltd.	2024.03- 2027.03	
Outside Director	LEE Eok- won	Management in general	Finance and economy adviser - Experienced in financial institutions, government, and related securities organizations (Type 4)	• Former Secretary for Economic Policy at the Office of the President's Chief Secretary for Economic Affairs • Former 1st Vice Minister of the Ministry of Economy and Finance • Current Visiting Research Fellow at the Korea Capital Market Institute	• Outside Director at LF Corporation	2024.03- 2027.03	
Outside Director	KIM Myung- joon	Management in general	International tax and other taxation adviser	• Former Director of Investigation Bureau 1 at Seoul Regional Tax Office • Former Commissioner of Seoul Regional Tax Office • Current Advisor at Gaon Law Firm		2024.03- 2027.03	

BOARD OF DIRECTORS

BOARD COMPOSITION

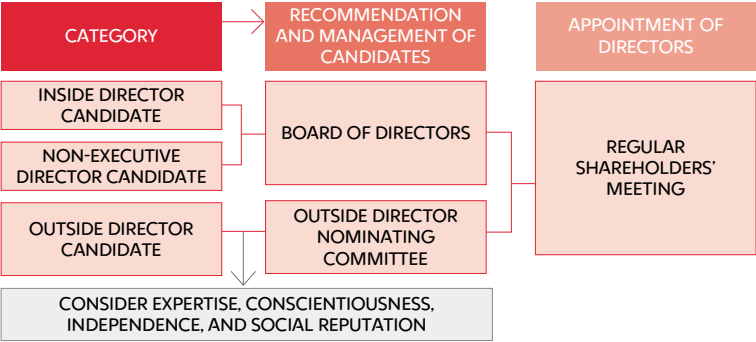
BOARD COMPETENCY TABLE

DIRECTOR TYPE	NAME	POSITION	AREA OF EXPERTISE	QUALIFICATION				
		ROLE		LOGISTICS/ CONSTRUCTION INDUSTRY EXPERIENCE	ORGANIZATION MANAGEMENT EXPERIENCE	OVERSEAS EXPERIENCE	ADMINISTRATIVE/ POLICY/LEGAL EXPERIENCE	ECONOMIC/ FINANCIAL/TAX EXPERIENCE
Inside Director	SHIN Yeong-su	Overall management (CEO), Chairman of the Board	Management	● CJ Logistics	● CEO	● Business		
Inside Director	MIN Young-hag	Overall company-wide management (as co-CEO)	Management	● CJ Logistics	● CEO			
Inside Director	LEE Han-mae	Management strategies for the Group	Strategy	● CJ Logistics	● Executive	● Degree		
Outside Director	YEO Mi-suk	Management in general	Law		● Judge	● Training	● Seoul High Court	
Outside Director	HAN Man-hui	Management in general	Urban science	● Ministry of Land, Transport and Maritime Affairs	● Under Secretary	● Degree	● Ministry of Land, Transport and Maritime Affairs	
Outside Director	LEE Eok-won	Management in general	Finance and economy		● Under Secretary	● Degree	● Ministry of Strategy and Finance	● Ministry of Strategy and Finance
Outside Director	KIM Myung-joon	Management in general	Taxation		● Commissioner	● Expatriate	● Seoul Regional Tax Office	● Seoul Regional Tax Office

APPOINTMENT OF DIRECTORS

CJ Logistics appoints directors with the expertise and diversity necessary to create sustainable value while ensuring the independence of the Board. Inside directors are highly competent individuals verified both internally and externally while outside ones bring a wealth of experience and expertise from various fields, including academia, urban/media, law, and finance. To maintain a balanced and independent board, outside directors make up the greater half of the Board of Directors. Candidates for outside director positions are recommended by the Outside Director Nominating Committee and elected by the shareholders' meeting. All candidates undergo a rigorous screening process to ensure they are not disqualified under relevant laws and regulations, such as the Commercial Act and its Enforcement Decree. This screening considers their experience, expertise, competence, potential conflicts of interest, number of consecutive terms, and the status of other positions they may hold. CJ Logistics does not discriminate against factors such as gender, age, education, religion, race, ethnicity, nationality, and disability to ensure diversity and balance in the appointment of directors.

APPOINTMENT PROCESS



ACTIVITIES OF THE OUTSIDE DIRECTOR NOMINATING COMMITTEE

DATE	AGENDA	APPROVAL STATUS	ATTENDANCE RATE
March 10, 2023	Recommendation of Outside Director Candidates	Approved	4 (100%)

BOARD OF DIRECTORS

OPERATION AND ACTIVITIES OF BOARD OF DIRECTORS

OPERATION OF BOARD OF DIRECTORS

BOARD MEETINGS

CJ Logistics holds regular Board of Directors (BOD) meetings once a month and may convene extraordinary BOD meetings as needed. In 2023, we held a total of seven BOD meetings to report and resolve 22 agenda items, with 100% attendance by all inside and outside directors. To enhance the effectiveness of the BOD, each committee and supporting organization reviews questions or requests raised by directors and provides additional explanations and reports before the BOD meeting. Additionally, BOD proceedings, resolutions, and attendance are transparently disclosed through the annual business report.

BOD MEETINGS HELD

MEETING	DATE	AGENDA
1st	February 8, 2023	- Internal accounting management as practiced today - Establishment of a plan for safety and health in 2023 - Amendment of Articles of Incorporation for Jeju Nine Bridges - Approval of the 113th financial statements and operating report
2nd	March 10, 2023	- Report on Compliance practices for 2022 - Report on Compliance practices/legal control (internal control) related inspection plan for 2023 - Internal accounting management as practiced today - Resolution to convene the 113th Annual General Meeting of Shareholders
3rd	April 20, 2023	- Appointment of committee members within the BOD - Delegation of authority to approve the application for cargo vehicle modification permit - Launched integrated delivery brand “O-NE”
4th	May 4, 2023	- Change of committee members within the BOD - Approval of donations - Report on management performance for the first quarter of 2023
5th	August 7, 2023	- Report on the management review of compliance management system - Report on management performance for the first half of 2023 - Report on special compensation for executives in 2023 - Report on publishing the Sustainability Report
6th	November 6, 2023	- Report on special compensation for executives - Report on management performance for the third quarter of 2023
7th	December 14, 2023	- Approval of related party transactions in 2024 - Approval of the 2024 debenture and short-term borrowing facility

CONDUCTING BOD EDUCATION

CJ Logistics regularly conducts training sessions to enhance the understanding and expertise of outside directors regarding company management. In 2023, we held two compliance training sessions covering fraud and corruption risks, as well as other regulatory compliance, and accounting training sessions on trends and operations of the audit committee system, which were attended by all four outside directors. Additionally, we organized an insight forum for executives in July 2023 to provide necessary materials and advice from external experts on topics such as the contribution of ESG performance to corporate’s financial value. The forum was attended by 75 executives, both online and offline.

OUTSIDE DIRECTORS’ EDUCATION AND TRAINING IN 2023

DATE	HOSTED BY	CONTENT	ATTENDANCE
May 4	Audit Committee Secretariat and Financial department	Fraud and fraud risk, other legal compliance	4 (100%)
July 17	ESG Officer	How ESG performance contributes to corporate value and financial performance	75 (online and offline)
December 14	Audit Committee Secretariat and Financial department	Trends and operations of audit committee-related systems	4 (100%)

BOARD OF DIRECTORS

OPERATION AND ACTIVITIES OF BOARD OF DIRECTORS

OPERATION OF BOARD OF DIRECTORS

BOARD COMMITTEES

CJ Logistics operates various committees within the Board of Directors, including the Compensation Committee, Internal Accounting Management Committee, ESG Committee, Audit Committee, and Outside Director Nominating Committee, to enhance transparency in governance and improve the efficiency of the decision-making process. Each committee is composed of more than 51% outside directors and operates according to its respective regulations. In particular, the Internal Accounting Management Committee, Outside Director Nominating Committee, and Audit Committee, which require mutual checks and balances, are composed entirely of outside directors to ensure independence. In 2023, a total of 17 committee meetings were held, reviewing and reporting on 20 agenda items, with full attendance from all inside and outside directors. The resolutions and attendance of the committee activities are transparently disclosed through the annual business report.

OPERATION OF AUDIT COMMITTEE

CJ Logistics has established and operates an Audit Committee to ensure transparent and responsible management, fostering stakeholder trust. The Audit Committee is composed entirely of four independent directors, in compliance with Article 415 (2) (2) of the Commercial Act, to maintain its independence. The committee includes accounting and finance experts as mandated by relevant laws and regulations, and the chairperson of the committee is also an outside director. To enhance transparency, individuals related to the largest shareholder or those with other disqualifications are excluded from committee membership. To support the efficient functioning of the Audit Committee, a dedicated team is responsible for collecting, organizing, and compiling agenda items, analyzing relevant laws and regulations, and documenting the proceedings and minutes of the BOD. Additionally, the Committee or an auditor conducts prior review and approval on non-audit service contracts with external auditors.

COMPOSITION OF BOARD COMMITTEES

COMMITTEE	CONTENT	COMPOSITION	2023 OPERATIONS
Compensation Committee	- Purpose: Ensure fairness in evaluating performance indicators for executive compensation policies and long-term incentive payments - Authority: Evaluate executive performance indicators for executive compensation policies and long-term incentive payments, and approve individual compensation for inside directors	Outside Director: Han Man-hee, Chair - Outside Director: YEO Mi-suk - Outside Director LEE Eok-won - Outside Director: KIM Myung-joon - Inside Director: Shin Young-Soo	- Meetings Held: 4 - Attendance Rate: 100%
Internal Accounting Management Committee	- Purpose: Enhance transparency in transactions with affiliates and related parties - Authority: Deliberate transactions with affiliates and related parties as stipulated by the Fair Trade Act and Commercial Act/ review other matters deemed necessary by the BOD or committee	Outside Director: Han Man-hee, Chair - Outside Director: YEO Mi-suk - Outside Director LEE Eok-won - Outside Director: KIM Myung-joon	- Meetings Held: 2 - Attendance Rate: 100%
ESG Committee	- Purpose: Promote stakeholder interests and enhance corporate value through the ESG management - Authority: Identify and assess various topics and issues related to ESG/ review ESG management strategies and directions/ evaluate and review related performance and issues	Outside Director: KIM Myung-joon - Outside Director: YEO Mi-suk - Outside Director: LEE Eok-won - Outside Director: HAN Man-hui - Inside Director: Shin Young-Soo - Inside Director: MIN Yeong-hak	- Meetings Held: 5 - Attendance Rate: 100%
Audit Committee	- Purpose: Audit our accounting and operations - Authority: Conduct comprehensive audits and supervision of our overall accounting	Outside Director: LEE Eok-won - Outside Director: YEO Mi-suk - Outside Director: HAN Man-hui - Outside Director: KIM Myung-joon	- Meetings Held: 5 - Attendance Rate: 100%
Outside Director Nominating Committee	- Purpose: Impartially recommend candidates for outside director positions - Authority: Recommend outside director candidates to the shareholders' meeting	Outside Director: YEO Mi-suk - Outside Director: HAN Man-hui - Outside Director: LEE Eok-won - Outside Director: KIM Myung-joon	- Meetings Held: 1 - Attendance Rate: 100%

BOARD OF DIRECTORS

OPERATION AND ACTIVITIES OF BOARD OF DIRECTORS

BOD PERFORMANCE EVALUATION

CJ Logistics conducts performance evaluations for all directors twice a year, in the first and second halves of the year. In accordance with Article 10 of the Executive Rules, the evaluation of inside directors is divided into achievement evaluation and competency evaluation. The achievement evaluation assesses the degree of achievement and contribution to key performance indicators (KPIs) set at the beginning of each business cycle. The results of this evaluation, including compliance and internal accounting management, are reflected in the following year's annual salary adjustments. The competency evaluation measures the extent to which directors practice company values and demonstrate leadership. The results of this evaluation are considered in personnel transfers. Outside directors are comprehensively evaluated based on their attendance at board meetings and committees, independence, expertise, and contributions. The results are taken into account when the Outside Director Nominating and Remuneration Committee makes recommendations for reappointment after their term expires. Additionally, the BOD stipulates that the liability of directors cannot be reduced through a resolution of the BOD in the event of management damages caused by errors in management judgment.

EXPECTATIONS OF PERFORMANCE EVALUATION



REMUNERATION POLICY

CJ Logistics determines and pays directors' remuneration and bonuses within the limits approved by the General Meeting of Shareholders, in accordance with the Articles of Incorporation. For inside directors, remuneration is paid in accordance with four relevant categories: salary, short-term incentives, long-term incentives, and welfare subsidies. Executive retirement benefits, such as severance pay, are calculated and paid in accordance with separate regulations. Compensation for outside directors is set at an appropriate level by considering our financial situation, the role of the executive, and social norms. Compensation is limited to basic salary, expenses incurred for company business, travel to secure expertise in our business, educational expenses, and some business expenses in accordance with the Guidelines for Outside Directors. Bonuses, stock options, and severance pay that may impair independence are not paid.

CHIEF EXECUTIVE OFFICER SUCCESSION POLICY

To maintain transparent and stable governance structure, CJ Logistics established a CEO succession policy, ensuring a swift response when the term expires or when the CEO is unable to perform duties. The Board of Directors holds the decision-making authority for CEO succession, while the board supporting departments and HR department regularly manage, evaluate, and verify the pool of CEO candidates. Additionally, to secure executive candidates, we operate an internal executive development program, conducting 27 internal training sessions in 2023. Also, we continuously select and train candidates by securing distinguished external experts to minimize the risks associated with the vacancies.

REMUNERATION POLICY FOR INSIDE DIRECTORS

Salary	- Annual salary table by position - The Compensation Committee considers the salary adjustment rate for each KPI evaluation grade, promotion, size of roles and responsibilities, and contribution to CJ Logistics.
Short-term Incentives	Comprehensive evaluation of quantitative indicators (sales, operating profit, etc.) and non-quantitative indicators (contribution to CJ Logistics, etc.)
Long-term Incentives	- Payout based on measurement of long-term performance (market capitalization and cumulative operating profit) over three years - Finalized by the Compensation Committee based on the evaluation of achievement from 2021-2023, payable in installments starting in 2024
Welfare Subsidy	- Paid in accordance with executive rules approved by the Board of Directors

SHAREHOLDER-FRIENDLY MANAGEMENT

SHAREHOLDER STATUS

CJ Logistics had a total of 22,812,344 outstanding shares (common stock) as of December 31, 2023. Shareholders have one voting right per share according to the Articles of Incorporation, and the voting rights of all shareholders are equally guaranteed. To protect the rights of all shareholders, including major, minority, and the largest shareholders, CJ Logistics has established a stakeholder engagement policy to ensure the exercise of shareholders’ rights in accordance with the law.

(As of December 31, 2023)

SHAREHOLDER	NUMBER OF SHARES HELD	EQUITY RATIO
CJ CheilJedang	9,162,522	40.16%
National Pension Service	2,341,947	10.27%
Naver	1,791,044	7.85%
Treasury Stock	2,867,215	12.56%
Other	6,649,616	29.15%
Total	22,812,344	100%

PROTECTING SHAREHOLDER RIGHTS

DIVIDENDS POLICY

CJ Logistics has stipulated relevant matters in the Articles of Incorporation to ensure that profits are distributed to shareholders and has implemented regular dividends since 2022. The Board of Directors sets the reference date for determining the shareholders who are eligible for dividends and announces the dividend amount to shareholders two weeks before the payout. The dividend was maintained at 500 KRW per share, equivalent to 4.8% of net profit based on separate financial statements (2023), consistent with the previous year. We are currently establishing a comprehensive dividend policy and plan to determine dividends in the future by considering investment plans, business performance, and cash flow under the policy of paying predictable and stable dividends.

DIVIDENDS FOR THE LAST 5 YEARS

CATEGORY	2019	2020	2021	2022	2023
Total Dividend Amount (KRW Millions) ¹⁾	–	–	–	9,973	9,973
Dividends per Share (KRW)	–	–	–	500	500
(Consolidated) Dividend Payout Ratio (%)	–	–	–	5.5	4.4
Dividend Yield (%)	–	–	–	0.5	0.4

1) No dividend history for 2019–2021

SHAREHOLDER COMMUNICATION

CJ Logistics stipulates matters related to the protection and active exercise of shareholders’ rights in the Corporate Governance Charter and regularly holds general meetings of shareholders to communicate with them and protect their rights and interests. The general meeting of shareholders is notified through the website two weeks prior to the meeting, and an electronic voting system has been in place since 2021 to improve the convenience of exercising voting rights. The management of the e-voting system is entrusted to the Korea Securities Depository pursuant to Article 268(4) of the Commercial Act. In 2023, shareholders exercised their voting rights on issues such as approving the financial statements, appointing directors (two inside directors and three outside directors) and approving the director remuneration limit. Additionally, the Corporate Governance Charter specifies matters related to the protection and active exercise of shareholders’ rights and provides various channels for shareholders to participate and express their opinions, such as investor briefings, business reports, press releases, and emails. Through these measures, we ensured that all shareholders are equitably informed of important matters that may affect corporate value, and we will continue to engage in sufficient communication with shareholders.

ETHICS AND COMPLIANCE

ETHICS AND COMPLIANCE POLICY

CJ LOGISTICS CODE OF CONDUCT

CJ Logistics established the Code of Conduct based on the CJ Management Philosophy in April 2020 (approved by the Board of Directors on March 12, 2020) to conduct business ethically and fairly and discloses it on its website. We adhere to these guidelines in our relationships with all stakeholders, including customers, shareholders, employees, business partners, countries, and local communities, based on sound value judgment and ethical and legal standards of behavior. The Code of Conduct, approved by the Board of Directors, sets higher standards than those required by laws and regulations. In addition to Korean, the Code of Conduct is translated into English, Chinese, Vietnamese, and Indonesian and provided to each of our overseas subsidiaries. CJ Logistics aims to play a key role in social and economic development and become a company that is respected by all by actively practicing ethical management.

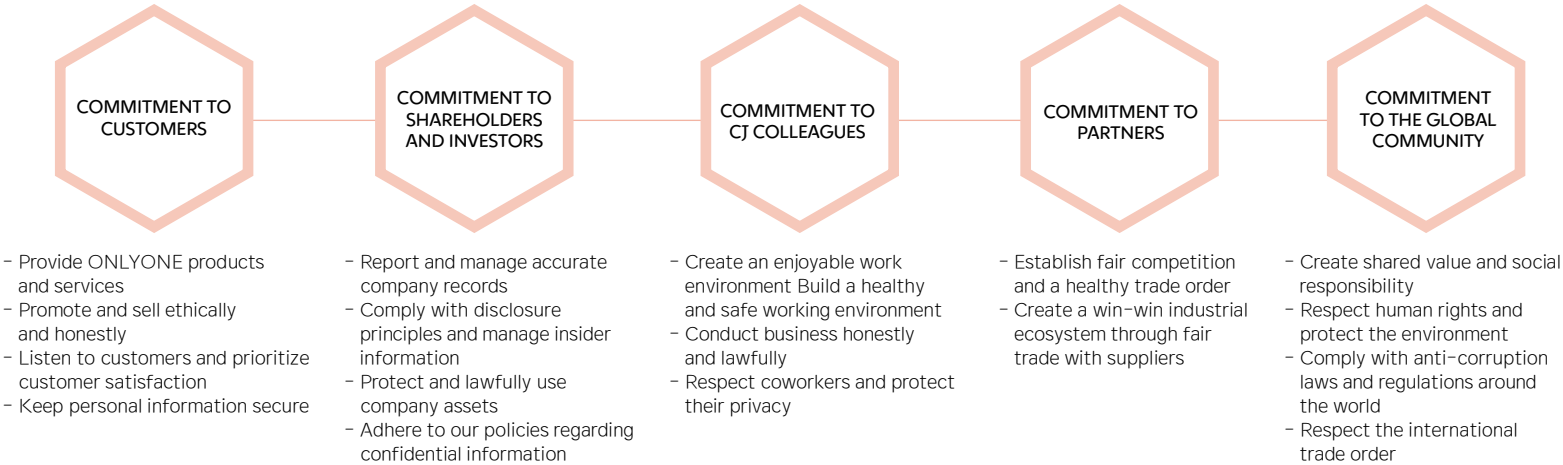
 [CJ Logistics Code of Conduct](#)

ETHICAL MANAGEMENT PRACTICE GUIDE

CJ Logistics has established practice guides related to fair trade and anti-corruption so that all employees can systematically implement ethical management practices in accordance with desirable behavior and principles. We follow six practice guides, including the CJ Global Anti-Corruption Policy, CJ Global Fair Competition Policy, and other policies such as the Code of Conduct for Suppliers. We publish the relevant guidelines on our website and strive to ensure that all employees adhere to the correct Code of Conduct.

 [Ethical Management Practice Guide](#)

DETAILS OF THE CODE OF CONDUCT



DETAILS OF THE CODE OF CONDUCT

CJ Global Anti-Corruption Policy	Standards that comply with anti-corruption laws and regulations around the world and can be applied uniformly and collectively regardless of the country in which we operate.
CJ Global Fair Competition Policy	Guidelines for preventing illegal acts such as collusion, information exchange, and abuse of dominant market position, and for the formation of proper relationships in a competitive society.
CJ Global Privacy Policy	Standards applicable to all employees around the world to ensure the privacy and rights of customers and safely handle personal information.
Compliance of CJ Global Economic Sanctions	Guidelines to identify international trade regulations such as import and export controls, trade restrictions, and embargoes enforced by each country or international organization in advance.
Compliance of Improper Solicitation and Graft Act	Provides the main contents of the Anti-Graft Act with examples to help employees prevent and address corruption independently.
CJ Fair Trade Best Practices Guidelines	Guidelines that provide employees with easy-to-understand statutory interpretations and examples on the regulated areas of domestic fair trade laws.
Other Policies	- Supplier Code of Conduct - Unfair Joint Conduct Guidelines - Subcontracting Guidelines - Compliance Manual

ETHICS AND COMPLIANCE

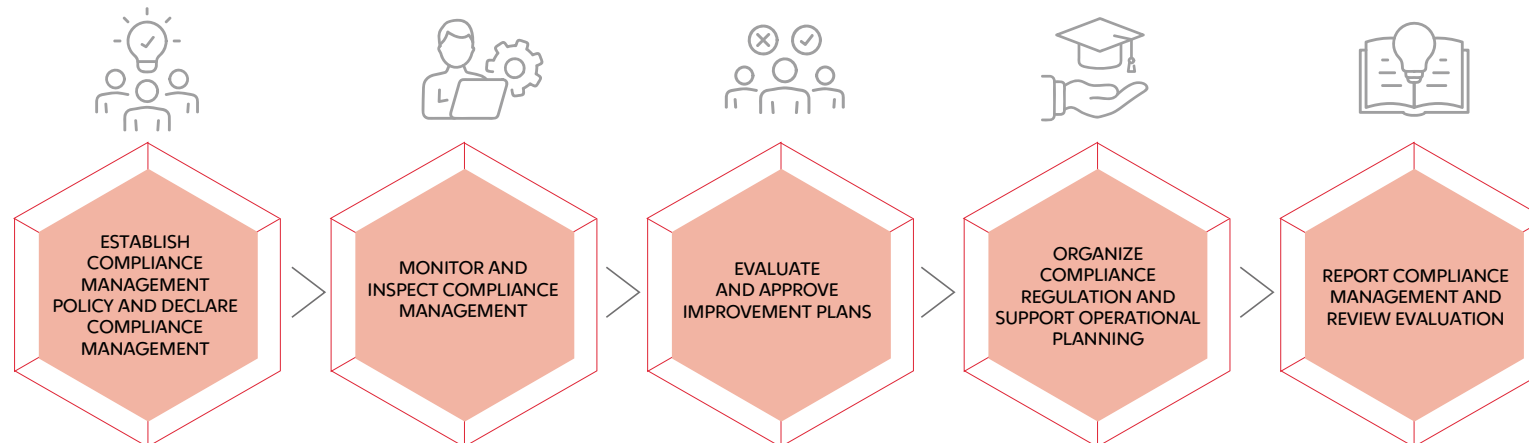
ETHICS AND COMPLIANCE MANAGEMENT

COMPLIANCE

COMPLIANCE ORGANIZATIONS

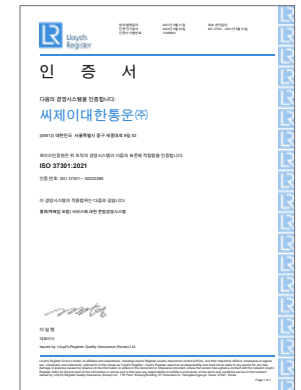
Establishing the Compliance Management Committee and a dedicated organization in 2016 for fair and transparent business operations, CJ Logistics has been expanding and reorganizing the organization every year to internalize ethical compliance management. Through a resolution by the Board of Directors, CJ Logistics has appointed a Compliance Officer with expertise (a former judge of the Seoul High Court). The Compliance Support Unit, consisting of 30 members, performs tasks such as checking adherence to compliance control standards and conducting compliance education programs.

COMPLIANCE MANAGEMENT COMMITTEE OPERATION PROCESS



COMPLIANCE MANAGEMENT SYSTEM CERTIFICATION

CJ Logistics has obtained ISO 37301 (Compliance Management Systems) from the International Organization for Standardization for all domestic operations, achieving compliance management implementation and establishing a transparent governance structure. After being the first logistics company to obtain this certification in 2021, we received excellent evaluations from the Korea Compliance Initiative for pre-identification and prevention of legal and regulatory risks and employee compliance training. CJ Logistics has been making various efforts to internalize compliance culture. Since founding a dedicated compliance organization in 2016, we have held annual Compliance Management Committee meetings, as well as operating company-wide training, on-site monitoring, and an internal reporting system. Further, to provide easily accessible compliance information for employees, we operate a bulletin board on our website and send out monthly newsletters. We will continue to strengthen our compliance management as a leading global logistics company and fulfill our corporate social responsibility.



ETHICS AND COMPLIANCE

ETHICS AND COMPLIANCE MANAGEMENT

IDENTIFYING AND ASSESSING COMPLIANCE RISK

CJ Logistics conducts annual internal audits to identify and assess corruption risks. The results of audits and the plan for corruption risk management are reported to the Board of Directors. Through these audits, we evaluate the compliance status of each department based on legal obligations and company rules and assess the likelihood and severity of potential risks. Based on the evaluation results, we implement training and monitoring to mitigate risks. We also utilize a five-level scale to measure the effectiveness of our control measures after assessing the risk levels. Additionally, we set corruption risk management targets for each department and continuously monitor them. We will continue to safeguard CJ Logistics’ value, employees, and various stakeholders by preemptively identifying compliance-related risks and minimizing potential losses.

DETAILS OF THE CODE OF CONDUCT

Analyze the organization and its situation	Categorize stakeholders up to the third level (employees, partners, financial institutions, etc.) and assess the organizational context by using risk cases based on legal obligations.
Assess inherent risks	Determine the level of inherent risk by evaluating the likelihood and impact severity (5 levels: Minor, Moderate, Critical, Very Critical, Severe).
Control risks	Determine and implement control types, means, and timing. (Training, monitoring, statement of commitment, financial and non-financial controls, and outsourcing to mitigate identified risks)
Assess risks after control	Assess the effectiveness of controls based on their impact on risk reduction (Very effective, effective, moderate, insufficient, ineffective).
Set goals for each department	Establish objectives for managing each identified risk, including responsible persons, required resources, deadlines, and evaluation criteria.
Monitor	Conduct monitoring according to the measurement and evaluation methods for each risk, as well as timing

BOD RESOLUTIONS RELATED TO COMPLIANCE

MEETING DATE	AGENDA
March 10, 2023	Report on compliance activities and compliance control (internal control) inspection plan for 2023
August 7, 2023	Report on the management review of compliance management system

ETHICAL MANAGEMENT AUDIT

CJ Logistics operates an independent internal audit department (overseen by Management Diagnosis) to investigate ethical violations rigorously. Disciplinary actions are taken according to internal regulations and decisions made by the HR Committee when misconduct is identified. To ensure comprehensive implementation of ethical management across all departments, CJ Logistics operates the CJ Integrated Reporting System. This system allows stakeholders to report ethical violations, facilitating effective monitoring and response to ethical breaches at all organizational levels. On the other hand, to reinforce ethical management practices among executives, we evaluate our compliance activities and link performance assessments with compensation. In 2023, management evaluations previously conducted by CJ Group were transferred to CJ Logistics to enhance the internal control activities of our compliance organization.

LINKING ETHICS VIOLATION TO PERFORMANCE REWARDS

To enhance the effectiveness of compliance activities, CJ Logistics have implemented KPI evaluations for compliance to encourage proactive involvement and initiative from management. In an effort to strengthen the compliance organization’s internal control activities in 2023, we transitioned to a relative evaluation system and established specific criteria tailored to the roles and business characteristics of the CEO, domestic and global business leaders. Key indicators for evaluation include the establishment of compliance infrastructure, effectiveness of education programs, and performance in overseas compliance activities. Evaluation ratings from these KPIs will directly influence the annual salary adjustment rate.

ETHICS AND COMPLIANCE

COMPLIANCE TRAINING

EMPLOYEE COMPLIANCE TRAINING PROGRAM

CJ Logistics conducts a variety of compliance training sessions for employees as part of its annual training plan to promote a robust compliance culture. In 2023, customized trainings were conducted for all employees covering topics such as CJ people’s commitment, precautions for dealing with suppliers, information exchange by Fair Trade Act, CRM, and fair trade in daily life. The average completion rate for these sessions exceeded 96%. Additionally, specialized training sessions were provided throughout the year to business divisions and related departments on topics including compliance with the Subcontracting Act. Outside directors also received tailored compliance training. Furthermore, training sessions focused on the reorganization of the electronic seal system, preventing violations of the Road Act for vehicles with entrusted license plates, updated guidelines for reviewing advertisements by the Ministry of Environment, and legal management of waste were conducted. These efforts aimed to enhance employees’ compliance capabilities to proactively mitigate legal risks associated with their roles.

COMMON PROGRAM OF COMPLIANCE TRAINING FOR ALL EMPLOYEES IN 2023¹⁾

NAME	CONTENT	METHOD	COMPLETION RATE
Mandatory Training in CJ Group Compliance (1st half)	• Major violations and cases of the Code of Conduct and Subcontracting Act	Online (Card News)	99% (4,321/4,373)
Training for Preventing Information Exchange and CRM Guidance	• Information Exchange and CRM in accordance with Fair Trade Act	Online (Card News)	96% (4,167/4,363)
Mandatory Training in CJ Group Compliance (2nd half)	• Information Exchange and CRM in accordance with Fair Trade Act • Affiliate: Protection of Trade Secrets, Termination of Partnership Agreements	Online (Video)	99% (4,349/4,417)

1) Excludes technical workers, inspection staff, technicians, employees on leave, etc., includes part-time/contract workers

CREATING COMPLIANCE TRAINING CONTENT

CJ Logistics conducts an annual Ethical Management Pledge for all employees and regularly disseminates business guidelines, as well as updates on new and revised laws and regulations. Furthermore, we produce and post content on CJ World under “CJ Logistics THE CP NEWS,” providing employees with access to compliance information anytime, anywhere. This includes updates on recent case law in fair trade and regulations such as the prohibition on unfair cancellation of subcontracting in accordance with Subcontracting Act. In 2023, we also implemented monthly “Healthy Letters” covering various topics such as information leakage and monetary transactions. These letters were distributed 12 times throughout the year to ensure adherence to CJ Management Philosophy and the Code of Conduct.

COMPLIANCE COORDINATOR SYSTEM

CCJ Logistics operates a “Compliance Coordinator” system to institutionalize a company-wide compliance culture. Compliance Coordinators are responsible for continuously monitoring compliance status and identifying risks within each department, either independently or in collaboration with the Compliance Department. These coordinators are appointed by the CEO upon recommendation of the Compliance Officer, and 64 coordinators are active as of 2023. In July 2023, the Coordinator Operating Guidelines were enacted to specify operational details including purpose, definition, scope, term of office, rewards, and effective date. These guidelines have been in effect since July 1. Furthermore, the capabilities and expertise of compliance coordinators were strengthened through workshops focused on compliance risk identification. Through these initiatives, CJ Logistics aims to support employees in embracing compliance practices and foster a robust culture of compliance management.

SHARING COMPLIANCE GUIDELINES AND INFORMATION

CONTENT	IMPLEMENTATION MONTH	NUMBER OF TIMES
Distributed internal newsletters to all employees	Every month	12
Distributed legislation monitoring materials to key executives	Every month	12
Created and distributed waste disposal process guidelines	February	1
Created and distributed employee guidelines for sending and receiving official correspondence	February	1
Distributed guidelines for compliance with written approval process for subcontracting	May	1
Established standards for signing contracts with suppliers - Revised 14 standard contracts to reflect amendments to the Subcontracting Act - Established and announced the standard contract for waste outsourcing and disposal - Revised guidelines for stamping corporate seal/ use of seal	Jan.-Dec.	Regularly
	June	1
Distributed Internal Control Guidelines for Road Act	September	1

HEALTHY LETTERS

MONTH	TOPICS	MONTH	TOPICS
January	Information Leakage	July	Harms from Suppliers
February	Monetary Transactions	August	Acceptance of Gifts and Entertainment
March	Embezzlement, Misappropriation	September	Embezzlement, Misappropriation
April	Misuse of Employee Benefits	October	Inventory Management
May	False Reporting	November	P&L Distortion
June	Administrative Losses	December	Monetary Transactions

ETHICS AND COMPLIANCE

REPORTING CHANNELS

OPERATING INTEGRATED CJ GROUP REPORTING SYSTEM

We have established and operate an internal and external reporting system that all employees and external stakeholders can trust, aiming to proactively prevent misconduct and address it promptly when it occurs. Internally, we utilize the CJ Integrated Reporting System and the intranet “Tong Tong Tong” system, enabling both real-name and anonymous reporting. Externally, reports can be submitted through the K-Whistle, and we collect feedback via email, mail, fax, etc. All reports are handled independently by the responsible departments in CJ, ensuring strict protection of the reporter’s identity and confidentiality in accordance with our reporting policy. All data is encrypted and securely managed.

Reporting Targets	 Fraud and irregularities	 Partner complaints and unfair trade practices	 Organizational culture issues	 Product quality and service improvement	 Safety Management
Reporting Policy	 Policy to protect reporters	The identity and the content of reporting are strictly protected. We strictly adhere to security measures regarding submitted evidence. We strictly prohibit any inquiry aimed at uncovering the identity of the reporter.			
	 Prohibition of retaliation against reporter	The reporter shall not face any discrimination or disadvantages related to their reporting under legal requirements. If a reporter experiences any disadvantages related to their report, they may demand remedies such as restitution.			
	 Reward Policy	If a report contributes to improving company management or combating misconduct, a reward may be granted following decision by the internal deliberation committee. However, reports found to contain false information or those already confirmed through other channels such as investigative agencies or media reports may be excluded from receiving rewards if deemed inappropriate by the deliberation committee.			
Reporting Procedure	01 Receipt of report	Reporter may submit reports anonymously or under their real name, based on evidence and factual circumstances based on 5W1H.			
	02 Receipt by responsible personnel and investigation process	Receipt by responsible personnel: The designated person receives and processes the reported information. Review of Reported Content: Review and verification of the reported content is conducted, requesting additional information if needed. Conducting Investigation: Sequential investigation based on the order of receipt; investigation period varies depending on the subject and scope of the investigation. Completion of Investigation: Complete the investigation after securing objective evidence and verifying the truthfulness of the reported content.			
	03 Confirmation of Investigation Results	Results of the investigation can be confirmed on the system where the report was submitted.			

PROCEDURES FOR HANDLING ETHICS VIOLATIONS

CJ Logistics operates a disciplinary and performance system to prevent ethical violations among its employees and promote ethical management practices. All stakeholders can report ethics violations through the CJ Integrated Reporting System. Upon receipt of a report, if any misconduct is substantiated through investigation, disciplinary actions are taken in accordance with internal regulations and decisions made by the HR Committee. Furthermore, root cause analyses of issues are conducted to derive improvement measures aimed at preventing recurrence. Subsequently, the implementation of these measures is checked and verified to enhance their effectiveness. Reporters who contribute to improvements in company management and the eradication of misconduct may be considered for rewards, subject to the decision by the internal review committee. In 2023, a total of 218 cases of ethics violations were reported through the Integrated Reporting System for Ethics Violations, and 165 valid cases were effectively resolved.

INFORMATION PROTECTION

INFORMATION PROTECTION MANAGEMENT

INFORMATION PROTECTION POLICY AND GUIDELINES

CJ Logistics has formulated the information protection policy, rules, guidelines, and procedures based on CJ Group’s information protection policy. These are revised annually in accordance with changes in relevant laws, regulations, security incidents, technological advancements, and the environment. Moreover, we developed a privacy policy aligned with CJ Group’s privacy principles and pertinent laws such as the Information and Communication Network Act and the Personal Information Protection Act. This policy ensures the secure handling and management of personal information belonging to customers, employees, and other stakeholders throughout our entire business operations. The policy is publicly available on our website, providing stakeholders with detailed procedures and standards for managing personal information. Additionally, we disclose the individuals responsible for personal information protection, the relevant department, and the procedures for consultation and reporting. This transparency facilitates swift and effective handling of complaints related to personal information processing.

 [Privacy Policy](#)

PRIVACY PROTECTION PRINCIPLES

PRINCIPLES OF LEGALITY, FAIRNESS, AND TRANSPARENCY

MINIMIZATION OF PERSONAL INFORMATION PROCESSING

PRINCIPLE OF LIMITED PURPOSE

PRINCIPLE OF ACCURACY

PRINCIPLE OF LIMITED RETENTION PERIOD

PRINCIPLES OF INTEGRITY AND CONFIDENTIALITY

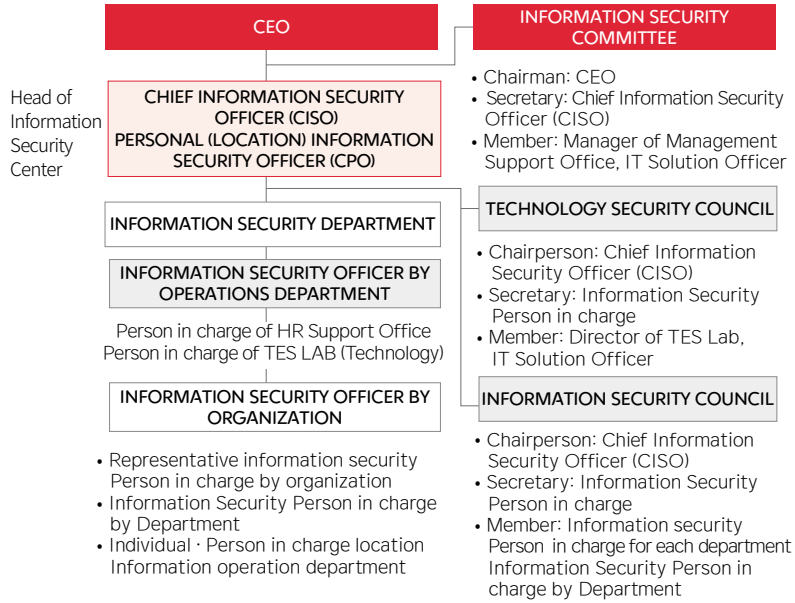
PRINCIPLE OF ACCOUNTABILITY

INFORMATION SECURITY ORGANIZATION

CJ Logistics has established an information security organization in accordance with the Operation Guidelines for Security Organization to proactively address the evolving IT environment and information security issues brought about by the expansion of smart logistics services. In compliance with relevant laws and regulations pertaining to information security, the Logistics and Construction Divisions have designated Chief Information Security Officers (CISO)1) and Chief Privacy Officers (CPO)2) as the heads of their Information Security Centers. Within the Information Security Department, responsibilities include the protection of information assets and handling of privacy-related complaints. The department organizes Information Security Committees and relevant councils to support resources necessary for operational activities in information security.

- 1) Chief Information Security Officer
2) Chief Privacy Officer

INFORMATION SECURITY ORGANIZATION



INFORMATION SECURITY ORGANIZATION

Information Security Committee	- The highest decision-making body for information security and personal information protection. - Convenes annually.
TECHNOLOGY SECURITY COUNCIL	- Discusses and decides IT and R&D organizations related technologies. - Convenes at least twice a year.
INFORMATION SECURITY COUNCIL	- Discusses and decides on information security matters. - Agrees on roles and educates on information and personal information protection. - Convenes quarterly.

INFORMATION PROTECTION

INFORMATION PROTECTION ACTIVITIES

SIMULATION DRILLS FOR INFORMATION SECURITY

CJ Logistics conducts information security simulation drills to raise employee awareness about security and minimize the impact of information security breaches. In 2023, we held one internal phishing simulation drill and one external cyber crisis response drill for all employees, respectively, in the first and second halves of the year. Internally, phishing simulation drills were conducted biannually for one week, during which employees were targeted with emails pretending to be CJ World email to test their response to phishing attempts. Externally, we participated in the cyber crisis response simulation drill for the second half of 2023, conducted by the Ministry of Science and ICT and the Korea Internet & Security Agency. As a result of these efforts, the rate of clicking the phishing emails significantly decreased compared to the previous year, and employees who clicked on phishing emails received warnings and guidance. CJ Logistics will continue to strive to prevent and respond to information security risks such as hacking and phishing through regular mock drills.



Internal Broadcasting on Information Security (CKN)



Information Security Webcomic Newsletter (Episode 13)

CHECKING AND IMPROVING INFORMATION SECURITY

CJ Logistics reviews the information security status across the entire company, including our partners, to proactively prevent service interruptions and information leaks caused by external attacks such as hacking. In 2023, we enhanced the control of OT security services at logistics sites and expanded the scope to overseas organizations to diagnose security services and address vulnerabilities. We also signed personal information consignment agreements with 6,556 suppliers who handle customer personal information for services such as delivery. Personal information protection training was provided to these partners, with a participation rate of 77%. Additionally, we conduct pre-evaluations of personal information processing partners and verifies their compliance with information security through a checklist.

AWARENESS TRAINING FOR INFORMATION PROTECTION

CJ Logistics conducts regular mandatory training through various media to raise employees' awareness of information protection. In 2023, we had one CJ Group common security training and two internal security trainings. We also broadcasted information security-related content through our internal broadcasting service (CKN), and published three webcomic newsletters for information security. The group security training was held for all employees and partners to instill the importance of personal information management, principles for protecting personal information at each stage of processing, and cybersecurity precautions. A total of 292 employees from the TES Logistics Technology Research Center, R&D, and IT received training on strengthening TES information security, and about 347 employees in charge of location information-related tasks received specialized training. Additionally, we sent out an information security webcomic newsletter on "Precautions when using ChatGPT, M365, and collaboration tools" and interviewed the heads of the information security centers to emphasize the importance of information protection responsibilities and foster a culture of information protection practices.

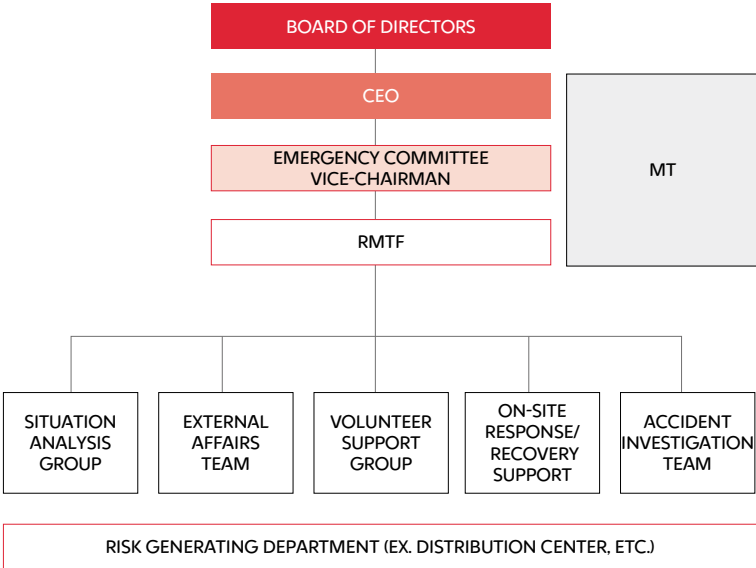
RISK MANAGEMENT

RISK MANAGEMENT SYSTEM

RISK MANAGEMENT GOVERNANCE

CJ Logistics is making efforts to strengthen its preemptive risk response and prevent a recurrence afterwards. In preparation for risk, the company establishes a company-wide crisis response room with the CEO as the emergency committee chairman and the emergency committee members. The company organizes a crisis response team to take prompt action based on the company-wide cooperation system

RISK MANAGEMENT ORGANIZATION



RISK MANAGEMENT FRAMEWORK

CJ Logistics is establishing an integrated risk management system to cope with company-wide risks that may occur during management activities. We standardize the definition and the category of risks, and risks are administered by the policies and governance at the board level.e

1	Definition of Risk	Define all events that can negatively affect our business objectives and management considering internal and external issues and expectations and requests from stakeholders.
2	Risk Category	Business issues within operation, market, regulatory risks, labor disputes from employees and partners, illegality, safety environment, customer complaints and information leaks, and non-financial risks from ESG materiality assessment.
3	Risk Policy	Risks are classified into three levels (R1, R2, R3), and for each level, response guidelines are established including management process and action protocol.
4	Risk Report	(Always) Whenever an event occurs, report to 'Incident Report and Share (RM) Online System as a principle, (Regularly) Report/resolve key financial/non-financial risks at the board of directors or committees (Audit Committee, ESG Committee, etc.)

RISK CATEGORIES

RISK CATEGORY	RISK TYPE	RISK FACTORS (EXAMPLES)
Operations	Operational risks	Organizational process designs
	Financial risks	Market conditions, interest rates, liquidity
	Regulatory risks	Changes in policy/regulations
	Legal risks	Violating company laws, Capital Market Act, financial laws, etc.
Employees and Partners	Labor Issues	Strikes, interruptions, disputes
	Partners risks	Partners' ESG risks (violating environmental laws, strikes, interruption, etc.)
	Corruption risks	Unfair trade, bribery, embezzlement, sexual harassment
	Safety and health risks	Casualties, equipment losses, conflagration, pandemic, etc.
Customers	Environmental risks	Climate change, harming biodiversity, pollution, natural disasters, sea level rise, etc.
	Customer relation risks	Complaints, objections
	Privacy risks	Unauthorized leakage, system interruptions

RISK MANAGEMENT

RISK MANAGEMENT SYSTEM

BOARD AND COMMITTEE MEETINGS REPORTS/RESOLUTION ON RISKS

MEETING DATE	AGENDA	APPROVAL STATUS	COMMITTEE
2023.02.08	Safety and health plans for 2023	Approved	Board of Directors
	Internal accounting management as practiced today	Contents reported	Audit Committee
	ESG evaluation results and improvement measures for 2022	Approved	ESG Committee
2023.03.10	Report on Compliance practices for 2022	Contents reported	Board of Directors
	Report on Compliance practices/legal control (internal control) related inspection plan	Contents reported	Board of Directors
	Year-end audit results for 2022	Contents reported	Audit Committee
	Internal accounting management as practiced today	Contents reported	Audit Committee
	2022 Performance and 2023 Action Plan	Approved	ESG Committee
2023.08.07	Report on Management Review and Management System on Compliance Management	Contents reported	Board of Directors
	Report on publishing the Sustainability Report	Contents reported	ESG Committee
2023.12.14	Report on 2023 carbon emissions and implementation results of resource recycling project	Contents reported	ESG Committee

THE COMPANY-WIDE RISK MANAGEMENT SYSTEM

CJ Logistics believes that continuous high-level risk management is necessary in terms of safety management, relationship with customers and others, information security, and external relations. Depending on the degree of the risks, risks are divided into three levels: R1(high), R2(medium), and R3(low). We utilize its Rapid Reporting System to promptly inform executive management, relevant departments, and associated units about incidents reported by the department where the situation occurred. After confirming the details of the specific risk type, the relevant department conveys response guidelines to the department of occurrence, enabling swift and effective countermeasures. Additionally, for risks categorized as R2 after implementation of actions, the originating department reports the execution and outcomes of measures in writing to the relevant department following the RM response guidelines. For risks classified as R1, the general principle is to provide written reports of the outcomes to executive management by the relevant department within 48 hours of taking action.

RISK MANAGEMENT PROCESS



RISK MANAGEMENT

RISK MANAGEMENT ACTIVITIES

INTERNALIZING THE CULTURE OF RISK MANAGEMENT

CJ Logistics regularly trains all executives and employees on numerous company-wide risks such as sexual harassment, disability awareness, information security, fair trade, compliance, climate change, various safety accidents, avoiding corruption, abuse of power, etc. Particularly for safety-related risks, we conduct actual simulation drills. Roundtables are regularly held between management and employees to discuss foreseeable risks and develop preventive measures, aiming to address potential work-related risks in advance. Additionally, we distribute various risk response requests and guidelines via an easily accessible company intranet.

We conduct annual risk management training for outside directors as well. When reviewing investments for new product and service development, we integrate and review risk factors by referencing or consulting with the heads of risk-related departments under the approval regulations. Also, safety and compliance risks are reflected in the KPI of all executives, associated with their monetary incentives.



Company-wide Incident Reporting and Sharing Intranet System

MANAGING TAX RISKS

CJ Logistics performs all its taxation duties as a faithful taxpayer, ensuring compliance with all tax laws in Korea and abroad. The company also publishes the details of its tax compliance in detail. Its tax organization reviews various tax-related risks as it makes tax decisions.

RISK MANAGEMENT

RISK MANAGEMENT SYSTEM

IMPACT AND MITIGATION STRATEGIES BY RISKS

CJ Logistics is establishing risk management strategies by classifying company-wide risks that can occur during management activities. Risk management includes management of operational, market, regulatory, legal, taxation risks, including labor-management problems, illegalities, and safety and health issues stemming from employees and partners. Furthermore, we additionally manage non-financial risks identified from stakeholders’ opinions through annual ESG Materiality Assessment and other potential risks through sensitivity scenario analysis.

RISK CATEGORY	RISK TYPE	RISK OVERVIEW AND IMPACT	RISK MITIGATION STRATEGIES
Operations	Operational Risks	- Cost may be invoked while responding to changing policies and regulations - Due to national regulations, GHG emissions will directly contribute to increased carbon reduction costs	- Financial assistance through the government’s welfare policies - Improve productivity and secure cost competitiveness by developing technologies, building automation systems, building IT infrastructure, etc
	Financial Risks	- Financial impact from macroeconomic fluctuations (raw material prices, exchange rates, interest rates, etc.) liquidity, credit risks, etc.	- Managing profit/asset/liabilities, managing liquidity/cash, managing client credit, etc.
	Regulatory Risks	- Cost may be invoked while responding to changing policies and regulations	- Expanding eco-friendly transportation, establishing optimal routing transportation system, etc.
	Legal Risks	- Due to national regulations, GHG emissions will directly contribute to increased carbon reduction costs	- Introducing Compliance Program and Compliance Management Committee
	Taxation Risks	- Fines for violating company-related laws, Capital Market Act, and financial policies	- Operate tax-related organization - Compliance with tax regulations and tax risk management
Employees and Partners	Labor relation Risks	- Fines may be imposed due to violating tax laws and international regulations from transactions and tax structure to reduce tax illegally	- Organize quarterly labor council meetings
	Partners Risks	- Costs from wage negotiation disputes	- Pre-elimination through improving workplace environment, operating reporting system for illegal activities by partners
	Corruption Risks	- Costs from supply chain labor rights conflicts such as strikes and slowdowns	- Strengthen the system through stronger compliance activity monitoring, coordinator system, and compliance training for employees
	Safety and health risks	- Fines from serious accidents and industrial disasters resulting from toxic chemicals, occupational diseases, etc. - Poor safety and health management is directly related to the firm’s reputation, which negatively affects the decision of potential customers and investors	- Manage pollutants and hazardous materials - Conduct safety training for safety managers and employees - Conduct traffic safety training for delivery drivers - Manage job-related stress for employees
	Environmental risks	- Environmental damage and pollution during production and processing of resources used in packaging materials - Risks of asset loss due to sea level rise and natural disasters or increase in safety and insurance costs to mitigate these risks - Increased demands from clients and customers for social responsibility and eco-friendliness make us provide service to meet their expectations	- Provide eco-friendly smart packaging - Establish BCPs and competent risk management systems across sites of operations to minimize potential losses. - Promote waste cycles at logistics centers, plan and implement resource recycling logistics business model
Customers	Customer relation risks	- Customers’ complaints and grievances due to the negative experience with the firm’s product and service directly lead to the reputation, weakening the firm’s standing and financial performance, including stock prices	- Intensify customer convenience service (AI Chatbot, etc.) - Conduct customer service quality management assessment - Provide new services to enhance customer service
	Privacy risks	- Increased cybersecurity investments to prevent data leaks and higher fines due to punitive damages for breaches.	- Operate information security organization (Data Protection Commission, Technology Security Council, Information Security Council) - Acquisition and maintenance of ISMS (Information Security Management System certificate)

The background of the page is a photograph of a large, multi-lane bridge spanning a wide body of water. Several trucks are visible driving across the bridge. The word "APPENDIX" is written in large, bold, black capital letters in the upper left corner of the image.

APPENDIX

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ESG DATA CENTER

QUANTITATIVE
DATA ON DOMESTIC
CORPORATIONS

ECONOMIC
PERFORMANCE

CONSOLIDATED FINANCIAL STATEMENT (SUMMARY)

ITEM	UNIT	2021	2022	2023
TOTAL ASSETS	KRW million	8,993,929	9,693,300	9,357,587
CURRENT ASSETS	KRW million	2,348,223	2,956,460	2,488,306
QUICK ASSETS	KRW million	2,323,094	2,922,161	2,458,470
INVENTORY	KRW million	25,129	34,299	29,836
NON-CURRENT ASSETS	KRW million	6,645,706	6,736,840	6,869,281
INVESTMENT	KRW million	805,425	681,880	725,410
TANGIBLE ASSETS	KRW million	3,312,064	3,364,174	3,327,913
USAGE RIGHTS	KRW million	1,077,274	1,264,518	1,342,441
REAL ESTATE INVESTMENTS	KRW million	94,512	74,633	140,463
INTANGIBLE ASSETS	KRW million	1,191,975	1,197,459	1,184,954
OTHER NON-CURRENT ASSETS	KRW million	164,456	154,176	148,100
TOTAL LIABILITIES	KRW million	4,977,571	5,658,991	5,314,491
CURRENT LIABILITIES	KRW million	2,448,916	3,108,760	2,622,292
NON-CURRENT LIABILITIES	KRW million	2,528,655	2,550,231	2,692,199
PARENT COMPANY'S CONTROLLING INTEREST	KRW million	3,565,470	3,570,746	3,603,882
CAPITAL	KRW million	114,062	114,062	114,062
CAPITAL SURPLUS	KRW million	2,880,908	2,872,923	2,675,757
RETAINED EARNINGS	KRW million	747,681	924,839	1,112,394
OTHER CAPITAL	KRW million	-284,139	-284,135	-284,912
OTHER ACCUMULATED COMPREHENSIVE INCOME OR LOSSES	KRW million	106,958	-56,943	-13,419
NON-CONTROLLING INTEREST	KRW million	450,888	463,563	439,214
TOTAL CAPITAL	KRW million	4,016,358	4,034,309	4,043,096

CONSOLIDATED BALANCE SHEET (SUMMARY)

ITEM	UNIT	2021	2022	2023
SALES REVENUE	KRW million	11,343,652	12,130,713	11,767,894
OPERATING INCOME	KRW million	343,881	411,787	480,235
NET INCOME	KRW million	158,280	196,822	242,876
INCOME PER SHARE	KRW	1,841	8,190	10,357
PARENT COMPANY'S CONTROLLING INTEREST	KRW million	54,742	181,553	224,803
TOTAL COMPREHENSIVE INCOME	KRW million	360,962	48,578	278,016

REVENUE BY AREAS OF BUSINESS

ITEM	UNIT	2021	2022	2023
CONTRACT LOGISTICS	KRW million	2,673,314	2,742,717	2,853,579
PARCEL SERVICES	KRW million	3,601,451	3,649,490	3,722,691
GLOBAL FORWARDING	KRW million	4,471,079	5,061,205	4,205,816
CONSTRUCTION	KRW million	597,808	677,301	985,808
TOTAL	KRW million	11,343,652	12,130,713	11,767,894

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS ENVIRONMENT

GREENHOUSE GAS EMISSIONS

ITEM	UNIT	2021	2022	2023
DIRECT EMISSIONS (SCOPE 1)	tCO ₂ eq	118,551	112,736	107,186
INDIRECT EMISSIONS (SCOPE 2)	tCO ₂ eq	109,742	115,776	120,345
INDIRECT EMISSIONS (SCOPE 3)	tCO ₂ eq	331,719	336,087	460,654
GHG EMISSION (SCOPE 1+2) ¹⁾	tCO ₂ eq	228,274	228,492	227,513
EMISSION INTENSITY ²⁾ (SCOPE 1+2)	tCO ₂ eq/KRW 100 million	2.01	1.88	1.93
EMISSION INTENSITY (SCOPE 1)	tCO ₂ eq/KRW 100 million	1.05	0.93	0.91
EMISSION INTENSITY (SCOPE 2)	tCO ₂ eq/KRW 100 million	0.97	0.95	1.02
EMISSION REDUCED (SCOPE 1+2)	tCO ₂ eq	0	0	979

1) Total energy consumption is based on statement and differs from direct (Scope 1) and indirect (Scope 2) emissions due to rounding/truncation
2) Calculated based on annual consolidated sales.

WATER POLLUTANT DISCHARGE

ITEM	UNIT	2021	2022	2023
TOTAL VOLUME	Tonne	68,066	81,490	75,417

ENVIRONMENTAL PROTECTION INVESTMENT

ITEM	UNIT	2021	2022	2023
TOTAL PURCHASE	KRW million	627,571	697,766	677,377
ECO-FRIENDLY PURCHASE	KRW million	0	273	18,231
PURCHASE OF CERTIFIED ECO-FRIENDLY RAW MATERIAL	KRW million	0	0	0
PURCHASE OF CERTIFIED ECO-FRIENDLY SUPPLIES/ CONSUMABLES	KRW million	0	273	18,231
COST OF INVESTING IN ECO-FRIENDLY BUSINESS	KRW million	1,466	260	1,431

ENVIRONMENTAL VIOLATIONS

ITEM	UNIT	2021	2022	2023
NUMBER OF ENVIRONMENTAL REGULATION VIOLATIONS	Case	0	0	0
FINES IMPOSED	KRW million	0	0	0
ENVIRONMENTALLY RELATED LIABILITIES	KRW	0	0	0

BUSINESS SITES CERTIFIED WITH ENVIRONMENTAL MANAGEMENT SYSTEM

ITEM	UNIT	2021	2022	2023
CERTIFICATION RATE OF ENVIRONMENTAL MANAGEMENT SYSTEM (ISO 14001)	%	100	100	100
NUMBER OF CERTIFIED SITES	Site	All sites	All sites	All sites
NUMBER OF FACILITIES SUBJECT TO CERTIFICATION	Site	All sites	All sites	All sites

ESG

DATA CENTER

QUANTITATIVE

DATA ON DOMESTIC

CORPORATIONS

ENVIRONMENT

WASTE GENERATION

ITEM	UNIT	2021	2022	2023
TOTAL WASTE GENERATED	Tonne	97,518	128,352	114,694
TOTAL GENERAL WASTE	Tonne	1,165	1,792	2,334
TOTAL DESIGNATED WASTE	Tonne	13	1	6
CONSTRUCTION WASTE	Tonne	96,340	126,559	112,354
HAZARDOUS WASTE	Tonne	0	0	0
WASTE INTENSITY ¹⁾	Tonne/KRW 100 million	0.86	1.06	0.97
TOTAL WASTE DISPOSED	Tonne	97,518	128,352	114,694
WEIGHT OF WASTE DISPOSED - RECYCLING	Tonne	96,395	127,504	113,427
WEIGHT OF GENERAL WASTE DISPOSED	Tonne	96,395	127,504	113,427
WEIGHT OF HAZARDOUS WASTE DISPOSED	Tonne	0	0	0
WEIGHT OF WASTE DISPOSED - INCINERATION(WITHOUT ENERGY RECOVERY)	Tonne	1,123	816	1,258
WEIGHT OF GENERAL WASTE INCINERATED	Tonne	1,110	815	1,252
WEIGHT OF HAZARDOUS WASTE INCINERATED	Tonne	13	1	6
WASTE INCINERATED (ENERGY RECOVERED)	Tonne	0	32	0
GENERAL WASTE INCINERATED (ENERGY RECOVERED)	Tonne	0	32	0
DESIGNATED WASTE INCINERATED (ENERGY RECOVERED)	Tonne	0	0	0

ITEM	UNIT	2021	2022	2023
WASTE LANDFILL	Tonne	0	0	1
GENERAL WASTE LANDFILL TONNAGE	Tonne	0	0	1
DESIGNATED WASTE LANDFILL TONNAGE	Tonne	0	0	0
WEIGHT OF WASTE DISPOSED - OTHER DISPOSAL OPERATION	Tonne	0	0	0
WEIGHT OF GENERAL WASTE BY OTHER DISPOSAL OPERATION	Tonne	0	0	8
WEIGHT OF HAZARDOUS WASTE BY OTHER DISPOSAL OPERATION	Tonne	0	0	0

1) Calculated based on annual consolidated sales.

ESG
DATA CENTER

QUANTITATIVE
DATA ON DOMESTIC
CORPORATIONS

ENVIRONMENT

WATER CONSUMPTION AND WASTEWATER GENERATION

ITEM		UNIT	2021				2022				2023			
			TOTAL	LOGISTICS	CONSTRUCTION	RESORT	TOTAL	LOGISTICS	CONSTRUCTION	RESORT	TOTAL	LOGISTICS	CONSTRUCTION	RESORT
TOTAL WATER INTAKE ¹⁾		Tonne	788,392	120,099	45,822	622,471	770,392	106,847	21,488	642,057	1,034,451 ¹⁾	119,771	279,017	635,663
	WATER USE	Tonne	180,335	120,099	45,822	14,414	138,483	106,847	21,488	10,148	397,349	111,645	275,129	10,575
	DOMESTIC WATER USE	Tonne	180,335	120,099	45,822	14,414	138,483	106,847	21,488	10,148	397,180	111,476	275,129	10,575
	INDUSTRIAL WATER USE	Tonne	0	0	0	0	0	0	0	0	169	169	0	0
	REUSED WATER USE	Tonne	0	0	0	0	0	0	0	0	0	0	0	0
	SURFACE WATER USE	Tonne	293,059	0	0	293,059	260,340	0	0	260,340	329,715	0	0	329,715
	GROUNDWATER USE	Tonne	314,998	0	0	344,998	371,569	0	0	371,569	307,387	8,126	3,888	295,373
	RAINWATER USE	Tonne	0	0	0	0	0	0	0	0	0	0	0	0
	SEAWATER USE	Tonne	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL VOLUME OF WATER RECYCLED AND REUSED ²⁾		Tonne	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WATER CONSUMPTION		Tonne	788,392	120,099	45,822	622,471	770,392	106,847	21,488	642,057	1,034,451	119,771	279,017	635,663
TOTAL WATER CONSUMPTION		Tonne	554,754	0	0	554,754	556,094	0	0	556,094	560,246	0	0	560,246
TOTAL WATER DISCHARGE		Tonne	233,638	120,099	45,822	67,717	214,298	106,847	21,488	85,963	474,205	119,771	279,017	75,417
WATER RECYCLED RATE	WATER RECYCLED RATE	%	0	0	0	0	0	0	0	0	0	0	0	0
	WATER RECYCLED VOLUME	Tonne	0	0	0	0	0	0	0	0	0	0	0	0
WATER RECYCLED PROPORTION	WATER RECYCLED PROPORTION	%	0	0	0	0	0	0	0	0	0	0	0	0
	WATER RECYCLED VOLUME	Tonne	0	0	0	0	0	0	0	0	0	0	0	0
WATER INTAKE RATE IN WATER STRESS AREA		%	50.8	0	0	64	49.5	0	0	59	0 ²⁾	0	0	0
	WATER INTAKE VOLUME IN WATER STRESS AREA	Tonne	400,662	0	0	400,662	381,361	0	0	381,361	0	0	0	0
	WATER CONSUMPTION RATE IN WATER STRESS AREA	%	66.2	0	0	66.2	59.9	0	0	59.9	0	0	0	0
	SUM OF WATER CONSUMPTION VOLUME IN WATER STRESS AREA	Tonne	367,269	0	0	367,269	332,986	0	0	332,986	0	0	0	0

1) Water intake volume increased due to expanded scope of data collection from 2021 to 2022 (6 additional construction sites and logistics facilities).

2) Haesley Nine Bridges was excluded from Water Stress area.

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DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

ENVIRONMENT

ENERGY CONSUMPTION

ITEM		UNIT	2021				2022				2023			
			TOTAL	LOGISTICS	CONSTRUCTION	RESORT	TOTAL	LOGISTICS	CONSTRUCTION	RESORT	TOTAL	LOGISTICS	CONSTRUCTION	RESORT
TOTAL ENERGY CONSUMPTION ¹⁾		TJ	3,979	3,742	60	177	4,025	3,760	54	211	4,037	3,748	73	216
	NONRENEWABLE ENERGY CONSUMPTION	TJ	3,979	3,742	60	177	4,025	3,760	54	211	4,037	3,748	73	216
	NONRENEWABLE FUEL-GENERATED ENERGY CONSUMED	TJ	1,704	1,653	8	43	1,622	1,565	8	50	1,542	1,488	6	49
	NONRENEWABLE ENERGY PURCHASED AND CONSUMED	TJ	2,293	2,105	53	135	2,419	2,211	46	162	2,515	2,278	68	169
	RENEWABLE ENERGY CONSUMPTION	TJ	0	0	0	0	0	0	0	0	0	0	0	0
	RENEWABLE FUEL-GENERATED ENERGY CONSUMED	TJ	0	0	0	0	0	0	0	0	0	0	0	0
	RENEWABLE ENERGY PURCHASED AND CONSUMED	TJ	0	0	0	0	0	0	0	0	0	0	0	0
	RENEWABLE ENERGY AUTO-GENERATED AND CONSUMED	TJ	0	0	0	0	0	0	0	0	0	0	0	0
ENERGY CONSUMPTION INTENSITY ²⁾		TJ/KRW 100 million	0.04	-	-	-	0.03	-	-	-	0.03	-	-	-
TOTAL ELECTRICITY CONSUMPTION		TJ	2,293	2,105	53	135	2,419	2,211	46	162	2,515	2,278	68	169
	NONRENEWABLE ELECTRICITY PURCHASED AND CONSUMED	TJ	2,293	2,105	53	135	2,419	2,211	46	162	2,515		68	169
	RENEWABLE ELECTRICITY PURCHASED AND CONSUMED	TJ	0	0	0	0	0	0	0	0	0	0	0	0
	RENEWABLE ELECTRICITY AUTO-GENERATED AND CONSUMED	TJ	0	0	0	0	0	0	0	0	0	0	0	0
	ELECTRICITY PURCHASED AND CONSUMED	TJ	2,293	2,105	53	135	2,419	2,211	46	162	2,515	2,278	68	169
	RENEWABLE ELECTRICITY PURCHASED AND CONSUMED	TJ	0	0	0	0	0	0	0	0	0	0	0	0

1) Due to rounding down for each site according to the emissions trading system, the total emissions by type differ slightly from the total emissions.

2) Calculated based on annual consolidated sales.

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

SOCIAL

EMPLOYEES¹⁾

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES	Person	6,351	6,883	7,044
WORKERS WITHOUT FIXED-TERM CONTRACTS (REGULAR, INDEFINITE TERM CONTRACT)	Person	6,199	6,739	6,785
WORKERS WITH FIXED-TERM CONTRACTS (SHORT-TERM CONTRACT)	Person	94	75	200
NUMBER OF EXECUTIVES (REGISTERED + UNREGISTERED EXECUTIVES)	Person	58	69	59
LOCALLY-HIRED PERSONNEL (REGULAR + NON-REGULAR)	Person	0	0	0
COMPOSITION OF EMPLOYEES (BY GENDER) FEMALE	Person	888	1,000	1,072
MALE	Person	5,463	5,883	5,972
PERCENTAGE OF FEMALE EMPLOYEES	%	13.98	14.53	15.22
COMPOSITION OF EMPLOYEES (BY AGE) UNDER 30 YEARS	Person	1,252	1,173	1,127
30 TO 50 YEARS	Person	4,252	4,620	4,869
51 YEARS OR OLDER	Person	847	1,090	1,048

1) Based on FTE (full-time equivalent) as of December 31, 2023

DIVERSITY BY POSITION

ITEM	UNIT	2021	2022	2023
EXECUTIVE COMPOSITION (BY GENDER) FEMALE	Person	1	0	1
MALE	Person	73	68	58
EXECUTIVE COMPOSITION (BY AGE) 30 YEARS OR YOUNGER	Person	0	0	0
31 TO 50 YEARS	Person	18	31	34
51 YEARS OR OLDER	Person	56	37	25

ITEM	UNIT	2021	2022	2023
EXECUTIVE COMPOSITION (BY REGION) KOREA	Person	70	65	56
NORTH AMERICA, EUROPE	Person	4	3	3
ASIA	Person	0	0	0
COMPOSITION OF SENIOR MANAGERS, MANAGERS (BY GENDER) FEMALE	Person	247	279	312
MALE	Person	1,761	1,895	1,849
COMPOSITION OF SENIOR MANAGERS, MANAGERS (BY AGE) 30 YEARS OR YOUNGER	Person	0	4	1
31 TO 50 YEARS	Person	1,672	1,762	1,750
51 YEARS OR OLDER	Person	336	408	410
COMPOSITION OF SENIOR MANAGERS, MANAGERS (BY REGION) KOREA	Person	2,001	2,167	2,154
NORTH AMERICA, EUROPE	Person	3	3	3
ASIA	Person	4	4	4
COMPOSITION OF SENIOR ASSISTANT, ASSISTANT (BY GENDER) FEMALE	Person	614	690	715
MALE	Person	1,794	1,987	2,095
COMPOSITION OF SENIOR ASSISTANT, ASSISTANT (BY AGE) 30 YEARS OR YOUNGER	Person	909	1,061	985
31 TO 50 YEARS	Person	1,418	1,540	1,729
51 YEARS OR OLDER	Person	81	76	96
COMPOSITION OF SENIOR ASSISTANT, ASSISTANT (BY REGION) KOREA	Person	2,400	2,669	2,802
NORTH AMERICA, EUROPE	Person	1	1	3
ASIA	Person	7	7	5
OTHER (SKILLED, CONTRACT, ADVISORY) (BY GENDER) FEMALE	Person	26	31	44
MALE	Person	1,835	1,933	1,970
OTHER (SKILLED, CONTRACT, ADVISORY) (BY AGE) 30 YEARS OR YOUNGER	Person	343	108	141
31 TO 50 YEARS	Person	1,144	1,287	1,356
51 YEARS OR OLDER	Person	374	569	517
OTHER (SKILLED, CONTRACT, ADVISORY) (BY REGION) KOREA	Person	1,861	1,964	2,013
NORTH AMERICA, EUROPE	Person	0	0	1
ASIA	Person	0	0	0

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

SOCIAL

EMPLOYEES BY NATIONALITY

ITEM		UNIT	2021	2022	2023
KOREA	TOTAL	Person	6,332	6,865	7,025
	LEVEL M OR HIGHER	Person	2,008	2,070	2,212
CHINA	TOTAL	Person	6	6	4
	LEVEL M OR HIGHER	Person	4	4	3
UNITED STATES	TOTAL	Person	7	5	7
	LEVEL M OR HIGHER	Person	6	4	4
NEW ZEALAND	TOTAL	Person	1	1	1
	LEVEL M OR HIGHER	Person	0	0	0
TAIWAN	TOTAL	Person	1	1	1
	LEVEL M OR HIGHER	Person	0	0	0
VIETNAM	TOTAL	Person	1	1	1
	LEVEL M OR HIGHER	Person	0	0	0
UNITED KINGDOM	TOTAL	Person	0	1	1
	LEVEL M OR HIGHER	Person	0	1	1
AUSTRALIA	TOTAL	Person	1	1	1
	LEVEL M OR HIGHER	Person	0	0	0
CANADA	TOTAL	Person	1	1	2
	LEVEL M OR HIGHER	Person	1	1	2
PHILIPPINES	TOTAL	Person	1	1	1
	LEVEL M OR HIGHER	Person	0	0	0
OTHER	TOTAL	Person	0	0	0
	LEVEL M OR HIGHER	Person	0	0	0

MINORITY INCLUSION

ITEM		UNIT	2021	2022	2023
TOTAL NUMBER OF SOCIAL MINORITIES		Person	150	135	140
	NUMBER OF EMPLOYEES WITH DISABILITIES	Person	78	72	78
	NUMBER OF EMPLOYEES OF NATIONAL MERIT	Person	72	63	62
PERCENTAGE OF EMPLOYEES WITH DISABILITIES		%	1.2	1.0	1.1
PERCENTAGE OF EMPLOYEES OF NATIONAL MERIT		%	1.1	0.9	0.9
NUMBER OF FOREIGN EMPLOYEES		Person	20	18	19
PERCENTAGE OF FOREIGN EMPLOYEES		%	0.3	0.3	0.3
NUMBER OF ELDERLY EMPLOYEES (55 YEARS AND OLDER)		Person	272	297	399
PERCENTAGE OF ELDERLY EMPLOYEES		%	4.3	4.3	5.7
NUMBER OF EMPLOYEES WITH CAREER BREAKS		Person	0	0	0
PERCENTAGE OF EMPLOYEES WITH CAREER BREAKS		%	0.0	0.0	0.0

EMPLOYEE¹⁾ PAY GAP

ITEM		UNIT	2021	2022	2023
GENDER PAY GAP		%	77	79	71
AVERAGE SALARY OF MALE		KRW million	74	71	79
AVERAGE SALARY OF FEMALE		KRW million	57	56	56

1) Separate basis of CJ Logistics

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

SOCIAL

MATERNITY AND PARENTAL LEAVE

ITEM	UNIT	2021	2022	2023
NUMBER OF EMPLOYEES WHO USED MATERNITY LEAVE	Person	171	190	194
NUMBER OF EMPLOYEES RETURNING AFTER MATERNITY LEAVE	Person	142	167	192
PERCENTAGE OF EMPLOYEES RETURNING AFTER MATERNITY LEAVE	%	83.0	87.9	99.0
NUMBER OF EMPLOYEES ELIGIBLE FOR PARENTAL LEAVE	Person	1,849	1,840	1,875
MALE EMPLOYEES ELIGIBLE FOR PARENTAL LEAVE	Person	1,665	1,658	1,684
FEMALE EMPLOYEES ELIGIBLE FOR PARENTAL LEAVE	Person	184	182	191
NUMBER OF EMPLOYEES WHO USED PARENTAL LEAVE	Person	60	69	73
NUMBER OF MALE EMPLOYEES WHO USED PARENTAL LEAVE	Person	18	35	31
NUMBER OF FEMALE EMPLOYEES WHO USED PARENTAL LEAVE	Person	42	34	42
PERCENTAGE OF EMPLOYEES RETURNING AFTER PARENTAL LEAVE	%	52.3	106.7	103.0
NUMBER OF EMPLOYEES RETURNING AFTER PARENTAL LEAVE	Person	34	64	68
NUMBER OF MALE EMPLOYEES RETURNING AFTER PARENTAL LEAVE	Person	13	29	31
NUMBER OF FEMALE EMPLOYEES RETURNING AFTER PARENTAL LEAVE	Person	21	35	37
NUMBER OF EMPLOYEES PLANNING TO RETURN AFTER PARENTAL LEAVE	Person	65	60	66
NUMBER OF MALE EMPLOYEES PLANNING TO RETURN AFTER PARENTAL LEAVE (EXPECTED TO RETURN CURRENT YEAR)	Person	20	17	31
NUMBER OF FEMALE EMPLOYEES PLANNING TO RETURN AFTER PARENTAL LEAVE (EXPECTED TO RETURN CURRENT YEAR)	Person	45	43	35
NUMBER OF EMPLOYEES WORKING OVER 12 MONTHS AS OF THE CURRENT YEAR AFTER RETURNING FROM PARENTAL LEAVE IN THE PREVIOUS YEAR	Person	35	32	49
NUMBER OF MALE EMPLOYEES WORKING OVER 12 MONTHS AS OF THE CURRENT YEAR AFTER RETURNING FROM PARENTAL LEAVE IN THE PREVIOUS YEAR	Person	14	8	21
NUMBER OF FEMALE EMPLOYEES WORKING OVER 12 MONTHS AS OF THE CURRENT YEAR AFTER RETURNING FROM PARENTAL LEAVE IN THE PREVIOUS YEAR	Person	21	24	28
RETENTION RATE FOR 12 MONTHS OR LONGER AFTER RETURNING TO WORK	%	64.8	94.1	76.6

ITEM	UNIT	2021	2022	2023
NUMBER OF EMPLOYEES RETURNING AFTER PARENTAL LEAVE OF PREVIOUS YEAR	Person	54	34	64
NUMBER OF MALE EMPLOYEES RETURNING AFTER PARENTAL LEAVE OF PREVIOUS YEAR	Person	8	13	29
NUMBER OF FEMALE EMPLOYEES RETURNING AFTER PARENTAL LEAVE OF PREVIOUS YEAR	Person	46	21	35

FEMALE EMPLOYEES

ITEM		UNIT	2021	2022	2023
FEMALE EXECUTIVES	TOTAL NUMBER OF EXECUTIVES	Person	63	73	59
	NUMBER OF FEMALE EXECUTIVES	Person	2	0	1
	PERCENTAGE OF FEMALE EXECUTIVES	%	3.2	0	1.7
FEMALE MANAGERS	TOTAL NUMBER OF MANAGERS	Person	658	710	725
	NUMBER OF FEMALE MANAGERS	Person	31	41	44
	PERCENTAGE OF FEMALE MANAGERS	%	4.7	5.8	6.1
FEMALE JUNIOR MANAGERS	TOTAL NUMBER OF JUNIOR MANAGERS	Person	1,576	1,585	1,766
	NUMBER OF FEMALE JUNIOR MANAGERS	Person	226	249	295
	PERCENTAGE OF FEMALE JUNIOR MANAGERS	%	14.3	15.7	16.7
FEMALE EMPLOYEES IN STEM DEPARTMENTS	TOTAL NUMBER OF EMPLOYEES IN STEM DEPARTMENT	Person	198	249	290
	NUMBER OF FEMALE EMPLOYEES IN STEM DEPARTMENT	Person	44	61	69
	PERCENTAGE OF FEMALE EMPLOYEES IN STEM DEPARTMENT	%	22.2	24.5	23.8
FEMALE EMPLOYEES IN REVENUE-GENERATING DEPARTMENTS	TOTAL NUMBER OF EMPLOYEES IN REVENUE-GENERATING DEPARTMENTS	Person	3,382	3,588	5,164
	NUMBER OF FEMALE EMPLOYEES IN REVENUE-GENERATING DEPARTMENTS	Person	646	676	561
	PERCENTAGE OF FEMALE EMPLOYEES IN REVENUE-GENERATING DEPARTMENTS	%	19.1	18.8	10.9

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

SOCIAL

EMPLOYEE PERFORMANCE EVALUATION

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES	Person	6,351	6,883	7,044
NUMBER OF EMPLOYEES EVALUATED FOR MBO	Person	5,982	6,688	6,872
PERCENTAGE OF EMPLOYEES EVALUATED FOR MBO	%	94.2	97.2	97.6
NUMBER OF EMPLOYEES WHO RECEIVED A MULTIRATER FEEDBACK	Person	5,961	6,659	6,872
PERCENTAGE OF EMPLOYEES WHO RECEIVED A MULTIRATER FEEDBACK	%	93.9	96.7	97.6
NUMBER OF EMPLOYEES WITH RELATIVE EVALUATIONS	Person	5,977	6,685	6,872
PERCENTAGE OF EMPLOYEES WHO RECEIVED RELATIVE EVALUATIONS	%	94.1	97.1	97.6
PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS	%	94.1	97.0	97.6

NEW HIRES

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF NEW HIRES	Person	543	1,188	653
NEW HIRES WITH UNDEFINED TERMS	Person	543	1,188	511
FIXED-TERM NEW HIRES	Person	0	0	142
NUMBER OF NEW HIRES (BY AGE)				
30 YEARS OR YOUNGER	Person	201	527	339
31 TO 50 YEARS	Person	325	646	289
51 YEARS OR OLDER	Person	17	15	25
NUMBER OF NEW HIRES (BY GENDER)				
MALE	Person	463	980	514
FEMALE	Person	80	208	139

JOB POSTING RECRUITMENT

ITEM	UNIT	2021	2022	2023
NUMBER OF EMPLOYEES HIRED BY JOB POSTING	Person	42	35	5
JOB POSTING HIRING RATE	%	7.73	2.95	0.77

TURNOVER

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES	Person	6,351	6,883	7,044
VOLUNTARY AND INVOLUNTARY TURNOVER	Person	393	371	509
VOLUNTARY TURNOVER	Person	357	339	425
INVOLUNTARY TURNOVER	Person	36	32	84
VOLUNTARY TURNOVER RATE	%	5.6	4.9	6.0
INVOLUNTARY TURNOVER RATE	%	0.6	0.5	1.2
TOTAL TURNOVER RATE	%	6.2	5.4	7.2

EMPLOYEE ENGAGEMENT

ITEM	UNIT	2021	2022	2023
EMPLOYEE ENGAGEMENT ¹⁾	Person/Number of respondents	–	0.8 ²⁾	0.9
NUMBER OF ENGAGED EMPLOYEES	Person	–	2,415	2,660
ENGAGEMENT SURVEY RESPONDENTS	Person	–	2,932	3,051

1) Effective from 2022

2) Restated due to change in calculation criteria

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DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

SOCIAL

EDUCATION AND TRAINING					
ITEM		UNIT	2021	2022	2023
NUMBER OF E&T CONDUCTED		E&T	564	688	1,471
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES		Person	6,351	6,883	7,044
TOTAL E&T HOURS		Hour	120,192	187,166	126,028
E&T HOURS (BY AGE)	UNDER 30 YEARS	Hour	22,466	54,793	32,275
	30 TO 49 YEARS	Hour	85,878	114,235	80,044
	50 YEARS OR OLDER	Hour	11,848	18,138	13,709
E&T HOURS (BY GENDER)	MALE	Hour	100,516	149,777	102,106
	FEMALE	Hour	19,676	37,389	23,922
AVERAGE E&T HOURS PER PERSON		Hour/person	19	27	18
E&T HOURS PER PERSON (BY AGE)	UNDER 30 YEARS	Hour/person	4	8	5
	30 TO 49 YEARS	Hour/person	14	17	11
	50 YEARS OR OLDER	Hour/person	2	3	2
E&T HOURS PER PERSON (BY GENDER)	MALE	Hour/person	16	22	14
	FEMALE	Hour/person	3	5	3
E&T COST		KRW 10,000	121,353	204,052	242,749
E&T COST (BY AGE)	UNDER 30 YEARS	KRW 10,000	9,627	30,570	64,508
	30 TO 49 YEARS	KRW 10,000	95,956	159,187	148,111
	50 YEARS OR OLDER	KRW 10,000	15,769	14,296	30,130
E&T COST (BY GENDER)	MALE	KRW 10,000	107,983	166,300	192,118
	FEMALE	KRW 10,000	13,369	37,753	50,631
E&T COST PER PERSON		KRW 10,000/person	19	30	34
E&T COST PER PERSON (BY AGE)	UNDER 30 YEARS	KRW 10,000/person	2	4	9
	30 TO 49 YEARS	KRW 10,000/person	15	23	21
	50 YEARS OR OLDER	KRW 10,000/person	2	2	4
E&T COST PER PERSON (BY GENDER)	MALE	KRW 10,000/person	17	24	27
	FEMALE	KRW 10,000/person	2	5	7

HUMAN RIGHTS					
ITEM		UNIT	2021	2022	2023
PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS ¹⁾	PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS	%	100	100	100
TOTAL NUMBER OF REPORTED CASES AGAINST HUMAN RIGHT		Case	4	16	34
	NUMBER OF REPORTS ON ABUSE OF POWER	Case	2	11	22
	NUMBER OF SEXUAL HARASSMENT REPORTS	Case	0	1	1
	NUMBER OF WORKPLACE HARASSMENT REPORTS	Case	1	4	8
	NUMBER OF SAFETY INCIDENTS REPORTED	Case	1	0	3
NUMBER OF VALID AND RESOLVED CASES AGAINST HUMAN RIGHTS		Case	4	5	32
	NUMBER OF EFFECTIVE AND ADDRESSED REPORTS ON ABUSE OF POWER	Case	2	2	22
	NUMBER OF EFFECTIVE AND ADDRESSED REPORTS ON SEXUAL HARASSMENT	Case	0	0	1
	NUMBER OF EFFECTIVE AND ADDRESSED REPORTS ON WORKPLACE HARASSMENT	Case	1	3	6
	NUMBER OF EFFECTIVE AND ADDRESSED REPORTS ON SAFETY INCIDENTS	Case	1	0	3

1) Separate basis of CJ Logistics Labor-Management Council (57% of total employees on a consolidated basis)

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DATA CENTER

QUANTITATIVE

DATA ON DOMESTIC

CORPORATIONS

SOCIAL

SAFETY AND HEALTH

ITEM	UNIT	2021	2022	2023
EMPLOYEE OCCUPATIONAL ACCIDENT RATE	%	0.14	0.19	0.11
NUMBER OF WORKERS INJURED	Person	9	13	8
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES	Person	6,351	6,883	7,044
NUMBER OF FATAL ACCIDENTS	Case	0	0	0
NUMBER OF FATAL ACCIDENTS AT SUPPLIERS	Case	0	1	0
LOST TIME INJURY FREQUENCY RATE (LTIFR) LOGISTICS	Incidents/ million hours	0.75	0.94	0.59
CONSTRUCTION	Incidents/ million hours	0	0.75	0
NUMBER OF LOST TIME INJURY	Case	9	12	8
TOTAL HOURS WORKED	Hour	13,081,359	14,163,066	14,967,233
NUMBER OF SERIOUS ACCIDENTS	Case	0	0	0
IMPROVEMENT RATE OF HAZARDOUS RISK FACTOR	%	100	100	100

WIN-WIN PARTNERSHIP

ITEM	UNIT	2021	2022	2023
WIN-WIN FUND	KRW 100 million	150	150	150

CONSUMER RIGHTS PROTECTION

ITEM	UNIT	2021	2022	2023
EVALUATION OF COURIER/PARCEL SERVICES BY THE MINISTRY OF LAND, INFRASTRUCTURE, AND TRANSPORT	Grade	A	A	A+

COMMUNITY ENGAGEMENT

ITEM	UNIT	2021	2022	2023
DONATIONS	KRW 100 million	53	43	32
TOTAL VOLUNTEER HOURS	Hour	13,492	5,951	6,272
TOTAL NUMBER OF PEOPLE VOLUNTEERED	Person	3,754	1,710	1,380

CUSTOMER SATISFACTION SURVEY

ITEM	UNIT	2021	2022	2023
PERCENTAGE OF SATISFIED CUSTOMERS	%	76	76	75
CUMULATIVE MOBILE APP DOWNLOADS	10,000 app	1,340	1,497	1,578
AI CHATBOT 2.0 CUSTOMER SATISFACTION	Point	25.4	75.6	81.1

CUSTOMER COMPLAINT RESOLUTION

ITEM	UNIT	2021	2022	2023
NUMBER OF CUSTOMER COMPLAINTS RECEIVED	Case	601,701	601,430	561,170
CUSTOMER COMPLAINTS RESOLVED	Case	401,380	441,617	451,931
CUSTOMER COMPLAINT RESOLUTION SUCCESS RATE	%	66.7	73.4	80.5

CUSTOMER COMPLAINT RESOLUTION RATE

ITEM	UNIT	2021	2022	2023
INCOMING CALLS	Case	17,716,699	12,859,761	8,397,317
CALLS HANDLED	Case	17,273,323	12,480,058	8,220,654
RESPONSE RATE	%	97.5	97.0	97.9
INCOMING CASES	Case	687	590	465

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

SOCIAL

PURCHASES AND SOURCING FROM SUPPLIERS

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF SUPPLIERS	Supplier	17,493	20,009	21,229
NUMBER OF PORTS AND TRANSPORTATION SUPPLIERS	Supplier	11,305	13,983	15,556
NUMBER OF LOGISTICS STORAGE AND DISTRIBUTION SUPPLIERS	Supplier	398	356	173
NUMBER OF GLOBAL FORWARDING SUPPLIERS	Supplier	1,585	1,488	1,336
NUMBER OF SUPPLIERS IN LOGISTICS DIVISION	Supplier	2,438	2,361	2,468
NUMBER OF SUPPLIERS IN CONSTRUCTION DIVISION	Supplier	1,271	1,286	1,113
NUMBER OF SUPPLIERS IN RESORT DIVISION	Supplier	496	535	583
TOTAL TRANSACTIONS WITH SUPPLIERS	KRW million	4,333,642	4,652,900	4,230,166
TRANSACTIONS WITH PORTS AND TRANSPORTATION SUPPLIERS	KRW million	922,568	1,083,845	1,404,429
TRANSACTIONS WITH LOGISTICS STORAGE AND DISTRIBUTION SUPPLIERS	KRW million	688,856	699,900	340,229
TRANSACTIONS WITH GLOBAL FORWARDING SUPPLIERS	KRW million	799,155	1,002,503	461,587
TRANSACTIONS WITH SUPPLIERS IN LOGISTICS DIVISION	KRW million	1,881,172	1,793,074	1,958,366
TRANSACTIONS WITH SUPPLIERS IN CONSTRUCTION DIVISION	KRW million	33,690	64,406	55,878
TRANSACTIONS WITH SUPPLIERS IN RESORT DIVISION	KRW million	8,201	9,172	9,677
TOTAL PURCHASES FROM SUPPLIERS	%	100.0	100.0	100.0
SHARE OF PURCHASES FROM PORTS AND TRANSPORTATION SUPPLIERS	%	21.3	23.3	33.2
SHARE OF PURCHASES FROM LOGISTICS STORAGE AND DISTRIBUTION SUPPLIERS	%	15.9	15.0	8.0
SHARE OF PURCHASES FROM GLOBAL FORWARDING SUPPLIERS	%	18.4	21.5	10.9
SHARE OF PURCHASES FROM SUPPLIERS IN LOGISTICS DIVISION	%	43.4	38.5	46.3
SHARE OF PURCHASES FROM SUPPLIERS IN CONSTRUCTION DIVISION	%	0.8	1.4	1.3
SHARE OF PURCHASES FROM SUPPLIERS IN RESORT DIVISION	%	0.2	0.2	0.2

PURCHASES AND SOURCING FROM KEY SUPPLIERS

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF KEY SUPPLIERS	Supplier	444	441	586
NUMBER OF PORTS AND TRANSPORTATION KEY SUPPLIERS	Supplier	44	49	156
NUMBER OF LOGISTICS STORAGE AND DISTRIBUTION KEY SUPPLIERS	Supplier	10	10	20
NUMBER OF GLOBAL FORWARDING KEY SUPPLIERS	Supplier	4	3	10
NUMBER OF KEY SUPPLIERS IN LOGISTICS DIVISION	Supplier	121	118	123
NUMBER OF KEY SUPPLIERS IN CONSTRUCTION DIVISION	Supplier	218	209	220
NUMBER OF KEY SUPPLIERS IN RESORT DIVISION	Supplier	47	52	57
TOTAL TRANSACTION WITH KEY SUPPLIERS	KRW million	1,055,286	1,185,346	1,478,614
TRANSACTIONS WITH PORT AND TRANSPORTATION KEY SUPPLIERS	KRW million	274,190	325,884	677,471
TRANSACTIONS WITH LOGISTICS STORAGE AND DISTRIBUTION KEY SUPPLIERS	KRW million	180,740	225,634	279,895
TRANSACTIONS WITH FORWARDING KEY SUPPLIERS	KRW million	239,423	283,723	137,926
TRANSACTIONS WITH KEY SUPPLIERS IN THE LOGISTICS DIVISION	KRW million	337,238	320,689	365,217
TRANSACTIONS WITH KEY SUPPLIERS IN THE CONSTRUCTION DIVISION	KRW million	23,695	29,416	18,105
TRANSACTIONS WITH KEY SUPPLIERS IN THE RESORT DIVISION	KRW million	0	0	0
TOTAL PURCHASES FROM KEY SUPPLIERS	%	100.0	100.0	100.0
SHARE OF PURCHASES FROM PORTS AND TRANSPORTATION KEY SUPPLIERS	%	26.0	27.5	45.8
SHARE OF PURCHASES FROM LOGISTICS STORAGE AND DISTRIBUTION KEY SUPPLIERS	%	17.1	19.0	18.9
SHARE OF PURCHASES FROM GLOBAL FORWARDING KEY SUPPLIERS	%	22.7	23.9	9.3
SHARE OF PURCHASES FROM KEY SUPPLIERS IN LOGISTICS DIVISION	%	32.0	27.1	24.7
SHARE OF PURCHASES FROM KEY SUPPLIERS IN CONSTRUCTION DIVISION	%	2.2	2.5	1.2
SHARE OF PURCHASES FROM KEY SUPPLIERS IN RESORT DIVISION	%	0.0	0.0	0.0

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DATA CENTER

QUANTITATIVE

DATA ON DOMESTIC

CORPORATIONS

SOCIAL

ANNUAL CONTRACT SUPPLIERS AND THEIR CODE OF CONDUCT

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF SUPPLIERS CONTRACTED PER YEAR	Supplier	4,395	4,204	3,620
NUMBER OF PORTS AND TRANSPORTATION SUPPLIERS CONTRACTED PER YEAR	Supplier	3,796	3,683	3,233
NUMBER OF LOGISTICS STORAGE AND DISTRIBUTION SUPPLIERS CONTRACTED PER YEAR	Supplier	362	323	170
NUMBER OF GLOBAL FORWARDING SUPPLIERS CONTRACTED PER YEAR	Supplier	41	36	29
NUMBER OF SUPPLIERS IN LOGISTICS DIVISION CONTRACTED PER YEAR	Supplier	132	95	125
NUMBER OF SUPPLIERS IN CONSTRUCTION DIVISION CONTRACTED PER YEAR	Supplier	45	45	38
NUMBER OF SUPPLIERS IN RESORT DIVISION CONTRACTED PER YEAR	Supplier	19	22	25
TOTAL NUMBER OF ANNUAL-CONTRACT SUPPLIERS WHO APPLIED CODE OF CONDUCT	Supplier	4,395	4,204	3,620
NUMBER OF ANNUAL-CONTRACT SUPPLIERS IN PORT AND TRANSPORTATION WHO APPLIED CODE OF CONDUCT	Supplier	3,796	3,683	3,233
NUMBER OF ANNUAL-CONTRACT SUPPLIERS IN LOGISTICS STORAGE AND DISTRIBUTION WHO APPLIED CODE OF CONDUCT	Supplier	362	323	170
NUMBER OF ANNUAL-CONTRACT SUPPLIERS IN GLOBAL FORWARDING WHO APPLIED CODE OF CONDUCT	Supplier	41	36	29
NUMBER OF ANNUAL-CONTRACT SUPPLIERS IN LOGISTICS DIVISION WHO APPLIED CODE OF CONDUCT	Supplier	132	95	125
NUMBER OF ANNUAL-CONTRACT SUPPLIERS IN CONSTRUCTION DIVISION WHO APPLIED CODE OF CONDUCT	Supplier	45	45	38
NUMBER OF ANNUAL-CONTRACT SUPPLIERS IN RESORT DIVISION WHO APPLIED CODE OF CONDUCT	Supplier	19	22	25

ITEM	UNIT	2021	2022	2023
PERCENTAGE OF ANNUAL-CONTRACT SUPPLIERS WHO APPLIED CODE OF CONDUCT	%	100	100	100
PERCENTAGE OF ANNUAL-CONTRACT SUPPLIERS IN PORTS AND TRANSPORTATION WHO APPLIED CODE OF CONDUCT	%	100	100	100
PERCENTAGE OF ANNUAL-CONTRACT SUPPLIERS IN LOGISTICS STORAGE AND DISTRIBUTION WHO APPLIED CODE OF CONDUCT	%	100	100	100
PERCENTAGE OF ANNUAL-CONTRACT SUPPLIERS IN GLOBAL FORWARDING WHO APPLIED CODE OF CONDUCT	%	100	100	100
PERCENTAGE OF ANNUAL-CONTRACT SUPPLIERS IN LOGISTICS DIVISION WHO APPLIED CODE OF CONDUCT	%	100	100	100
PERCENTAGE OF ANNUAL-CONTRACT SUPPLIERS IN CONSTRUCTION DIVISION WHO APPLIED CODE OF CONDUCT	%	100	100	100
PERCENTAGE OF ANNUAL-CONTRACT SUPPLIERS IN RESORT DIVISION WHO APPLIED CODE OF CONDUCT	%	100	100	100

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS GOVERNANCE

SHAREHOLDERS

ITEM	UNIT	2021	2022	2023
NUMBER OF SHARES HELD BY LARGEST SHAREHOLDERS AND RELATED PARTIES	Share	9,164,922	9,165,322	9,166,622
NUMBER OF COMMON STOCKS ISSUED	Share	22,812,344	22,812,344	22,812,344
PERCENTAGE OF OWNERSHIP BY THE LARGEST SHAREHOLDER AND RELATED PARTIES	%	40.18	40.18	40.18
NUMBER OF SHARES HELD BY REGISTERED OFFICERS EXCLUDING THE LARGEST SHAREHOLDERS AND THEIR RELATIVES	Share	2,400	2,800	4,100
OWNERSHIP STAKE OF REGISTERED EXECUTIVES EXCLUDING LARGEST SHAREHOLDER AND HIS/HER FAMILY MEMBERS	%	0.01	0.01	0.02
CASH DIVIDEND PAYOUT	%	0	5.50	4.40
DIVIDENDS	KRW million	0	9,973	9,973

BOARD OF DIRECTORS

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF BOARD MEMBERS	Person	7	7	7
NUMBER OF OUTSIDE DIRECTORS	Person	4	4	4
RATIO OF INDEPENDENT DIRECTORS ON THE BOARD OF DIRECTORS	%	57.14	57.14	57.14
NUMBER OF FEMALE DIRECTORS	Person	1	1	1
PERCENTAGE OF FEMALE DIRECTORS	%	14	14	14
AVERAGE BOARD TENURE	Year	2	4	4
NUMBER OF OUTSIDE DIRECTORS/OTHER NON-EXECUTIVE DIRECTORS WITH INDUSTRY EXPERIENCE	Person	1	1	0

BOD EFFICIENCY

ITEM	UNIT	2021	2022	2023
MINIMUM MEETING ATTENDANCE REQUIRED FOR BOARD MEMBERS	%	More than a majority	More than a majority	More than a majority
NUMBER OF DIRECTORS WITH NO MORE THAN 4 OTHER JOBS	Person	4	4	4
NUMBER OF OTHER JOBS LIMITED TO DIRECTORS	Job	2	2	2

BOD ACTIVITIES

ITEM	UNIT	2021	2022	2023
NUMBER OF BOARD MEETINGS	Meeting	9	8	7
REGULAR BOARD MEETINGS	Meeting	7	7	7
EXTRAORDINARY BOARD SESSIONS	Meeting	2	1	0
NUMBER OF AGENDA ITEMS SUBMITTED TO THE BOARD OF DIRECTORS	Case	24	24	22
NUMBER OF OUTSIDE DIRECTORS DISSENTING/ AMENDED MOTIONS	Case	0	0	0
ATTENDANCE RATE OF INSIDE DIRECTORS AT BOARD MEETINGS	%	92	97	100
ATTENDANCE RATE OF OUTSIDE DIRECTORS AT BOARD MEETINGS	%	97	100	100
ATTENDANCE RATE OF ALL DIRECTORS AT BOARD MEETINGS	%	95	98	100

COMMITTEE ACTIVITIES

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF COMMITTEE ¹⁾ MEETINGS	Meeting	15	10	18
AGENDA ITEMS ACROSS ALL COMMITTEES ¹⁾	Case	19	14	20
AUDIT COMMITTEE MEETINGS	Meeting	100	100	100
ATTENDANCE OF OUTSIDE DIRECTORS AT OUTSIDE DIRECTOR NOMINATING COMMITTEE	%	100	100	100
ATTENDANCE OF OUTSIDE DIRECTORS AT COMPENSATION COMMITTEE	%	100	100	100
ATTENDANCE OF OUTSIDE DIRECTORS AT AUDIT COMMITTEE	%	90	89	100
ATTENDANCE OF INSIDE DIRECTORS AT ALL COMMITTEES ¹⁾	%	90	89	100

1) ESG Committee, Compensation Committee, Internal Transaction Committee, Audit Committee, Outside Director Nomination Committee

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

GOVERNANCE

AUDIT COMMITTEE

ITEM	UNIT	2021	2022	2023
NUMBER OF MEMBERS	Person	4	4	4
NUMBER OF OUTSIDE DIRECTORS AMONG AUDIT COMMITTEE MEMBERS	Person	4	4	4
RATIO OF OUTSIDE DIRECTORS AMONG AUDIT COMMITTEE MEMBERS	%	100	100	100

AUDIT AND NON-AUDIT COMPENSATION

ITEM	UNIT	2021	2022	2023
NON-AUDIT SERVICE COMPENSATION	KRW million	50	94	86
NON-AUDIT SERVICE COMPENSATION: TAX REVIEW	KRW million	30	94	56
NON-AUDIT SERVICE COMPENSATION: ACCOUNTING REVIEW	KRW million	20	0	30
AUDIT SERVICE COMPENSATION	KRW million	925	1,080	1,150
NON-AUDIT SERVICE COMPENSATION TO AUDIT SERVICE COMPENSATION	%	5	9	3

BOD REMUNERATION

ITEM	UNIT	2021	2022	2023
TOTAL NUMBER OF BOARD MEMBERS	Person	7	7	7
TOTAL COMPENSATION OF INSIDE DIRECTORS	KRW million	3,776	3,730	5,664
TOTAL COMPENSATION OF OUTSIDE DIRECTORS	KRW million	0	0	0
AUDIT COMMITTEE MEMBERS	KRW million	302	302	299
TOTAL COMPENSATION	KRW million	4078	4032	5963
AVERAGE COMPENSATION PER PERSON	KRW million	583	576	852

COMPENSATION OF CEO AND EMPLOYEES

ITEM	UNIT	2021	2022	2023
CEO COMPENSATION	KRW million	2,302	2,434	3,178
MEDIAN COMPENSATION FOR EMPLOYEES	KRW million	62	68	64
MULTIPLES	Times	37	36	50
AVERAGE COMPENSATION FOR EMPLOYEES	KRW million	72	69	75
MULTIPLES	Times	32	35	42

CONTRIBUTIONS AND EXPENDITURES¹⁾

ITEM	UNIT	2021	2022	2023
ASSOCIATIONS OR TAX-EXEMPT ORGANIZATIONS	KRW million	1,158	1,411	930
FAIR COMPETITION ASSOCIATION	KRW million	5	5	5
KOREA INTEGRATED LOGISTICS ASSOCIATION	KRW million	96	290	297
SEOUL CHAMBER OF COMMERCE AND INDUSTRY	KRW million	103	103	157
KOREA PORT LOGISTICS ASSOCIATION	KRW million	122	142	119
KOREA GENERAL ASSOCIATION OF BUSINESS EXECUTIVES	KRW million	36	37	37

1) Restated due to change in calculation criteria

LEGAL VIOLATIONS

ITEM	UNIT	2021	2022	2023
NUMBER OF MARKETING AND LABELING VIOLATIONS	Case	0	0	0
NUMBER OF PRIVACY VIOLATIONS	Case	0	0	0
NUMBER OF SANCTIONS FOR VIOLATIONS OF ANTITRUST LAWS	Case	4	1	0
NUMBER OF SANCTIONS FOR VIOLATIONS OF ANTI-CORRUPTION LAWS	Case	0	0	0

ESG DATA CENTER

QUANTITATIVE DATA ON DOMESTIC CORPORATIONS

GOVERNANCE

EDUCATION AND TRAINING FOR ETHICAL MANAGEMENT

ITEM	UNIT	2021	2022	2023
TOTAL E&T HOURS	Hour	4,667	7,460	12,422
TOTAL NUMBER OF EMPLOYEES ¹⁾ PARTICIPATING IN E&T	Person	4,202	6,360	6,940

1) Separate basis of CJ Logistics (57% of total employees on a consolidated basis)

ETHICS VIOLATIONS¹⁾

ITEM	UNIT	2021	2022	2023	2023
NUMBER OF REPORTED CASES AGAINST ETHICS/ COMPLIANCE MANAGEMENT	Case	326	252	218	
NUMBER OF VALID AND RESOLVED CASES AGAINST ETHICS/COMPLIANCE MANAGEMENT	Case	272	152	148	
FRAUD/IRREGULARITIES ²⁾	Case	6	2	10	
SUPPLIER COMPLAINTS	Case	258	143	115	
ORGANIZATIONAL CULTURE ³⁾	Case	2	4	12	
SAFETY MANAGEMENT	Case	6	3	11	
OTHER	Case	0	0	0	

1) Due to changes in the calculation criteria, the 2021-2022 data has been recalculated based on the same criteria.

2) Includes corruption and bribery, customer privacy, conflicts of interest, money laundering, or insider trading

3) Includes discrimination or harassment

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QUANTITATIVE
DATA ON OVERSEAS
CORPORATIONS

ENVIRONMENT

AMERICA	INDIA	VIETNAM
CJ LOGISTICS AMERICA, LLC	CJ DARCL LOGISTICS LIMITED	CJ GEMADEPT LOGISTICS
CJ LOGISTICS FREIGHT AMERICA, LLC	TRANSRAIL LOGISTICS LIMITED	HOLDINGS COMPANY
CJ LOGISTICS TRANSPORTATION, LLC	DARCL LOGISTICS NEPAL PRIVATE LIMITED	LIMITED
CJ LOGISTICS CANADA CORPORATION	CJ KOREA EXPRESS INDIA PRIVATE LIMITED	CJ GEMADEPT SHIPPING HOLDINGS COMPANY LIMITED
		GEMADEPT LOGISTICS ONE MEMBER COMPANY LIMITED
		GEMADEPT HAI PHONG ONE MEMBER COMPANY LIMITED
		GEMADEPT SHIPPING LIMITED COMPANY

* Reporting scope includes U.S., India, and Vietnam operations and subsidiaries: data for 2021 and 2022 excludes Vietnam operations.

GREENHOUSE GAS EMISSIONS

ITEM	UNIT	2021	2022	2023	REMARKS
DIRECT EMISSIONS (SCOPE 1)	tCO ₂ -eq	62,069	47,545	59,876	Reflects performance of India only
INDIRECT EMISSIONS (SCOPE 2)	tCO ₂ -eq	1,536	1,851	2,110	
INDIRECT EMISSIONS (SCOPE 3)	tCO ₂ -eq	455,090	995,300	–	
GHG EMISSION (SCOPE 1+2)	tCO ₂ -eq	63,605	49,396	61,986	

ENERGY CONSUMPTION

ITEM		UNIT	2021	2022	2023	REMARKS
TOTAL ENERGY CONSUMPTION		TJ	630	793	10,869	Reflects performance of India for 2021 and 2022, of Vietnam for 2023
	NONRENEWABLE ENERGY CONSUMPTION	TJ	630	793	8,957	
	NONRENEWABLE FUEL GENERATED ENERGY CONSUMED	TJ	630	793	–	
	NONRENEWABLE ENERGY PURCHASED AND CONSUMED	TJ	–	–	8,957	
	RENEWABLE ENERGY CONSUMPTION	TJ	0.32	0.06	1,912	
	RENEWABLE FUEL-GENERATED ENERGY CONSUMED	TJ	0.32	0.06	–	
	RENEWABLE ENERGY PURCHASED AND CONSUMED	TJ	–	–	–	
TOTAL ELECTRICITY CONSUMPTION		TJ	9	11	10,869	
	NONRENEWABLE ELECTRICITY PURCHASED AND CONSUMED	TJ	8	11	8,957	
	RENEWABLE ELECTRICITY PURCHASED AND CONSUMED	TJ	–	–	–	
	RENEWABLE ELECTRICITY SELF-GENERATED AND CONSUMED	TJ	0.14	0.15	1,912	
	ELECTRICITY PURCHASED AND CONSUMED	TJ	8	11	8,957	
		TJ	0.14	0.15	1,912	

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ENVIRONMENT

WASTE GENERATION

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL WASTE GENERATED	Tonne	–	–	6,300	Performance not included for Vietnam in 2021 and 2022 and for India in 2023
TOTAL GENERAL WASTE	Tonne	–	–	6,300	
TOTAL DESIGNATED WASTE	Tonne	–	–	–	
WASTE DISPOSED IN OTHER WAYS	Tonne	–	–	6,300	
GENERAL WASTE DISPOSED IN OTHER WAYS	Tonne	–	–	6,300	
DESIGNATED WASTE DISPOSED IN OTHER WAYS	Tonne	–	–	0	

ENVIRONMENTAL PROTECTION INVESTMENT

ITEM	UNIT	2021	2022	2023	REMARKS
ECO-FRIENDLY PURCHASE	KRW million	0	0	368,680	India's performance not reflected for 2023
PURCHASE OF CERTIFIED ECO-FRIENDLY RAW MATERIAL	KRW million	–	–	–	
PURCHASE OF CERTIFIED ECO-FRIENDLY SUPPLIES/ CONSUMABLES	KRW million	–	–	368,680	
TOTAL INVESTMENT IN ECO-FRIENDLY PROJECTS	KRW million	1.9	20.9	62.9	Reflects performance of India only

ENVIRONMENTAL VIOLATIONS

ITEM	UNIT	2021	2022	2023	REMARKS
NUMBER OF ENVIRONMENTAL REGULATION VIOLATIONS	Case	0	0	0	

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EMPLOYEES

ITEM		UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES		Person	7,818	8,235	9,336	
	WORKERS WITHOUT FIXED-TERM CONTRACTS (REGULAR, INDEFINITE TERM CONTRACT)	Person	7,538	7,938	8,980	
	NUMBER OF WORKERS WITH FIXED-TERM CONTRACTS (SHORT-TERM CONTRACT)	Person	250	285	317	
	NUMBER OF EXECUTIVES (REGISTERED + UNREGISTERED EXECUTIVES)	Person	30	28	39	Vietnam not reflected for 2021 and 2022
	LOCALLY-HIRED PERSONNEL (REGULAR + NON-REGULAR)	Person	3,842	3,811	3,963	
COMPOSITION OF EMPLOYEES (BY GENDER)	FEMALE	Person	1,033	1,000	1,324	
	MALE	Person	6,785	7,251	8,012	
COMPOSITION OF EMPLOYEES (BY AGE)	UNDER 30 YEARS	Person	1,510	1,821	2,275	
	30 TO 50 YEARS	Person	4,524	4,684	5,333	
	51 YEARS OR OLDER	Person	1,784	1,746	1,728	

MINORITY INCLUSION

ITEM		UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF SOCIAL MINORITIES		Person	2,659	2,633	2,756	Vietnam not reflected for 2021 and 2022
NUMBER OF EMPLOYEES WITH DISABILITIES		Person	0	0	0	

EMPLOYEE PAY GAP

ITEM		UNIT	2021	2022	2023	REMARKS
GENDER PAY GAP		%	96.0	93.8	101.1	Vietnam not reflected for 2021 and 2022
AVERAGE SALARY OF MALE EMPLOYEES		KRW million	75	80	94	
AVERAGE SALARY OF FEMALE EMPLOYEES		KRW million	72	75	95	

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QUANTITATIVE DATA ON OVERSEAS CORPORATIONS

SOCIAL

MATERNITY AND PARENTAL LEAVE¹⁾

ITEM	UNIT	2021	2022	2023	REMARKS
NUMBER OF EMPLOYEES ELIGIBLE FOR PARENTAL LEAVE	Person	–	–	167	
MALE EMPLOYEES ELIGIBLE FOR PARENTAL LEAVE	Person	–	–	113	
FEMALE EMPLOYEES ELIGIBLE FOR PARENTAL LEAVE	Person	–	–	54	
NUMBER OF EMPLOYEES WHO USED PARENTAL LEAVE	Person	–	–	6	
NUMBER OF MALE EMPLOYEES WHO USED PARENTAL LEAVE	Person	–	–	3	
NUMBER OF FEMALE EMPLOYEES WHO USED PARENTAL LEAVE	Person	–	–	3	
PERCENTAGE OF EMPLOYEES RETURNING AFTER PARENTAL LEAVE	%	–	–	100	
NUMBER OF EMPLOYEES RETURNING AFTER PARENTAL LEAVE	Person	–	–	6	
NUMBER OF MALE EMPLOYEES RETURNING AFTER PARENTAL LEAVE	Person	–	–	3	
NUMBER OF FEMALE EMPLOYEES RETURNING AFTER PARENTAL LEAVE	Person	–	–	3	
NUMBER OF EMPLOYEES PLANNING TO RETURN AFTER PARENTAL LEAVE	Person	–	–	6	
NUMBER OF MALE EMPLOYEES PLANNING TO RETURN AFTER PARENTAL LEAVE (EXPECTED TO RETURN CURRENT YEAR)	Person	–	–	3	2023 performance reflects Vietnam only
NUMBER OF FEMALE EMPLOYEES PLANNING TO RETURN AFTER PARENTAL LEAVE (EXPECTED TO RETURN CURRENT YEAR)	Person	–	–	3	
NUMBER OF EMPLOYEES WORKING OVER 12 MONTHS AS OF THE CURRENT YEAR AFTER RETURNING FROM PARENTAL LEAVE	Person	–	–	5	
NUMBER OF MALE EMPLOYEES WORKING OVER 12 MONTHS AS OF THE CURRENT YEAR AFTER RETURNING FROM PARENTAL LEAVE IN THE PREVIOUS YEAR	Person	–	–	1	
NUMBER OF FEMALE EMPLOYEES WORKING OVER 12 MONTHS AS OF THE CURRENT YEAR AFTER RETURNING FROM PARENTAL LEAVE IN THE PREVIOUS YEAR	Person	–	–	4	
RETENTION RATE FOR 12 MONTHS OR LONGER AFTER RETURN TO WORK	%	–	–	83	
NUMBER OF EMPLOYEES RETURNING AFTER PARENTAL LEAVE OF PREVIOUS YEAR	Person	–	–	6	
NUMBER OF MALE EMPLOYEES RETURNING AFTER PARENTAL LEAVE OF PREVIOUS YEAR	Person	–	–	1	
NUMBER OF FEMALE EMPLOYEES RETURNING AFTER PARENTAL LEAVE OF PREVIOUS YEAR	Person	–	–	5	

1) US and India don't have parental leave systems

FEMALE EMPLOYEES

ITEM		UNIT	2021	2022	2023	REMARKS
FEMALE EXECUTIVES	TOTAL NUMBER OF EXECUTIVES	Person	30	28	39	Vietnam not reflected for 'Female Executives,' and 'Female Managers,' in 2021 and 2022
	NUMBER OF FEMALE EXECUTIVES	Person	5	4	3	
	PERCENTAGE OF FEMALE EXECUTIVES	%	17	14	8	
FEMALE MANAGERS	TOTAL NUMBER OF MANAGERS	Person	1,010	984	1,066	
	NUMBER OF FEMALE MANAGERS	Person	164	147	182	
	PERCENTAGE OF FEMALE MANAGERS	%	16	15	17	
FEMALE EMPLOYEES IN STEM DEPARTMENT	TOTAL NUMBER OF EMPLOYEES IN STEM DEPARTMENT	Person	355	435	437	Vietnam not reflected for STEM Department data
	NUMBER OF FEMALE EMPLOYEES IN STEM DEPARTMENT	Person	67	53	48	
	PERCENTAGE OF FEMALE EMPLOYEES IN STEM DEPARTMENT	%	19	12	11	

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[EMPLOYEE PERFORMANCE EVALUATION](#)

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES	Person	7,818	8,251	9,336	Vietnam was added in 2023
NUMBER OF EMPLOYEES EVALUATED FOR MBO	Person	3,221	3,129	4,062	
PERCENTAGE OF EMPLOYEES EVALUATED FOR MBO	%	41	38	44	
NUMBER OF EMPLOYEES WHO RECEIVED A MULTIRATER FEEDBACK	Person	–	–	477	Reflecting performance since 2023 (America, Vietnam)
PERCENTAGE OF EMPLOYEES WHO RECEIVED A MULTIRATER FEEDBACK	%	–	–	5	
NUMBER OF EMPLOYEES WITH RELATIVE EVALUATIONS	Person	–	–	1,818	
PERCENTAGE OF EMPLOYEES WHO RECEIVED RELATIVE EVALUATIONS	%	–	–	19	

[NEW HIRES](#)

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF NEW HIRES	Person	3,328	3,680	3,925	Vietnam was added in 2023
NEW HIRES WITH UNDEFINED TERMS	Person	3,151	3,543	3,683	
FIXED-TERM NEW HIRES	Person	177	137	242	
NUMBER OF NEW HIRES (BY AGE)	UNDER 30 YEARS	978	1,238	1,438	
	30 TO 50 YEARS	1,789	1,948	1,985	
	51 YEARS OR OLDER	561	494	502	
NUMBER OF NEW HIRES (BY GENDER)	MALE	2,868	3,316	3,481	
	FEMALE	460	364	444	

[TURNOVER](#)

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES	Person	7,818	8,251	9,336	Vietnam was added in 2023
VOLUNTARY AND INVOLUNTARY TURNOVER	Person	1,636	4,844	4,476	Vietnam was added in 2023 and America added since 2022
VOLUNTARY TURNOVER	Person	525	1,508	1,341	
INVOLUNTARY TURNOVER	Person	1,111	3,336	3,135	
VOLUNTARY TURNOVER RATE	%	7	18	14	
TOTAL TURNOVER RATE	%	14	40	34	

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EMPLOYEE ENGAGEMENT

ITEM	UNIT	2021	2022	2023	REMARKS
EMPLOYEE ENGAGEMENT	Person/Number of respondents	-	-	0.98	Reflects America only
NUMBER OF ENGAGED EMPLOYEES	Person	-	-	3,379	
ENGAGEMENT SURVEY RESPONDENTS	Person	-	-	3,453	

EDUCATION AND TRAINING

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES	Person	7,818	8,251	9,336	Reflects 2021 and 2022 performance of America only
TOTAL E&T HOURS	Hour	24,168	27,426	85,089	
AVERAGE E&T HOURS PER PERSON	Hour/person	3.1	3.3	9.1	
E&T COST	KRW million	203	163	214	
E&T COST PER PERSON	KRW/person	25,966	19,755	22,922	

HUMAN RIGHTS

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF HUMAN RIGHTS-RELATED REPORTS	Number of safety incidents reported	33	32	25	Reflects performance of America only
TOTAL NUMBER OF EFFECTIVE HUMAN RIGHTS-RELATED REPORTS	Number of effective reports on safety incidents	33	32	25	
NUMBER OF HUMAN RIGHTS-RELATED REPORTS RESOLVED	Number of safety incidents reports resolved	33	32	25	

SAFETY AND HEALTH

ITEM	UNIT	2021	2022	2023	REMARKS
EMPLOYEE OCCUPATIONAL ACCIDENT RATE	%	0.0	0.0	0.02	Reflects performance of America only
NUMBER OF WORKERS INJURED	Person	0	0	2	
TOTAL NUMBER OF EXECUTIVES AND EMPLOYEES	Person	7,818	8,251	9,336	
NUMBER OF FATAL INCIDENTS	Case	0	0	0	
LOST TIME INJURY FREQUENCY RATE (LTIFR)	Incident/million hours	11	9	9	
NUMBER OF LOST TIME INJURY	Case	97	75	79	
TOTAL WORK HOURS	Hour	9,054,167	8,063,640	8,722,040	
NUMBER OF SERIOUS ACCIDENTS	Case	33	32	25	

COMMUNITY ENGAGEMENT

ITEM	UNIT	2021	2022	2023	REMARKS
DONATIONS	KRW million	3,075	76,975	56,596	Reflects performance of America only
TOTAL VOLUNTEER HOURS	Hour	230	307	356	
TOTAL NUMBER OF PEOPLE VOLUNTEERING	Person	230	573	576	

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QUANTITATIVE
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GOVERNANCE

BOARD OF DIRECTORS

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF BOARD MEMBERS	Person	18	17	23	Vietnam was added in 2023
NUMBER OF OUTSIDE DIRECTORS	Person	3	4	4	
PERCENTAGE OF OUTSIDE DIRECTORS ON THE BOARD	%	17	24	17	
NUMBER OF FEMALE DIRECTORS	Person	1	1	1	

BOD ACTIVITIES

ITEM	UNIT	2021	2022	2023	REMARKS
NUMBER OF BOARD MEETINGS	Meeting	7	6	12	Vietnam was added in 2023
NUMBER OF AGENDA ITEMS PRESENTED TO THE BOARD OF DIRECTORS	Case	7	8	15	
NUMBER OF OUTSIDE DIRECTORS DISSENTING/AMENDED MOTIONS	Case	0	0	0	
ATTENDANCE RATE OF INSIDE DIRECTORS AT BOARD MEETINGS	%	100	98	97	
ATTENDANCE OF OUTSIDE DIRECTORS AT BOARD MEETINGS	%	100	75	60	

COMMITTEE ACTIVITIES

ITEM	UNIT	2021	2022	2023	REMARKS
NUMBER OF AUDIT COMMITTEE MEETINGS	Meeting	2	4	2	Reflects performance of India only
ATTENDANCE OF OUTSIDE DIRECTORS AT OUTSIDE DIRECTORS NOMINATING COMMITTEE	%	100	100	100	
ATTENDANCE OF OUTSIDE DIRECTORS AT COMPENSATION COMMITTEE	%	100	100	100	
ATTENDANCE OF OUTSIDE DIRECTORS AT AUDIT COMMITTEE	%	75	75	75	

AUDIT COMMITTEE

ITEM	UNIT	2021	2022	2023	REMARKS
NUMBER OF MEMBERS	Person	7	6	6	
NUMBER OF OUTSIDE DIRECTORS AMONG AUDIT COMMITTEE MEMBERS	Person	4	3	3	
RATIO OF OUTSIDE DIRECTORS AMONG AUDIT COMMITTEE MEMBERS	%	57	50	50	

BOD REMUNERATION

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL COMPENSATION OF INSIDE DIRECTORS	KRW million	1,593	2,336	2,037	Reflects performance of India only
TOTAL COMPENSATION OF OUTSIDE DIRECTORS	KRW million	30	33	36	

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QUANTITATIVE DATA ON OVERSEAS CORPORATIONS

GOVERNANCE

LEGAL VIOLATIONS

ITEM	UNIT	2021	2022	2023	REMARKS
NUMBER OF MARKETING AND LABELING VIOLATIONS	Case	0	0	0	
NUMBER OF PRIVACY VIOLATIONS	Case	0	0	0	
NUMBER OF SANCTIONS FOR VIOLATIONS OF ANTITRUST LAWS	Case	0	0	0	
NUMBER OF SANCTIONS FOR VIOLATIONS OF ANTI-CORRUPTION LAWS	Case	0	0	0	

EDUCATION AND TRAINING FOR ETHICS AND COMPLIANCE

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL E&T HOURS	Hour	2,160	1,487	4,948	Reflects performance of America only
NUMBER OF PEOPLE COMPLETED E&T	Person	2,015	1,465	4,695	

ETHICAL MANAGEMENT VIOLATIONS

ITEM	UNIT	2021	2022	2023	REMARKS
TOTAL NUMBER OF ETHICS/COMPLIANCE-RELATED REPORTS	Case	-	-	-	Reflects performance of India only
NUMBER OF EFFECTIVE ETHICS/COMPLIANCE-RELATED REPORTS	Case	-	-	-	
NUMBER OF ETHICS REPORTS PROCESSED	Case	-	-	-	

GRI CONTENT INDEX

STATEMENT OF USE	CJ Logistics applies the GRI Standards in reporting our sustainable management activities from January 1, 2023 to December 31, 2023.
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARDS	As of the publication date of this Sustainability Report (June 2024), there are no applicable GRI Sector Standards to CJ Logistics thus, they are inapplicable.

GENERAL STANDARD DISCLOSURE

CLASSIFICATION		TITLE	PAGE	REMARK
THE ORGANIZATION AND ITS REPORTING PRACTICES	2-1	Organizational details	6p, 9p	
	2-2	Entities included in the organization's sustainability reporting	3p	
	2-3	Reporting period, frequency, and contact points	3p	
	2-4	Restatements of information	123-124p	
	2-5	External assurance	146-147p	
ACTIVITIES AND WORKERS	2-6	Activities, value chain, and other business relationships	6p, 10-14p	
	2-7	Employees	114p	
	2-8	Workers who are not employees	114p, 127p	Inapplicable for non-employees
GOVERNANCE	2-9	Governance structure and composition	91-92p, 94p	
	2-10	Nomination and selection of the highest governance body	91-92p	
	2-11	Chair of the highest governance body	91-92p	
	2-12	Role of the highest governance body in overseeing the management of impacts	23p, 94p	
	2-13	Delegation of responsibility for managing impacts	36p, 40p, 94p, 104p	
	2-14	Role of the highest governance body in sustainability reporting	23p	
	2-15	Conflicts of interest	92p, 94p	
	2-16	Communication of critical concerns	23p	
	2-17	Collective knowledge of the highest governance body	93p	
	2-18	Evaluation of the performance of the highest governance body	94-95p	
	2-19	Remuneration policies	94-95p	
	2-20	Process to determine remuneration	67p, 95p	
	2-21	Annual total compensation ratio	123p, 131p	

GRI CONTENT INDEX

CLASSIFICATION		TITLE	PAGE	REMARK
STRATEGY, POLICIES AND PRACTICES	2-22	Statement on sustainable development	4p	
	2-23	Strategy	144p	
	2-24	Policy commitments	28-33p	
	2-25	Embedding policy commitments	28-33p	
	2-26	Processes to remediate negative	59p, 71-72p, 78p, 81-82p	
	2-27	Impacts	124p, 132p	
	2-28	Mechanisms for seeking advice and	148p	
STAKEHOLDER ENGAGEMENT	2-29	raising concerns	24-25p	
	2-30	Compliance with laws and regulations	119p	
MATERIAL TOPICS	3-1	Membership associations	26-27p	
	3-2	Approach to stakeholder engagement	27p	
SPECIFIC STANDARD DISCLOSURE				
MATERIAL TOPIC 1: SUSTAINABLE BUSINESS				
MATERIAL TOPICS	3-3	Management of material topics	28p	
ECONOMIC PERFORMANCE	201-1	Direct economic value generated and distributed	6p, 109p	
INDIRECT ECONOMIC IMPACTS	203-2	Significant indirect economic impacts	18p, 84-87p	
MATERIAL TOPIC 2: RESPONSE TO CLIMATE CHANGE				
MATERIAL TOPICS	3-3	Management of material topics	29p	
ECONOMIC PERFORMANCE	201-2	Financial implications and other risks and opportunities due to climate change	41-42p	
EMISSIONS	305-1	Direct (Scope 1) GHG emissions	49p, 110p, 125p	
	305-2	Energy indirect (Scope 2) GHG emissions	49p, 110p, 125p	
	305-3	Other indirect (Scope 3) GHG emissions	49p, 110p, 125p	
	305-4	GHG emissions intensity (in KRW)	49p, 110p	
	305-5	Reduction of GHG emissions	43-45p, 48p	
ENERGY	302-1	Energy consumption within the organization	113p, 125p	
	302-2	Energy consumption outside of the organization	113p, 125p	
	302-3	Energy intensity	113p	
	302-4	Reduction of energy consumption	43-45p, 48p, 113p, 125p	

GRI CONTENT INDEX

CLASSIFICATION		TITLE	PAGE	REMARK
MATERIAL TOPIC 3: WASTE MANAGEMENT				
WASTE	MATERIAL TOPICS	3-3 Management of material topics	30p	
		306-1 Waste generation and significant	50-51p	
		306-2 waste-related impacts	15-18p, 50-51p	
		306-3 Management of significant waste related impacts	50p, 111p, 126p	
		306-4 Waste generated	111p, 126p	
		306-5 Waste diverted from disposal	111p, 126p	
MATERIAL TOPIC 4: SAFETY AND HEALTH				
OCCUPATIONAL HEALTH AND SAFETY	MATERIAL TOPICS	3-3 Management of material topics	31p	
		403-1 Occupational health and safety management system	53-54p	
		403-2 Hazard identification, risk assessment, and incident investigation	55-57p, 59p	
		403-3 Occupational health services	58p, 67p	
		403-4 Worker participation, consultation, and communication on occupational health and safety	59p	
		403-5 Worker training on occupational health and safety	56-57p	
		403-6 Promotion of worker health	57-58p, 67p, 77p	
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	55-58p	
		403-8 Workers covered by an occupational health and safety management system	54p	
		403-9 Work-related injuries	119p, 130p	
MATERIAL TOPIC 5: TALENT MANAGEMENT				
EMPLOYMENT	MATERIAL TOPICS	3-3 Management of material topics	32p	
		401-1 New employee hires and employee turnover	117p, 129p	
		404-1 Average hours of training per year per employee	118p, 130p	
TRAINING AND EDUCATION		404-2 Programs for upgrading employee skills and transition assistance programs	62-63p	
		404-3 Percentage of employees receiving regular performance and career development reviews	117p, 129p	Data missing by gender/position Reason: information unavailable
MATERIAL TOPIC 6: LABOR PRACTICES				
EMPLOYMENT	MATERIAL TOPICS	3-3 Management of material topics	33p	
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	67p	
		404-3 Parental leave	67p, 116p, 128p	

GRI CONTENT INDEX

CLASSIFICATION		TITLE	PAGE	REMARK
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	118p	
DIVERSITY AND EQUAL OPPORTUNITY	405-1	Diversity of governance bodies and employees	91-92p, 114~115p, 127p	Data missing by employee category Reason: information unavailable
	405-2	Ratio of basic salary and remuneration of women to men	115p, 127p	
GENERAL STANDARD DISCLOSURE				
ECONOMIC PERFORMANCE	201-4	Financial assistance received from	77p	
INDIRECT ECONOMIC IMPACTS	203-1	Government	83-89p	
ANTI-CORRUPTION	205-1	Infrastructure investments and services supported	99p	
	205-2	Operations assessed for risks related to corruption	100-101p	
	205-3	Communication and training about anti-corruption policies and procedures	101p	
TAX	207-1	Approach to tax	106p	
	207-2	Tax governance, control, and risk management	107p	
WATER AND EFFLUENTS	303-3	Water withdrawal	51p, 112p	
	303-4	Water discharge	112p	
	303-5	Water consumption	112p	
BIODIVERSITY	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	42p, 46p	
	304-2	Significant impacts of activities, products, and services on biodiversity	43p	
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	46p	
SUPPLIER ENVIRONMENTAL ASSESSMENT	308-1	New suppliers that were screened using environmental criteria	75p	
	308-2	Negative environmental impacts in the supply chain and actions taken	75p	

TCFD INDEX

The Task Force on Climate-related Financial Disclosures (TCFD) was launched in 2015 by the Financial Stability Board (FSB) with the aim of providing a framework and recommendations on how corporations should disclose the impacts of climate change in relation to their financial performances. The Recommendations that the task force released in 2017, encompassing all industries, have since been endorsed by over 4,900 financial and non-financial institutes in 103 countries worldwide.

AREA	TCFD RECOMMENDATION	REMARKS	APPLIED ACTIONS
GOVERNANCE	a) Board’s oversight of climate related risks	C1.1b	23, 37, 40
	b) Management’s role in assessing and managing climate-related risks	C1.2	23, 37, 40
STRATEGY	a) Near, medium, and long-term climate- related risks	C2.1a, C2.3a, C2.4a	41~42
	b) Impact on business, strategy, and planning	C2.3a, C3.4, C3.5	42
	c) Resilience of strategy using 2℃ or lower scenarios	C3.2, C3.3	41
RISK MANAGEMENT	a) Process to assess climate-related risks	C2.1, C2.2	41~42
	b) Process to manage climate-related risks	C2.1, C2.2	41~42
	c) Integration of risk process into overall risk management	C2.1, C2.2	41~42
METRICS AND TARGETS	a) Metrics used to assess climate-related risks	C4.2a	48~49
	b) Scope 1 and Scope 2 emissions (and Scope 3, where applicable), and related risks	C6.1, C6.2, C6.3, C6.5	43~45, 47~49
	c) Targets used by the company to manage climate-related risks and opportunities and performances as measured by them	C4.1a, C4.1b, C4.2a	43~45, 48~49

TNFD
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The Taskforce on Nature-related Financial Disclosures (TNFD) was established in June 2021 under the initiative of international organizations such as UNEP FI, UNDP, and WWF, as biodiversity emerged as a crucial global agenda following climate change. The TNFD Recommendations, released in September 2021, have since been endorsed by over 320 firms and financial institutes in 46 countries worldwide. Like the TCFD, the TNFD Recommendations consists of governance, strategy, risk management, and metrics and targets and advocate for financial disclosure related to natural capital. Matching with the TNFD Recommendations, CJ Logistics will identify natural capital-related risks and opportunities and strive to protect biodiversity within ecosystems near our business sites.

AREA	TCFD RECOMMENDATION	REMARKS	APPLIED ACTIONS
GOVERNANCE	a) Describe the board’s oversight of nature-related dependencies, impacts, risks and opportunities. b) Describe management’s role in assessing and managing nature-related dependencies, impacts, risks and opportunities. c) Describe the organisation’s human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organisation’s assessment of and response to, nature-related dependencies, impacts, risks and opportunities.	C15.1	40
STRATEGY	a) Describe the nature-related dependencies, impacts, risks and opportunities the organisation has identified over the short, medium and long term. b) Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organisation’s business model, value chain, strategy and financial planning as well as any transition plans or analysis in place. c) Describe the resilience of the organisation’s strategy to nature-related risks and opportunities, taking into consideration different scenarios. d) Disclose the locations of assets and/or activities in the organisation’s direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	C15.5, C15.9	42-43, 46
RISK MANAGEMENT	a(ii)) Describe the organisation’s processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations. a(ii)) Describe the organisation’s processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s). b) Describe the organisation’s processes for managing nature-related dependencies, impacts, risks and opportunities. c) Describe how processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organisation’s overall risk management processes.	C15.3, C15.8	47
METRICS AND TARGETS	a) Disclose the metrics used by the organisation to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process. b) Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature. c) Describe the targets and goals used by the organisation to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	C15.6	49

SASB INDEX

TOPIC	CODE	METRIC	REFERENCES/ANSWERS
GREENHOUSE GAS EMISSIONS	TR-AF-110a.1	Gross global Scope 1 emissions	110, 125
	TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	43, 44, 48
	TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	Not applicable
AIR QUALITY	TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	Not applicable
LABOR PRACTICE	TR-AF-310a.1	Percentage of drivers classified as independent contractors	Not reporting
	TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	none
EMPLOYEE HEALTH AND SAFETY	TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	119, 130
SUPPLY CHAIN MANAGEMENT	TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	Not applicable
	TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	49
ACCIDENT AND SAFETY MANAGEMENT	TR-AF-540a.1	Description of implementation and outcomes of the Safety Management System	53~59
	TR-AF-540a.2	Number of aviation accidents	0 cases
	TR-AF-540a.3	Number of road accidents and incidents	0 cases
	TR-AF-540a.4	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	Not applicable

UN SDGS COMMITMENT

The Sustainable Development Goals (SDGs)—adopted by the member states at the 70th UN General Assembly in 2015—are to be pursued and achieved by 2030. This proposal comprises 17 common objectives that the entire humanity is encouraged to endorse toward ensuring a sustainable future. Under the slogan, ‘Leave no one behind,’ the United Nations has defined the 17 overarching goals and 169 specific tasks for the human race to pursue across five areas: humanity, the planet, prosperity, peace, and partnership. CJ Logistics actively supports the SDGs and commits to creating sustainable value through our business operations. Considering the nature of our business, we specified 15 UN Sustainable Development Goals as our main focus areas and are pursuing sustainable management activities aligned with these specific goals.

SUSTAINABLE DEVELOPMENT GOAL		KEY ACTIVITIES IN 2023	
	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.	- Donating Win-Win Packages to the Climate Vulnerable - Heartwarming Package of Essential Goods	
	Ensure healthy lives and promote well-being for all, regardless of age.	- Managing Employees’ Physical and Mental Health - Complaint Resolution Committee for Health and Safety - Encouraging Employees to Discuss Hazards and Risks - Well-being of Delivery Personnel - Health and Safety Management Certificates	- Dream-Building Wonder Walk - CJ Donors Camp Sports Day - Expanded cultural experience opportunities for underprivileged children with CJ Sharing Foundation
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	- Future Technology Challenge Awards - Talent Discovery and Recruitment Program - Vietnam Young Logistics Talents (VNYLT) program - Enhancing Core Capabilities	- Employee Idea Competition - Career Development Center (CDC) Program
	Achieve gender equality and empower all women and female youth.	- The Roundtable between Female Employees and the CEO - Roundtable with Female Executive Leaders - Education and Training to Raise the Awareness of Diversity - DE&I(Diversity, Equity, Inclusion) Conference - Orange Parcels for Women with Career Breaks	- Maternity Leave - Parental Leave and childcare support - Appointment of Female Outside Directors - Declaring ‘Women’s Empowerment Principle (WEPs)’
	Ensure availability and sustainable management of water and sanitation for all	Minimize water usage at domestic and international business sites	Management and reduction of water pollution
	Ensure access to affordable, reliable, sustainable and modern energy for all	- Transportation Energy Efficiency - Building Energy Efficiency	Introduce renewable energy
	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.	- Eco-friendly packaging - Resource Recycling Process - Liquefied hydrogen tank lorry transportation business - Gaseous hydrogen transportation business - Battery Logistics Contracts - Preparation for the Battery Recycling and Reuse Market - Establish independent resource circulation system for paper resources	- Future Technology Challenge Awards - Recruitment Program for Undergraduates - Supporting Startups - Creating a Win-Win Ecosystem for Shared Growth - Green Delivery Plus for Small Businesses - Blue Parcels, Silver Parcels, Orange Parcels - Expanding Job Opportunities for Persons with Disabilities through Collaboration and Solidarity

UN SDGS COMMITMENT

SUSTAINABLE DEVELOPMENT GOAL		KEY ACTIVITIES IN 2023	
	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	• TES Logistics Technology Research Center • Eco-friendly packaging • Resource Recycling Process • Preparation for the Battery Recycling and Reuse Market • Establish independent resource circulation system for paper resources • Develop and secure new business models for recycled packaging (waste plastics) • Supporting Startups	• Green Delivery Plus for Small Businesses • Digital Logistics Platform • Employee Idea Competition • O-Ne delivery solution • Development of “LoIS Parcel,” the Next-Generation Delivery System • Creating a Win-Win Ecosystem for Shared Growth
	Reduce inequality within and among countries.	• Recruitment Policy • Diversity Policy • Education and Training to Raise the Awareness of Diversity • Human Rights Commitments and Policies • Performance Management & Development System (PMDS+) • Fair Payment System	• Human rights due diligence • Education and Training to Raise the Awareness of Human Rights Management • Complaint Resolution Program • Supplier Selection Policy • Dream-Building Culture Diversity Class
	Make cities and human settlements inclusive, safe, resilient and sustainable	• Blue Parcels, Silver Parcels, Orange Parcels • Expanding Job Opportunities for Persons with Disabilities through Collaboration and Solidarity	• Supporting Salvation Army with Charity Donations Delivery
	Ensuring sustainable consumption and production patterns.	• Eco-friendly packaging technology • Resource Recycling Process • Preparation for the Battery Recycling and Reuse Market • Establish independent resource circulation system for paper resources • Develop and secure new business models for recycled packaging (waste plastics) • Customer-Centered Management	• Advancing AI Chatbot 2.0 • Policy for Protecting Consumer Rights • Development of “LoIS Parcel,” the Next-Generation Delivery System • “O-NE”, Strengthened Leadership in Delivery Market • Activities to Enhance Customer Satisfaction • Environmental Cleanup Challenge Near Workplaces
	Take urgent action to combat climate change and its impacts.	• Carbon emission reduction of 37% by 2030 • Achieve carbon neutrality by 2050 • Transition to sustainable transportation	• Building Energy Efficiency • Introduce renewable energy
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	• No Deforestation Declaration • Environmental Cleanup Challenge Near Workplaces • Civil engaging events for creating carbon offset forests, and urban forest initiatives • Biodiversity risk assessment and management	• Protect natural monuments and endangered species through • Maintain green golf course certification (GEO, Golf Environment Organization)
	Promote peaceful and inclusive societies conducive for sustainable development; provide access to justice for all; and build effective, accountable, and inclusive institutions at all levels.	• CJ Logistics Code of Conduct • Ethical Management Practice Guide • Introduction of fair trade voluntary compliance program • Compliance Management System Certification • Operation of Social Contribution Committee	• Compliance Coordinator System • Compliance training and content creation • Linking compliance activities performance to compensation • Operation of integrated reporting system • Labor-Management Council
	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	• Cooperation for reconstruction of Ukraine • Joining and implementing global initiatives (TCFD, BNPB, UNGC)	

UNGC

AREA	PRINCIPLE	CJ LOGISTICS' ACTIVITIES	PAGE
HUMAN RIGHTS	① Businesses should support and respect the protection of internationally proclaimed human rights	• CJ Logistics upholds the UNGC's declarations on human rights. • We abide by the 'Women's Empowerment Principle (WEPS).'	70-73, 143
	② Make sure that they are not complicit in human rights abuses.	• CJ Logistics identifies, assesses, and improves human rights risks through human rights due diligence on business sites. • We conduct human rights surveys on employees and education and training to raise the awareness of human rights management. • We operate human rights complaint resolution program. • We support human rights management through the establishment of a Supplier Code of Conduct.	
LABOUR	③ Businesses should uphold: the freedom of association and the effective recognition of the right to collective bargaining	• CJ Logistics operates the Labor Management Council.	64, 67-68, 143
	④ The elimination of all forms of forced and compulsory labour,	• CJ Logistics abides by the International Labour Organization(ILO)'s prohibition of child and forced labor. • We comply with the labor laws in Korea.	
	⑤ The effective abolition of child labor		
ENVIRONMENT	⑥ The elimination of discrimination in respect of employment and occupation.	• CJ Logistics operate a fair evaluation and compensation system based on the Performance Management & Development System. • We operate channels for supplier complaints.	5-19, 35-38, 43-44, 47
	⑦ Businesses should support a precautionary approach to environmental challenges	• CJ Logistics establish a circular logistics system and set mid- to long-term goals. • We establish and operate LoIS EHS system. • We acquired and maintain a company-wide certificate(ISO14001) on our environmental management system. • We establish and implement a roadmap for reducing GHG emissions and energy usage.	
	⑧ Undertake initiatives to promote greater environmental responsibility	• CJ Logistics practices eco-friendly purchasing with the Green Procurement Policy. • We conduct environmental education for employees. • We link environmental management performance to compensation. • We prevent deforestation and engage in afforestation based on the No Deforestation Declaration. • We maintain the country's only environmental golf course certification (GEO, Golf Environment Organization).	
ANTI-CORRUPTION	⑨ Encourage the development and diffusion of environmentally friendly technologies.	• CJ Logistics developed the eco-friendly packaging technology. • We developed waste recycling technology for logistics centers. • We promote the commercialization of hydrogen energy transportation. • We expand the infrastructure for battery recycling. • We achieve eco-friendly logistics through Modal Shift.	97-101
	⑩ Businesses should work against corruption in all its forms, including extortion and bribery.	• CJ Logistics implements a voluntary compliance program on fair transactions and trade. • We acquired and maintain a company-wide certificate(ISO37301) on our compliance management system. • We appointed a CSR Committee. • We conduct compliance training for employees. • We instill a culture of compliance management through the Compliance Coordinator System. • We link disciplinary actions for compliance violations to performance rewards. • We operate an integrated reporting system for ethical violations.	

CJ LOGISTICS' HUMAN RIGHTS DECLARATION

CJ LOGISTICS' HUMAN RIGHTS DECLARATION

CJ Logistics is a global comprehensive logistics company with a mission of 'to become a successful strategic partner with customers by designing an optimized SCM' and a vision of 'a global SCM solution provider leading the CPG and e-commerce logistics market with data-based technology capabilities.'

CJ Logistics has the core values and principles of Integrity, Passion, Creativity and 'Respect'. CJ Logistics firmly believes that respecting the human rights of not only employees, but also various stakeholders such as customers, partners and local communities in all business activities is the first step in realizing those principles.

CJ Logistics announced that it complies with global human rights standards by joining the United Nations Global Compact (UNGC) and signing the 'Women's Empowerment Principle (WEPS)'. In addition, CJ Logistics respects applicable domestic and international norms and standards related to human rights, such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the Human Rights Management Guidelines of the National Human Rights Commission of Korea. Furthermore, we strive to comply with human rights, labor and environmental laws and guidelines in each country or region where we are running our business. To this end, CJ Logistics declares and pledges to put into practice 'human rights management that guarantees human dignity and values' as the standard of conduct and value judgment that all executives and employees of CJ Logistics must abide by...

- We should put human rights a top priority based on the principle of Respect in business management and prevent human rights violations proactively. In the event of human rights violation, we should actively provide remedies by establishing a remedy system and actively strive for stakeholder participation in the process of operating the system.
- We should prohibit any discrimination in employment based on disability, gender, religion, nationality, region, status, educational background, age, occupation, etc., and provide an equal remuneration and work environment of mutual respect and consideration.
- We should treat our employees humanely in all working environments concerning wages, welfare benefits, maternity protection, and others, and should not allow forced or child labor and human trafficking in any form.
- We should guarantee the freedom of association, union activities and the right to collective bargaining of all CJ Logistics employees and form a labor management culture of shared growth.
- We should ensure a safe workplace and work-life balance for our employees and stakeholders.
- We should actively support the human rights protection not only for our employees, but also for our partners and their employees of our partners to prevent any human rights violation.
- We should strive to prevent human rights violations of local residents where CJ logistics has its presence, conduct social contribution activities and cooperate with each other to promote the human rights of members of society.
- We should comply with domestic and foreign environmental laws and strive to create an eco-friendly logistics system to achieve carbon neutrality.
- We should provide the best logistics service to safely deliver customers' valuable assets with convenience.
- We should strictly manage the personal information of our employees and customers in accordance with relevant laws and regulations.

CJ Logistics strives to listen to opinions and solve problems via various communication channels including its website (integrated reporting system), groupware (Tong-Tong-Tong), phone counseling for customers and online VOC to prevent any potential human rights violations during business activities. In the future, based on the practice of the above principles, we will actively support our human rights management to be realized by domestic and foreign stakeholders as well.

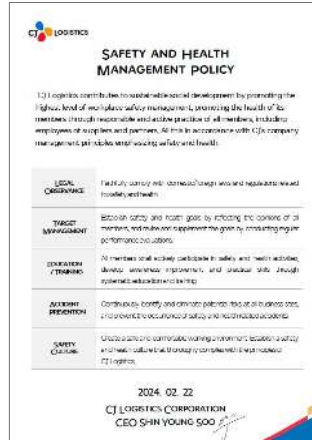
JUNE 2024

SHIN YOUNG SOO
CEO OF CJ LOGISTICS

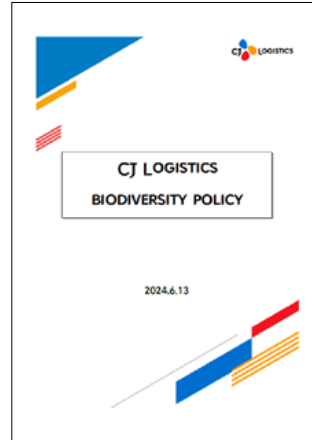
ESG POLICY STATEMENTS

Policy Statements

ESG Data Center | GRI Content Index | TCFD Index | TNFD Index | SASB Index | UN SDGs Commitment | UN Global Compact | CJ Logistics' Human Rights Declaration | **ESG Policy Statements**
 GHG VERIFICATION Statements | Third-Party Verification Statements | Association Membership and Initiatives



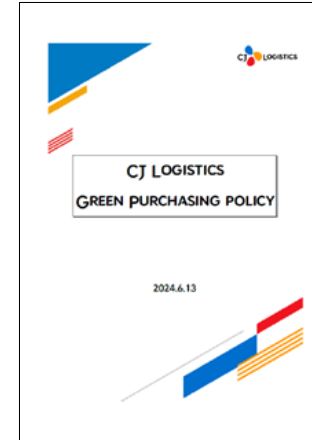
Safety and Health Management Policy



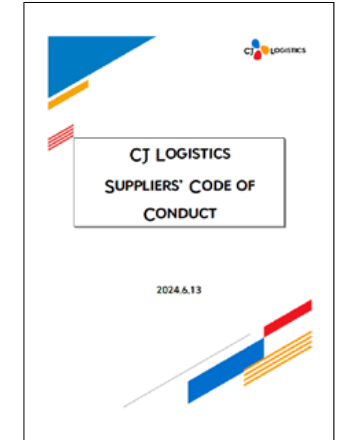
Biodiversity Policy



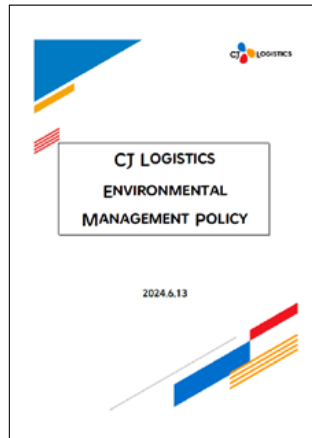
Stakeholder Engagement Policy



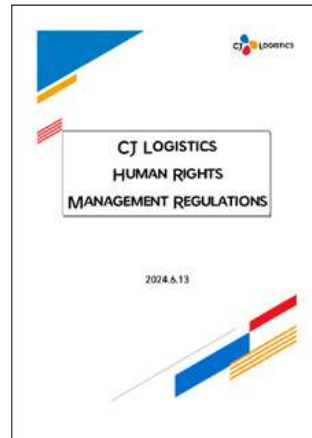
Green Procurement Policy



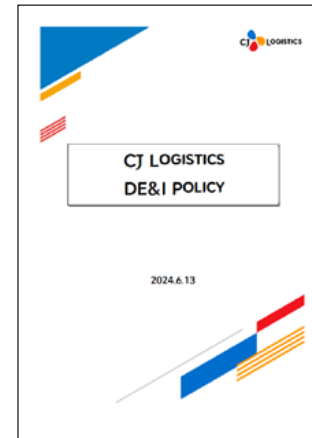
Supplier Code of Conduct



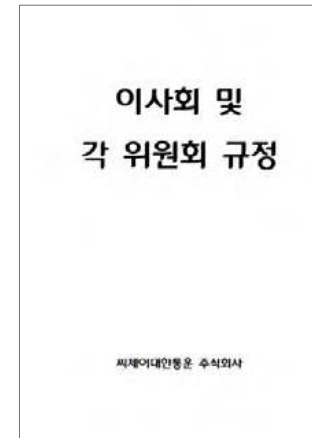
Environmental Management Policy



Human Rights Management Regulation



DE&I Policy



BOD and Committees Policy



Supply Chain ESG Management Policy

GHG VERIFICATION STATEMENTS



GHG Verification Statement

Independent Verification Statement

CJ Logistics Corporation

The Korea Management Registrar Inc. (hereinafter "KMR") has conducted the verification on the greenhouse gas (hereinafter "GHG") emission (Scope 1, 2) of CJ Logistics Corporation (hereinafter "the Company") in 2023.

SCOPE

Verification of all places of business and emission facilities under the control of the company.

STANDARDS

- ISO 14064-1:2018, ISO 14064-3:2019
- IPCC Guidelines for National Greenhouse Gas Inventory
- Operational Guidelines for Reporting and Certification of Emissions in the GHG Emission Trading Scheme
- Verification Guidelines for GHG Emissions Trading Scheme Operation
- Guidelines for GHG Target Management Scheme Operation

PROCEDURE

We conducted a risk analysis approach and on-site verification based on data evaluation, and we identified the appropriateness of the data and factors applied to GHG emission calculations based on objective evidence. The verification team verified the GHG emissions during the reporting period in a reasonable way based on the verification guidelines.

INDEPENDENT

KMR does not have any stake in the verified entity and does not conduct verification with biased opinions/views. We have drawn an independent and objective verification conclusion based on the verification standards, and reviewed the every aspect of the verification we performed throughout the entire verification process through internal review

LIMITATIONS

The verification team verified the related reports, information and data presented by the audited institution by sampling or enumeration methods. As a result, there are many inherent limitations, and there may be disagreements in the interpretation of appropriateness. Although we have tried to faithfully perform verification that meets the verification standards, we suggest that errors, omissions, and false statements that could not be found may be latent as the limitations to the verification.

1204, Acehightechcity 1-dong, 775 Kyunginro, Yeongdeungpo-gu, Seoul, 07299, Korea



GHG Verification Statement

Independent Verification Statement

OPINION

- GHG verification has been performed to meet the reasonable assurance level according to the verification standards.
- We express that no significant errors were found in the calculation of emissions during the verification process, and that relevant activity data and evidence were appropriately managed and calculated. As a result, we express an "unmodified" opinion.
- Criticality: meets the criterion, which is less than 5%
- GHGs Emission(All places)

GHGs Emission	Direct emission (Scope1)	Indirect emission (Scope2)	Total (tCO2-eq)
2023	107,186	120,345	227,513

Energy Consumption	Fuel	Electricity	Steam	Total (TJ)
2023	1,542	2,514	0	4,037

※ Note : There is a difference in the total amount of emissions and emissions by greenhouse gas and by workplace.
 (Total emissions are cut to a decimal point for each workplace unit and emissions are summed up for each workplace unit.)

RESULTS

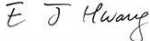
- We confirm through verification that the emissions from major emission facilities have been calculated and reported without omission.

※ The abovementioned company is responsible for preparing verification data in accordance with the "Guidelines for Reporting and Certification of Emissions in the Greenhouse Gas Emissions Trading System (Ministry of Environment Notice No. 2021-278)", and KMR's responsibility is limited to the party in the verification contract according to the agreed contract terms, and is not responsible for other decisions, including investment decisions based on this verification statement.

※ The abovementioned company must comply with the use of the certification and logo marks under the contract entered into with KMR.

March 28,2024

Authorized By



CEO Eun Ju Hwang



1204, Acehightechcity 1-dong, 775 Kyunginro, Yeongdeungpo-gu, Seoul, 07299, Korea

THIRD-PARTY VERIFICATION STATEMENTS

[PRJN-744200-2024-AST-KOR]

DNV Business Assurance Korea, Ltd. (‘DNV’) has been commissioned by CJ Logistics Corporation (hereafter referred to as ‘CJ Logistics’ or ‘the Company’) to undertake an independent limited assurance on the Company’s Sustainability Report 2024 (hereafter referred as ‘the Report’) for the calendar year ending 31 December 2023. The intended users of this assurance statement are the management and stakeholders of CJ Logistics.

STANDARDS OF ASSURANCE

This assurance engagement has been carried out in Type 2 limited assurance in accordance with AccountAbility’s AA1000 Assurance Standard v3 and DNV’s VeriSustain protocol V6.0, which is based on our professional experience and international assurance best practice including the International Standard on Assurance Engagements (ISAE) 3000 – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ (revised), issued by the International Auditing and Assurance Standards Board. DNV has reviewed the Report’s adherence to the four principles of AA1000 AccountAbility Principles Standard (2018) and the accuracy, completeness, and neutrality principles of VeriSustain. In addition, DNV has reviewed the ‘reliability of specified sustainability performance information’ as described in the ‘Scope of Assurance’.

DNV’s VeriSustain protocol requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited or/and reasonable assurance. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less detailed than, those undertaken during a reasonable assurance engagement, so the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our conclusion, so that the risk of this conclusion being in error is reduced, but not reduced completely. We have not performed any work, and do not express any conclusion, on any other

information that may be published outside of the Report and/or on CJ Logistics website for the current reporting period.

SCOPE OF ASSURANCE

We have carried out an independent limited assurance on the Report and an independent verification for selected performance indicators for the year ending 31 December 2023, which include the following:

- We have reviewed the GRI Topic Disclosures relevant to the Material Topics which have been identified as material through the materiality assessment undertaken by CJ Logistics.
- Regarding the ‘reliability of specified sustainability performance information’, we have reviewed the quality and reliability of (Energy) 302-1, 302-2, (Water and Effluents) 303-3~303-5¹, (Waste) 306-3~306-5, (Employment) 401-2, 401-3, (Occupational Health and Safety) 403-5, 403-9 and (Training and Education) 404-1, 404-2 of the GRI Topic Standards.

OPINION, OBSERVATIONS AND RECOMMENDATIONS

On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not adhere to the four principles of AA1000 APS and the accuracy, completeness, and neutrality principles of VeriSustain described below. In terms of reliability of specified sustainability performance information, nothing came to our attention to suggest that these data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate. Nothing came to our attention to cause us to believe that CJ Logistics’ Report is not prepared, in all material respects, in accordance with the GRI Standards.

Without affecting our assurance opinion, we provide the following observations against the principles of AA1000 APS and VeriSustain applicable to the relevant information described in the ‘Scope of Assurance’

Inclusivity: Stakeholder participation and opinion

CJ Logistics identifies customers, partners, shareholders and investors, local communities and NGOs and employees as its key stakeholder groups and reports on key communication channels and topics of interest for each stakeholder type. Stakeholder opinions collected through various communication channels has been reflected in the materiality assessment process. Meanwhile, stakeholder engagement monitoring including, internal processes to keep track of stakeholder participation and implementation of stakeholder considerations in the Company’s ESG management, can be expected to be strengthen when specific opinions collected from each key stakeholder are also reported.

Materiality: Identifying and reporting on material sustainability topics

CJ Logistics conducted a dual materiality assessment and identified 6 material issues which require management from the financial perspective and impact on society and the environment. The Company has reported on the management directions of the identified material issues based on its governance, strategy, risk management and metrics and targets. DNV has confirmed that the Company’s 3 major directions and 7 strategic themes are connected to the UN SDGs, in the broader context of sustainable development.

Responsiveness: Transparent response to critical sustainability topics and related impacts

CJ Logistics operates its ESG Committee under the Board of Directions to identify and address various issues related to environmental, social, and governance and review its ESG management strategy and direction. The Company also operates the ESG Management Council, Sustainability Management Office and Working Council to implement ESG management initiatives. The Company reports on key sustainability actions and achievements using the GRI Topic Standards as performance indicators.

Impact: Monitoring, measuring and accounting for the impact of organizational activities on the organization and its stakeholders

CJ Logistics establishes and monitors strategies and goals for managing material issues identified through materiality assessment, and reports on related examinations and progress. In addition, the Company manages the identified risks by dividing them into categories such as climate change and biodiversity, safety management, human rights, supply chain, and customer risk management, and categorizing risks in key areas into three levels (high, medium, and low) according to the level of risk and documenting them through the company-wide risk response process.

Reliability: Accuracy and comparability of information presented in the report and the quality of underlying data management systems

The data collection and processing process, supporting documents and records were verified through sampling techniques, and based on the result, no intentional errors or misstatements were found in the sustainability performance information described in the report. CJ Logistics can explain the source and meaning of sustainability performance using reliable methods and data, and any errors or unclear expressions

1. (Water and Effluents) 303-3~303-5 are GRI Topic Standards which are not relevant to the Material Topics identified through the materiality assessment.

THIRD-PARTY VERIFICATION STATEMENTS

found during the verification process were corrected before the publication of the Report.

Completeness: How much of all the information that has been identified as material to the organization and its stakeholders is reported

CJ Logistics reports on the Company’s key non-financial disclosures based on its performance related to material topics during the reporting period of 2023 using appropriate GRI Topic Standard disclosures, for the identified boundaries of operations.

Neutrality: Extent to which a report provides a balanced account of an organization’s performance, delivered in a neutral tone

CJ Logistics discloses the Company’s performance, challenges, and stakeholder concerns during the reporting period in a neutral, consistent, and balanced manner.

OUR COMPETENCE, INDEPENDENCE AND QUALITY CONTROL

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17029:2019 – Conformity assessment, whose general principles are requirements for validation and verification bodies. Accordingly, DNV maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

DNV’s established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. We have no other contract with CJ Logistics.

Our multi-disciplinary team consisted of professionals with a combination of sustainability assurance experiences.

LIMITATIONS

DNV’s assurance engagements are based on the assumption that the data and information provided by the Company to us as part of our review have been provided in good faith, are true, and are free from material misstatements. Because of the selected nature (sampling) and other inherent limitation of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected.

The engagement excludes the sustainability management, performance, and reporting practices of the Company’s suppliers, contractors, and any third parties mentioned in the Report. We did not interview external stakeholders as part of this assurance engagement.

We understand that the reported financial data, governance and related information are based on statutory disclosures and Audited Financial Statements, which are subject to a separate independent statutory audit process. We did not review financial disclosures and data as they are not within the scope of our assurance engagement. The assessment is limited to data and information in scope within the defined reporting period. Any data outside this period is not considered within the scope of assurance.

DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

RESPONSIBILITIES OF THE DIRECTORS OF CJ LOGISTICS AND OF THE ASSURANCE PROVIDERS

The Company’s management has sole responsibility for the integrity of the Report and this responsibility includes designing, implementing, and maintaining internal controls over collection, analysis, aggregation and preparation of data, fair presentation of the information and ensuring that data is free from material misstatement.

DNV’s responsibility is to plan and perform the work to obtain assurance about whether the relevant information described in the ‘Scope of Assurance’ has been prepared in accordance with the reporting requirements and to report to CJ Logistics in the form of an independent assurance conclusion, based on the work performed and the evidence obtained.

Our statement represents our independent opinion and is intended to inform the management and stakeholders of CJ Logistics. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Assurance Statement.

BASIS OF OUR OPINION

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of CJ Logistics. We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company’s business and its key stakeholders. Our limited assurance procedures included, but were not limited to, the following activities:

- Peer and media review to identify relevant sustainability issues for CJ Logistics in the reporting period;
- Review of the disclosures according to reporting requirements with a focus on the process and the result of materiality assessment, Topic Standards Disclosures and relevant management processes;
- Understanding of the key systems, processes and controls for consolidating, collecting, managing and reporting disclosures and KPIs in the Report;
- Review documentary evidence and management representations supporting adherence to the reporting principles and requirements, with a focus on understanding and testing, on a sample basis, key data sets
- On-site visit at the CJ Logistics Head Office in Seoul, Republic of Korea to review the processes and systems for preparing site level sustainability data and implementation of sustainability strategy and carried out sample based assessment of site-specific data disclosures.
- Conduct interviews with representatives from the ESG team and relevant departments with overall responsibility of monitoring, data consolidation and reporting of the selected information

For and on behalf of DNV Business Assurance Korea Ltd.
Seoul, Republic of Korea
27 June 2024



Jae Hee Kim
Lead Verifier

Yu Lee Jang
Verifier

Chang Rok Yun
Reviewer

ASSOCIATION MEMBERSHIP AND INITIATIVES

CJ Logistics actively participates in relevant associations and global initiatives to enhance its competency in logistics, construction, and other business sectors and to expand its influence in sustainable management.

Construction Health and Safety Council	Korea Construction Planning Managers Association	Construction Safety Practitioners Council
Construction Safety Manager Committee	Construction Outsourcing Council	Korea Construction Experts Association
New York State Bar Association	Korea Nursing Association	BuildingSMART Korea
The Korea Chamber of Commerce&Industry	Soeul Bar Association	UN Global Compact Network Korea
Korea Electric Engineers Association	Korea Institute of Construction Engineering and Management	Korea Construction Engineers Association
Magazine of Construction Automation and Robotics.	Korea Environment Construction Association	Korea Enterprises Federation
Fair Competition Federation	Korea Customs Logistics Association	Korea Customs Brokers Association
Korea International Freight Forwarders Association	Korea Industrial Technology Association	Korean Industrial Hygiene Association
Korea Listed Companies Association	Korea Shipowner’s Association	Korea Food Cold Chain Association
Korea Safety Association	Korea Association of AEO Promotion	Korea Engineering Association
Korea Online Shopping Association	Korea Railway Logistics Association	Korea Coach Association
Korea Integrated Logistics Association	Korea Port Logistics Association	Korean Institute of Fire Science and Engineering
International Contractors’ Association of Korea	Korea Trucking Association	
BNBP ¹⁾	TCFD ²⁾	

1) Biz N Biodiversity Platform
2) Task Force on Climate-Related Financial Disclosures

