

2025 GS Retail Sustainability Report



GREEN LIFE TOGETHER



About This Report

Report Overview

GS Retail transparently shares its ESG performance and activities with stakeholders. To communicate our strategies, goals, and current status for creating ESG value, we publish a Sustainability Report. We plan to continue releasing this report annually to engage with stakeholders and openly disclose our ESG achievements and efforts.

Reporting Standards

This report was prepared in accordance with the 2021 Global Reporting Initiative (GRI) Standards, which are internationally recognized benchmarks for sustainability reporting. It also takes into account the disclosure metrics for the Food Retailers & Distributors industry issued by the Sustainability Accounting Standards Board (SASB) and incorporates the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Unless otherwise specified, the financial performance is presented based on the Korean International Financial Reporting Standards (K-IFRS) on a consolidated basis.

Reporting Scope

Our financial performance is reported based on consolidated financial statements, while non-financial performance reflects our progress on ESG management on a separate basis. Additionally, for certain quantitative performance indicators on environment, results from subsidiaries like GS Networks are included. The scope of environmental performance reporting covers company-owned and leased office buildings, logistics centers, and directly operated convenience and supermarket stores.

Reporting Period

The report includes economic, environmental, and social performance from January 1, 2025, to December 31, 2025. It also incorporates some information up to March 2026 for certain performances and includes details on significant activities prior to January 1, 2025. Quantitative performance is presented with data from the most recent three years (2023 to 2025) to enable trend analysis across the years.

Report Verification

This report obtained third-party, independent verification by the Korea Management Registrar (KMR) to transparently communicate sustainable management activities to stakeholders. The AA1000AS v3, Moderate Level, Type 2 has been applied for the purpose of verification. The verification statement is attached on pages 119-120 of this report.

Sustainability Report Contact

Responsible Division: Public Policy Team - ESG Part
Contact: We seek to incorporate stakeholder feedback into our Sustainability Report. Please send any relevant suggestions or concerns to the email address below, and we will review and include them in the 2026 report by evaluating their materiality.
Email: esg@gsretail.com
Address: GS Retail Co., Ltd., GS Tower, 508 Nonhyeon-ro (679 Yeoksam-dong), Gangnam-gu, Seoul

Contents

OVERVIEW

- 05 CEO Message
- 06 GS Retail At a Glance
- 08 Our Business

SUSTAINABILITY STRATEGY

- 11 Our ESG Strategy
- 14 Sustainable Value Chain
- 15 GS Retail's ESG Story
- 16 2025-2026 ESG Highlights
- 18 Double Materiality Assessment
- 20 Stakeholder Engagement

ESG MANAGEMENT

Environmental

- 24 Climate Change Response 
- 35 Environmental Management
- 39 Green Workplace and Resource Circulation
- 43 Eco-friendly Products and Services
- 46 Green Logistics

Social

- 50 Health-oriented and Socially Responsible Products and Services
- 54 Talent Management
- 60 Respect for Human Rights
- 63 Safety and Health
- 68 Sustainable Supply Chain
- 75 Customer Satisfaction Management
- 79 Data Security and Information Protection
- 83 Local Community

Governance

- 92 Board of Directors
- 95 Shareholders
- 96 Ethics and Compliance Management
- 100 Risk Management

APPENDIX

- 103 ESG Performance Data
- 112 SASB Index
- 113 GRI Standards Index
- 116 UN SDGs Initiatives
- 117 Greenhouse Gas Verification Statement
- 119 Independent Assurance Statement
- 121 Contributors to the Report
- 121 Initiatives and Memberships
- 121 Awards

OVERVIEW

CEO Message	05
GS Retail At a Glance	06
Our Business	08

CEO Message



“Thank you for your continued interest and support for GS Retail.”

Dear stakeholders, I am Suh-hong Hur, CEO of GS Retail.

The year 2025 has reaffirmed that the climate crisis is no longer a distant concern but a tangible and present risk.

Prolonged heatwaves, increasingly polarized rainfall patterns, and an unstable global geopolitical landscape have intensified the slowdown in domestic consumption, placing the retail industry in a challenging environment where companies must demonstrate their fundamental competitiveness.

Amid such uncertainty, GS Retail has remained firmly committed to its customer-centric direction, advancing AX initiatives powered by data and AI to meet the evolving demands of the times, while reinforcing internal stability through innovation grounded in our core business and responsible growth.

These efforts earned us an integrated A+ rating from the Korea Institute of Corporate Governance and Sustainability (KCGS) for two consecutive years, the first in our industry to achieve this distinction, and the highest grade (AA) from Sustinvest for two consecutive years, demonstrating our industry-leading ESG capabilities in Korea.

This achievement reflects more than mere regulatory compliance; it is the result of our ongoing efforts to drive positive change across

the retail ecosystem.

In recognition of our resource circulation achievements, we received the Prime Minister's Citation at the 17th Resource Circulation Day. We also became the first in our industry to attain the highest grade in the Win-Win Growth Index for two consecutive years and were awarded the USD 10 Million Export Tower, reinforcing our global competitiveness and leadership in shared growth management.

We were also the first in the industry to earn an excellent 'AA' grade in the Fair Trade Compliance Program (CP), successfully establishing a trusted management framework.

Under our ESG mission, "Green Life Together," GS Retail has published an annual Sustainability Report and engaged transparently with our stakeholders.

Going forward, GS Retail will continue to balance innovation with disciplined management, advancing as a company that drives positive change across the retail ecosystem. We kindly ask for your continued trust and support as we pursue authentic actions that meet the expectations of our customers, shareholders, and society.

Thank you.

June 2026

Suh-hong Hur, CEO of GS Retail

GS Retail At a Glance

Company Profile

GS Retail is a company that adds value to customers' daily lives through diverse retail channels, including convenience stores, home shopping, supermarkets, and online commerce. Since our founding in 1971, we have led Korea's retail industry for more than half a century, pursuing sustainable growth alongside customers, partners, and local communities, supported by differentiated products and services and transparent management. Going forward, we will continue to fulfill our responsibilities to society and the environment as we strive to be a trusted company.

Company Profile

Company Name	Date Established	CEO
GS Retail	February 1971	Suh-hong Hur
Main Business	Location	Credit Rating (Corporate Bond)
Retail Distribution	GS Tower, 508 Nonhyeon-ro, Gangnam-gu, Seoul	AA (Korea Ratings, Korea Investors Service)

ESG Rating Results

In 2025, GS Retail received an integrated A+ rating from the Korea Institute of Corporate Governance and Sustainability (KCGS), an AA rating from Sustainvest, and an A- rating in the CDP climate assessment. We will continue to transparently disclose our ESG evaluation results and use the assessment indicators as a benchmark for management improvement, further advancing the level of our sustainability management.



한국ESG기준원
Korea Institute of Corporate Governance and Sustainability

Integrated Rating **A+**



SUSTINVEST

AA

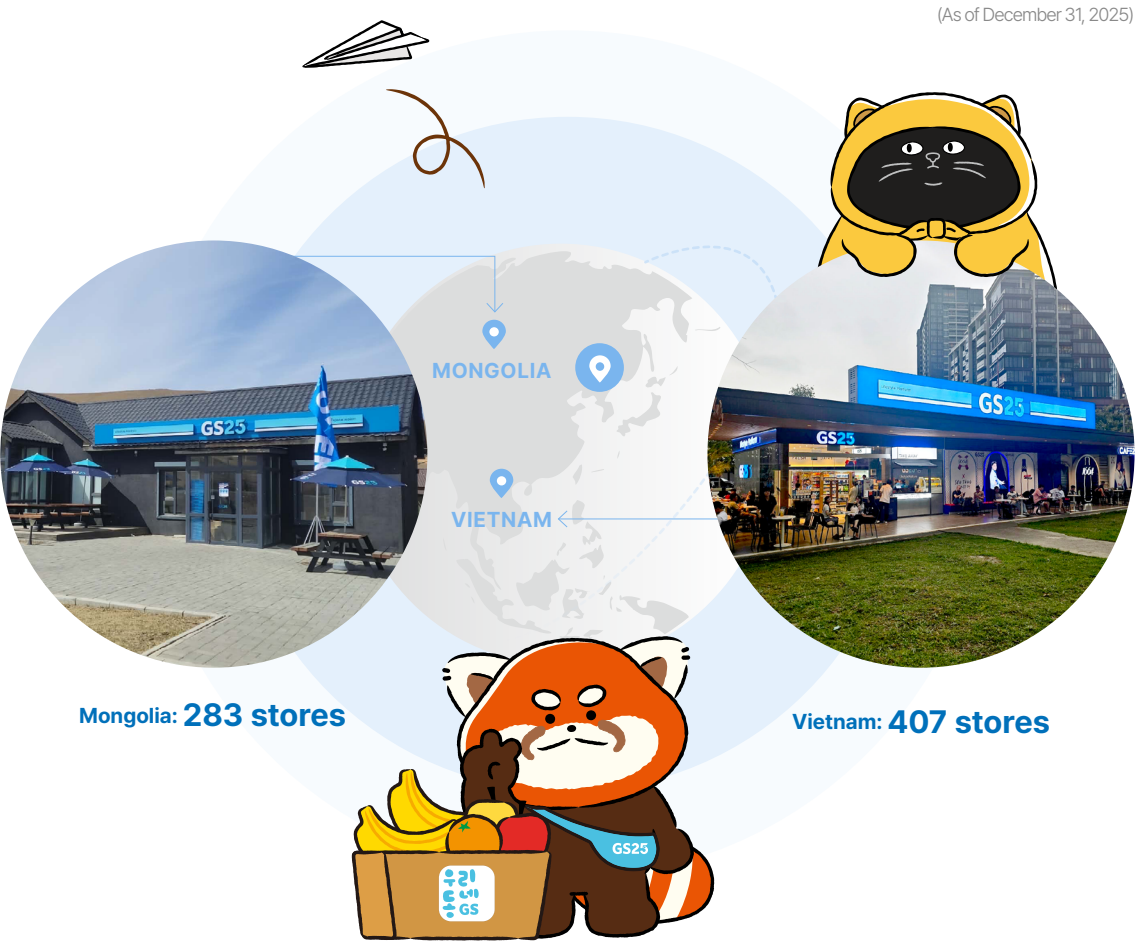


CDP

Climate Change **A-**

Global Network

Headquartered in Korea, GS Retail leverages advanced retail expertise to manage local operations primarily across Asian markets, including Vietnam and Mongolia. We also support small and medium-sized enterprises by facilitating export channels for their products through joint ventures and other initiatives.



GS Retail At a Glance

Our Vision

GS Retail aims to be the trusted platform for products and services that connects and empathizes with all customer experiences through data. Across our retail channels, including convenience stores, home shopping, supermarkets, and online commerce, we deliver value tailored to customers' daily lives and will continue to grow as a sustainable company that fulfills our responsibilities to society and the environment.

A platform that connects all customer experiences, empathizes through data, and earns trust with products and services.



GS Value

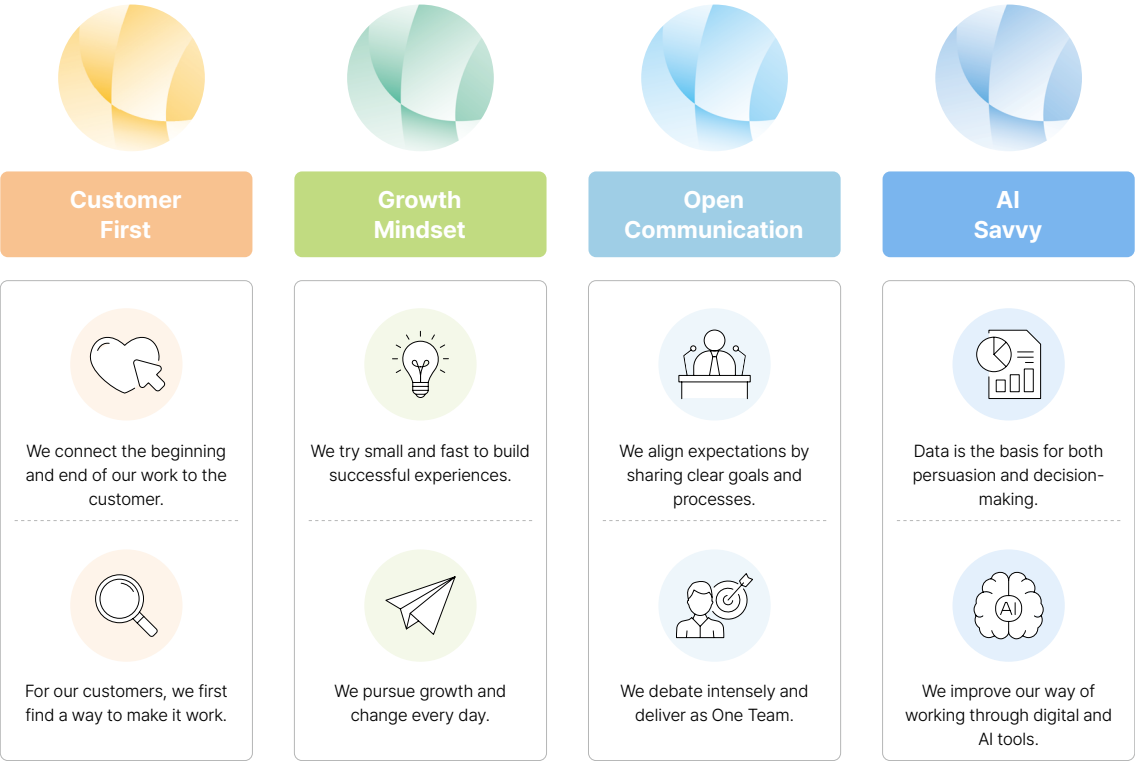
GS Retail upholds Fair (fairness), Friendly (mutual respect), Fresh (challenge and growth), and Fun (autonomy and enjoyment) as its unique core values. These four values are embedded in our employees' ways of working and across our organizational culture, serving as the foundation for sustainable growth.



GS Way

GS Retail defines a customer-first mindset, a growth mindset, open communication, and AX execution as the GS Way, and we ensure that all employees embrace and practice these principles. Our approach of starting with the customer, making decisions based on data, and delivering results as one team forms the foundation of our competitiveness.

GS Retail's Way of Working



Our Business

Business Overview and Major Achievements

GS Retail's core businesses are retail distribution, including convenience stores, home shopping, and supermarkets, and we strengthen our overall competitiveness across the retail value chain through our real estate development business and logistics subsidiaries.



GS25

Since opening its first store in 1990, GS25 has led Korea's convenience store culture for more than three decades, securing industry-leading sales and brand standing on the foundation of customer trust. Through a strong shared-growth partnership with our franchisees, we are committed to delivering the highest level of value and satisfaction to our customers.



GS THE FRESH

GS THE FRESH is a neighborhood store that stays close to customers' daily lives, committed to being Korea's No. 1 in freshness, taste, and service, while delivering a convenient and enjoyable shopping experience through friendly service. With differentiated products and services, GS THE FRESH leads the domestic supermarket industry.

Key Achievements

- Expanded our global footprint by operating 18,005 stores in Korea and 690 stores overseas (in Mongolia and Vietnam)
- Strengthened our role as a neighborhood grocery platform by surpassing 773 fresh-food-focused stores
- Reached 53.82 million half-price parcel delivery transactions and KRW 8.6213 trillion in financial ATM transaction amount
- Achieved the highest grade in the Shared Growth Index for two consecutive years and an integrated A+ rating in ESG
- Ranked No. 1 in the convenience store category of the National Customer Satisfaction Index (NCSI), No. 1 in the Korean Customer Satisfaction Index (KCSI) for 23 consecutive years (26 times in total), and No. 1 in the Korean Standard-Service Quality Index (KS-SQI) for 13 consecutive years (22 times in total)
- Recorded 4.31 million monthly active users (MAU) on our proprietary app, "Our Neighborhood GS"
- Provided customer-centric O4O services, including delivery and pickup, as well as smart alcohol ordering through "WINE25+"
- Built a private brand portfolio spanning diverse product categories, including YOUUS, Real Price, and Hyeja-roun Series

Key Achievements

- Sales: KRW 1,742.5 billion
- Operated 585 supermarket stores (the largest number of franchise stores in the industry)
- Expanded differentiated O4O services based on the "Our Neighborhood GS" app, including delivery, pickup, and pre-ordering
- Continued launching customer-oriented private brand (PB) products under "Real Price"
- Supported sales channel development for agricultural, livestock, and fisheries products through expanded MOUs with local governments
- Ranked No. 1 in the large supermarket category of the Korean Standard-Service Quality Index (KS-SQI) for 10 consecutive years



Centered on the "Our Neighborhood GS" mobile application, GS Retail is expanding its O4O (Online for Offline) services, including delivery and pickup, to enhance customer experiences across online and offline channels. Building on the store infrastructure of GS25 and GS THE FRESH, we provide differentiated O4O services such as delivery and pickup, WINE25+, and half-price parcel delivery, thereby strengthening the competitiveness of our franchise stores and the value of our offline platform.

Key Achievements

- Our Neighborhood GS, the No. 1 offline retail app by user base.
- Driving O4O synergy through nationwide offline store delivery and pickup services



Our Business

Business Overview and Major Achievements

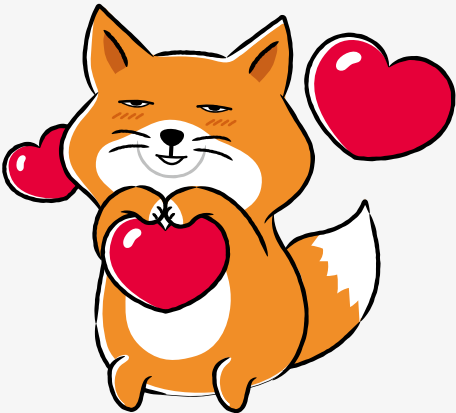


GS SHOP

GS SHOP is a comprehensive commerce platform that runs a mobile commerce channel offering diverse content and products. These include live TV home shopping (SHOP Live), which delivers product value through information and entertainment; curation-based data home shopping that combines recorded broadcasts with VOD (GS MYSHOP); and interactive two-way shopping based on real-time engagement with customers (Mobile Live). We provide differentiated, high-quality products ranging from exclusive fashion brands to premium home appliances, living goods, and miscellaneous items, and achieve customer satisfaction through data-driven activities tailored to customer needs.

Key Achievements

- Transaction amount: KRW 3,785.2 billion
- Market share: 29.55%¹⁾
- Continued to develop unique brands and PBs, advance direct sourcing, and nurture partner companies
- Operated differentiated customer experience platforms such as live commerce
- Conducted customer lock-in and engagement activities
- Improved data-driven sales activities and the usability of mobile shopping
- Continuously developed new content such as short picks, and enhanced the mobile shopping experience through detailed mobile content descriptions



1) Mobile Index (categorized into general shopping and home shopping), as of February 2026



Real Estate Development Business

We operate a wide range of real estate developments and commercial facilities, covering the entire spectrum of real estate development activities, including development planning, Project Management/licensing, MD planning, asset management, and sales. We further secure differentiated competitiveness based on our network of strategic partners, our experience in operating retail distribution platforms, and our know-how in managing diverse commercial facilities.

Key Achievements

- Sales: KRW 34,265 million
- Maximized investor returns by proposing optimal asset sales strategies based on extensive experience across all areas of real estate development
- Conducted a wide range of developments by purpose and scale, including logistics, hotels, residential, and data centers
- Provided stable operational services through know-how in managing diverse commercial facilities, including shopping malls, hospital commercial spaces, and subway retail areas



SUSTAINABILITY STRATEGY

Our ESG Strategy	11
Sustainable Value Chain	14
GS Retail's ESG Story	15
2025-2026 ESG Highlights	16
Double Materiality Assessment	18
Stakeholder Engagement	20

Our ESG Strategy

ESG Management System

ESG Organizational Structure

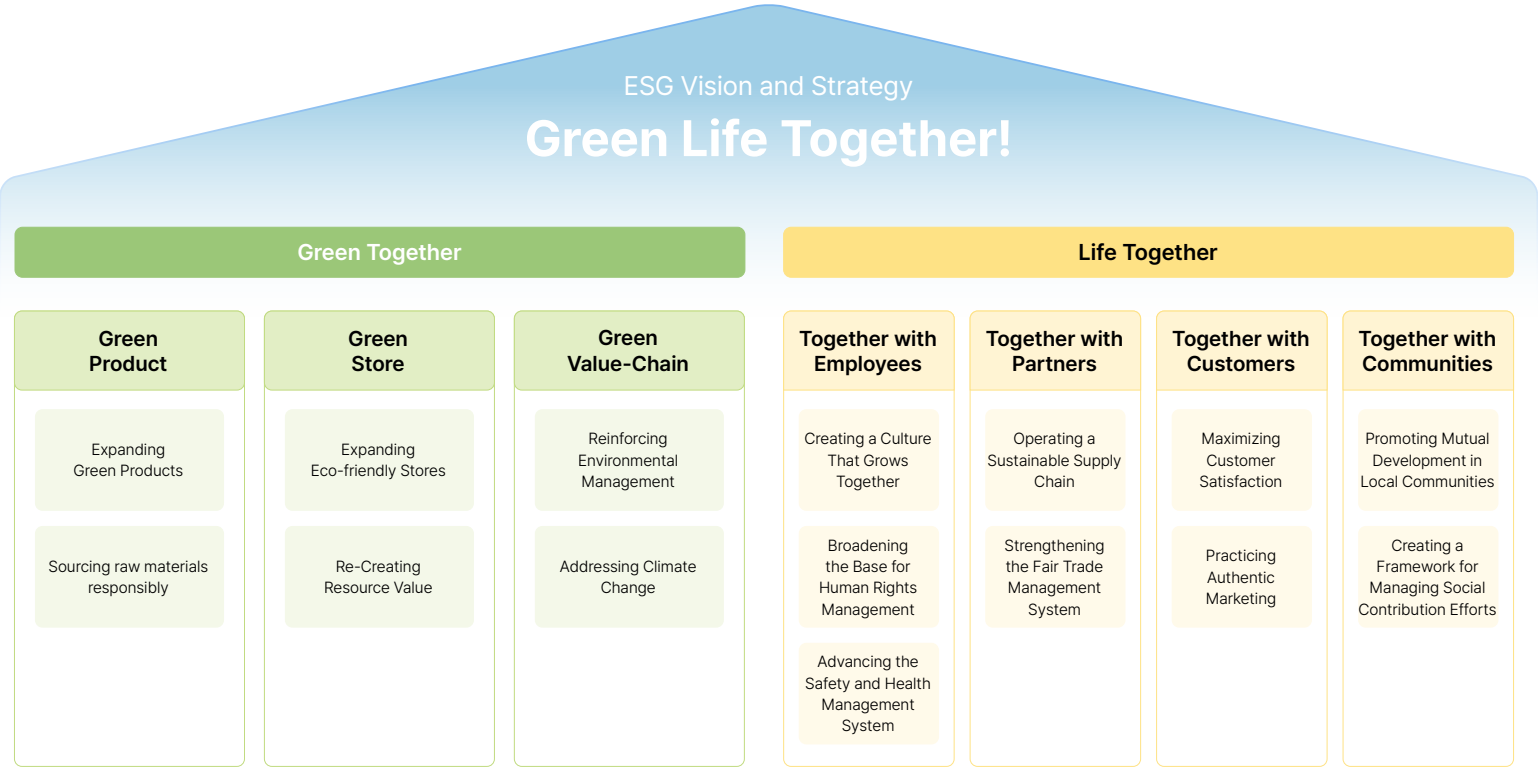
GS Retail systematically carries out ESG management through a five-tier framework consisting of the ESG Committee, ESG Steering Committee, ESG Secretariat, ESG Working Group, and the ESG Research Group (Jajuyeon) for each Business Unit (BU). The ESG Committee under the Board of Directors reviews and approves company-wide ESG risks and overall sustainability management. The ESG Steering Committee, chaired by the CEO, discusses key issues and current status together with nine members of management. The ESG Secretariat communicates decisions to the field, while the ESG Working Group and ESG Research Group directly review and execute action items by Business Unit, establishing an ESG implementation structure that seamlessly connects management and working-level organizations.



1) Self-directed Research

Mid-to-Long Term ESG Strategy

GS Retail has set "Green Life Together" as its ESG vision and has established a mid-to-long term ESG strategic framework centered on two pillars: environmental and social. The environmental pillar, "Green Together," consists of three strategic initiatives: expanding sustainable products and responsibly sourcing raw materials (Green Product); expanding eco-friendly stores and recreating resource value (Green Store); and reinforcing the environmental management foundation and addressing climate change (Green Value-Chain). The social pillar, "Life Together," promotes management that grows together with stakeholders through four strategic initiatives: creating a culture that grows together (Together with Employees), operating a sustainable supply chain (Together with Partners), maximizing customer satisfaction (Together with Customers), and promoting mutual development in local communities (Together with Communities).



Our ESG Strategy

ESG Management System

Key ESG Performance and Goals

GS Retail continued to advance company-wide ESG action items in 2025 to achieve its mid-to-long term goals. The ESG Research Group within each Business Unit (BU) leads field-oriented initiatives, and ESG indicators are linked to the performance evaluations of all executives, from C-level officers to division heads, thereby strengthening both execution capability and accountable management. Going forward, we will continue to advance our execution-driven ESG framework and reinforce the foundation for sustainable growth across all environmental and social areas.

Green Together

Strategy	Strategic Tasks	2025 Goals	2025 Key Achievements	Mid-to-Long Term Plan
Green Product	Expanding Green Products	- Achieve the target application rate for eco-friendly packaging and expand certified product SKUs¹⁾ - Expand development of new eco-friendly containers for convenience food products - Continuously support PB products in obtaining eco-friendly certification	- Achieved a 45.1% eco-friendly packaging application rate (111% of target) - Newly obtained eco-friendly certification for 7 PB product SKUs - Launched 14 SKUs of convenience food products with eco-friendly containers	- Expand the product lineup with Eco-label certification and Low Carbon Product certification - Grow eco-friendly product sales - Continue to advance lightweight and standardized packaging materials
	Sourcing Raw Materials Responsibly	- Expanded sales of products based on responsibly sourced raw materials - Conducted promotional activities during Green Consumption Week	- Achieved KRW 47.4 billion in sales of products certified with responsibly sourced raw materials - Carried out channel promotions and on-site campaigns during Green Consumption Week	Expanding the lineup of socially responsible products based on responsibly sourced raw materials and certifications
Green Store	Expanding Eco-friendly Stores	- Advanced smart energy management through the expanded installation of SEMS²⁾ - Enhanced incentives for franchise store owners by expanding participation in Auto DR - Strengthened energy-saving infrastructure through additional installation of Eco Covers - Reduced energy intensity by 3% compared to the previous year	- Operated SEMS at 17,227 stores and provided approximately KRW 220 million in incentives based on participation in the Public DR program at 12,458 stores - Installed and operated Eco Covers at 6,076 stores - Completed automation of signage on/off control through integration with the Korea Meteorological Administration API - Reduced energy intensity by 6.0% compared to the previous year	Reduce energy intensity by 25% from the baseline year (2022) by 2030
	Recreating Resource Value	- Continued resource circulation activities for waste electronics, waste synthetic resins, and waste cooking oil - Operated circular economy infrastructure such as reverse vending machines - Reduced waste emissions intensity by 3% compared to the previous year	- Collected and recycled more than 1,900 tons of waste electronics - Operated 35 reverse vending machines, circulating approximately 1.1 million empty bottles annually - Reduced waste emissions intensity by 13% compared to the previous year - Installed and operated solar power generation systems at 4 stores in total (1 convenience store and 3 supermarkets), contributing to approximately KRW 25 million in annual electricity cost savings	- Continue to carry out resource circulation activities - Reduce waste generation intensity by 25% from the baseline year (2022) by 2030
Green Value-Chain	Reinforcing Environmental Management	- Fostered environmental social ventures and operated a system for sharing performance outcomes - Carried out goods donations and campaigns in partnership with The Beautiful Store and Happy Sharing - Continuously promoted company-wide eco-friendly campaigns	3,790 customers and employees participated in the upcycling campaign (172,404 donated items received) - Carried out sharing activities linked to environmental education for children at community children's centers - Shared performance outcomes with 10 environmental social ventures	Continuously promote eco-friendly campaigns and contribute to raising awareness among internal and external stakeholders
	Climate Change Response	- Completed compliance with the GHG Target Management System regulations - Disclosed environmental information for GS Tower and GS Gangseo Tower - Promoted carbon emissions reduction at our headquarters through energy savings - Reduced GHG emissions intensity by 3% compared to the previous year	- Complied with the GHG Target Management System regulations - Achieved energy savings and reduced annual electricity costs by KRW 15 million through the installation of occupancy sensors at headquarters - Continued purchasing eco-friendly certified office supplies - Reduced GHG emissions intensity by 6.2% compared to the previous year	Reduce Scope 1 and 2 GHG emissions intensity by 25% from the baseline year (2022) by 2030
	Climate Change Response (Logistics)	- Expanded the number of Wochin delivery assignments and linked them to senior job creation - Maintained designation as a Certified Green-Logistics Company	- Received designation as a Certified Green-Logistics Company (Ministry of Land, Infrastructure and Transport) - Carried out 1.34 million Wochin³⁾ deliveries and expanded the Senior Wochin partnership to four regions nationwide	Reduce Scope 1 and 2 GHG emissions intensity by 25% from the baseline year (2022) by 2030

1) SKU (Stock Keeping Unit): A unique code used to identify products or merchandise as a unit of inventory management
2) SEMS (Smart Store Energy Management System): A smart energy management system for stores
3) Wochin: An abbreviation of "Woori Dongne Delivery Chingu" (Our Neighborhood Delivery Friend), referring to ordinary individuals who deliver products from GS25 convenience stores or GS THE FRESH on foot through the eco-friendly Woodel delivery service

Our ESG Strategy

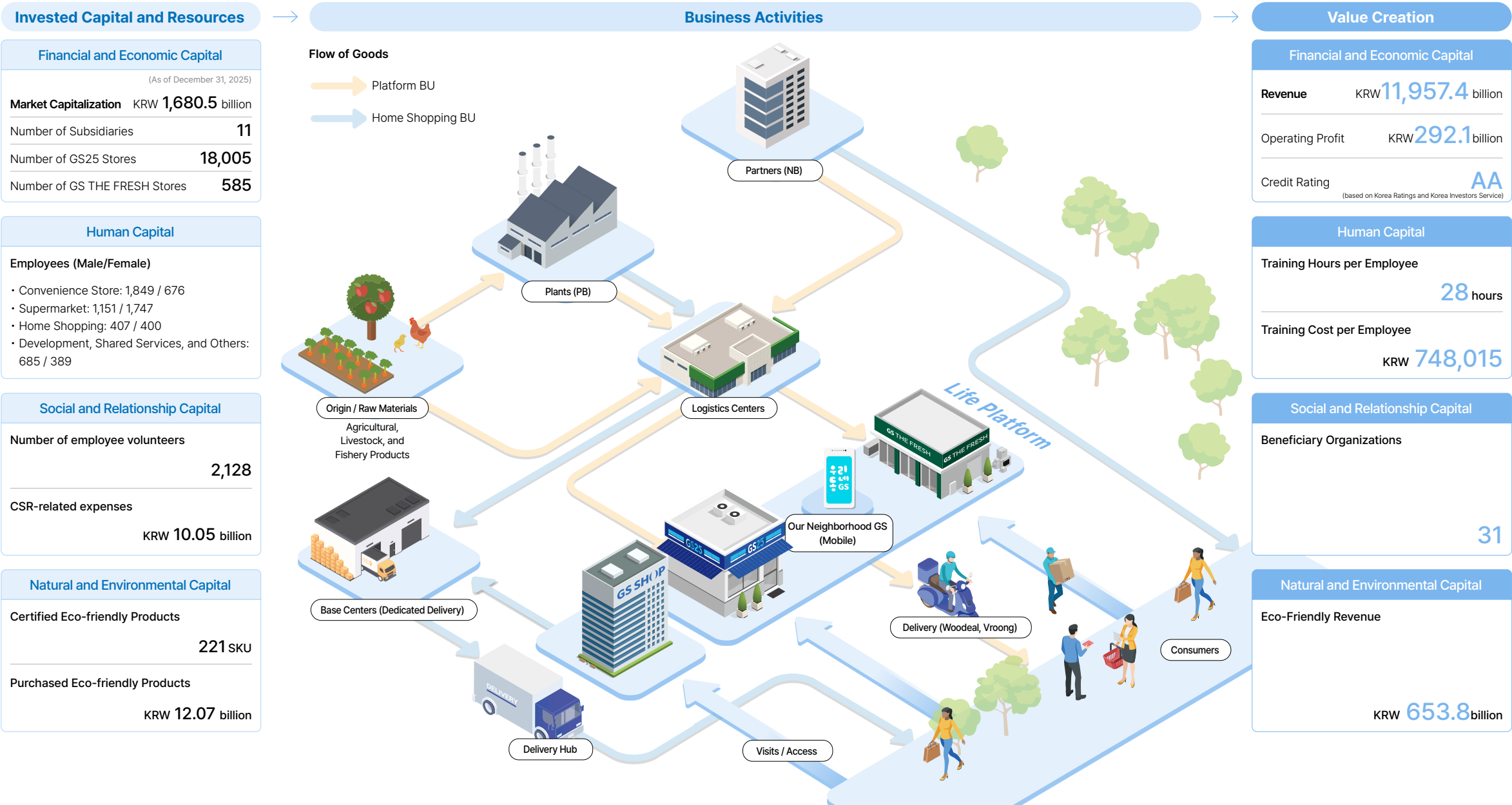
ESG Management System

Key ESG Performance and Goals

Life Together

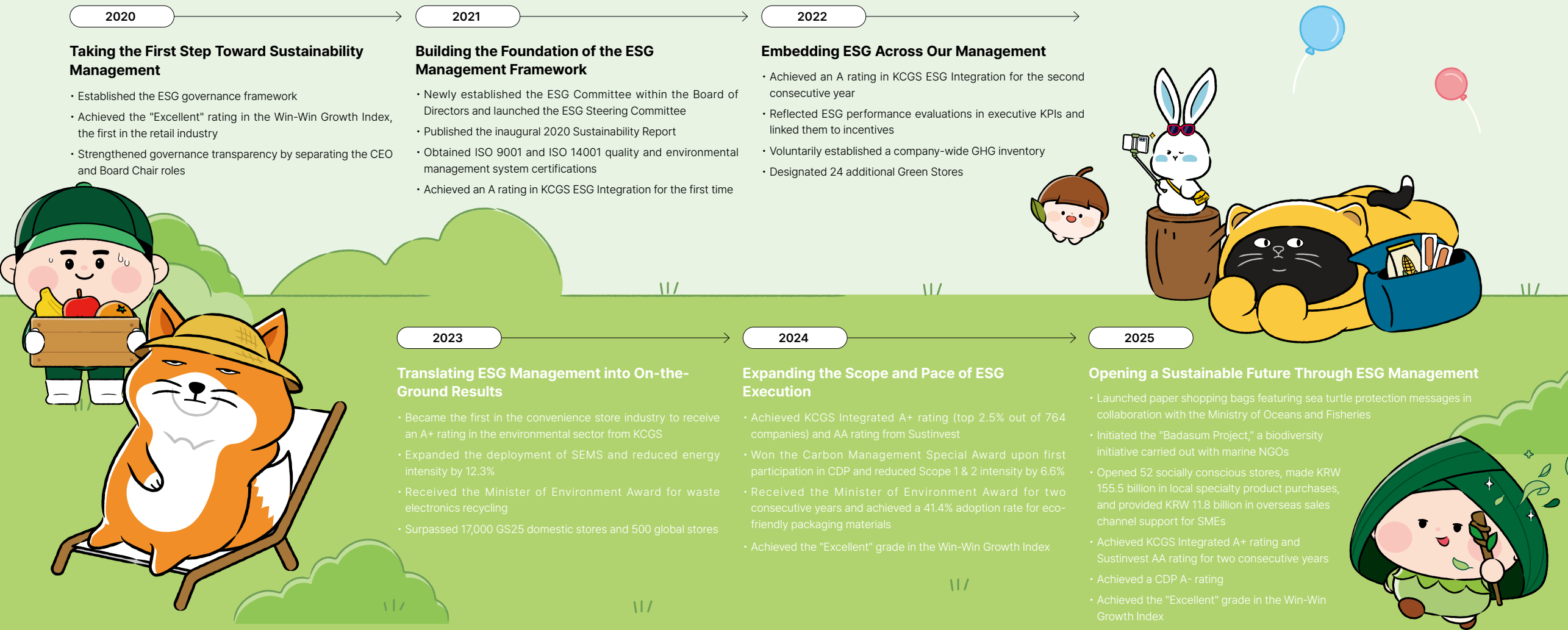
Strategy	Strategic Tasks	2025 Goals	2025 Key Achievements	Mid-to-Long Term Plan
Together with Employees	Broadening the Base for Human Rights Management	- Expand the scale of participation in human rights impact assessments - Strengthen the dissemination of core values based on the CEO's management philosophy - Diversify organizational culture programs and enhance employee pride	- Completed human rights impact assessments for 573 employees - Conducted more than 8 company-wide organizational culture campaigns and held invitational events to enhance employee pride - Operated programs supporting intergenerational communication and organizational adaptation, including Culture Day	- Advance the establishment of GS Value & GS Way - Build a culture of diversity and inclusion based on the Culture Committee - Expand the participation rate in human rights impact assessments by 10% (by 2027))
	Advancing the Safety and Health Management System	- Reduce the workplace safety incident rate by 20% compared to 2024 - Prevent serious accidents through focused management of safety-vulnerable areas - Embed a safety culture through accountability and participation	- Established an improvement roadmap through safety consulting by external specialized agencies - Strengthened fire response capabilities by conducting fire evacuation drills at 110 supermarkets - Implemented "hands-on safety management coaching" at new and underperforming worksites	- Introduce AI-based smart safety technologies - Strengthen worker participation in risk assessments and ensure 100% implementation management - Establish a self-directed safety culture in which employees take responsibility for their own safety
Together with Partners	Operating a Sustainable Supply Chain	- Increase the response rate of the ESG implementation survey from new suppliers (to 95% or higher) - Expand sales channel support for suppliers - Broaden shared growth programs for suppliers	- Achieved a 95% response rate in the ESG implementation survey for new home shopping suppliers - Provided free sales broadcast support to 54 suppliers - Operated the productivity innovation program for 20 suppliers	- Advance the supplier ESG due diligence framework - Continue to promote shared growth with suppliers
	Strengthening the Fair Trade Management System	Enhancement of the management system for fair trade	- Advance the operation of the Fair Trade Compliance Program and continuously carry out culture-building training and campaigns - Earned the industry's highest "AA" rating in the Fair Trade Compliance Program (CP) evaluation	- Improve employee awareness through regular fair trade training and effectiveness reviews - Advance compliance response capabilities
Together with Customers	Maximizing Customer Satisfaction	- Improvement of customer VOC handling satisfaction across business divisions - Enhancement of CS monitoring ratings - Advancement of customer communication channels (establishment of the Our Neighborhood GS review system)	- Achieved a VOC satisfaction score of 7.6 points for convenience stores and a CS monitoring score of 92.0 points for supermarkets - Transitioned the Our Neighborhood GS store review system to public disclosure and successfully established it - Completed CCM certification training for home shopping suppliers (3 companies)	- Improve customer response satisfaction and reduce the number of complaint VOCs received by 10% - Continue to launch products tailored to customer preferences in response to high inflation
	Practicing Authentic Marketing	Expansion of marketing policies and training	Conducted reviews of marketing policy implementation and provided training for relevant departments	Strengthen training on responsible marketing and risk
	Strengthening Information Security	- Enhancement of the integrated security operations framework for cloud and on-premises environments - Maintenance of a security operations framework that enables proactive detection and response by identifying potential threats at an early stage through machine learning-based anomaly analysis - Application of centralized management to over 70% of the personal information monitoring system	- Strengthen personal data protection by enhancing the functions of the personal data access log system - Conduct penetration testing by external specialized firms and run a bug bounty program - Adopt additional web application firewall (WAF) solutions	- Re-establish the information protection and personal data protection framework - Strengthen the execution capabilities of the information protection working organization - Minimize information security risks by expanding the scope of risk management to over 90%
Together with Communities	Promoting Mutual Development in Local Communities	- Promotion of social contribution store openings (target: 40 stores) - Expansion of products linked to regional specialties - Strengthening of sales channel support for SMEs and small business owners	- Opened 52 socially conscious stores to support the self-reliance of underserved populations (achieving 130% of target) - Recorded KRW 155.5 billion in MOU-based purchases of local specialty products (up 10% YoY) - Carried out community-linked activities, including Rainbow Box music education for children and home shopping sales channel support for SMEs	- Support self-reliance of socially disadvantaged groups and expand their opportunities - Continuously grow the purchase value of local specialty products

Sustainable Value Chain



GS Retail's ESG Story

GS Retail's ESG journey began in earnest at the end of 2020 with the establishment of a full-scale ESG governance framework. Since then, we have laid the foundation of our management system through the establishment of the ESG Committee within the Board of Directors and the launch of the ESG Steering Committee, and have accumulated tangible achievements across all environmental, social, and governance areas, including the expansion of eco-friendly stores, GHG reduction, and the development of a shared growth ecosystem. These efforts have been consistently recognized by major domestic and international ESG evaluations. Going forward, we will continue to advance our sustainability management framework, strengthen transparent communication with stakeholders, and steadily expand the tangible outcomes of our ESG management.



2025-2026 ESG Highlights



Green Together

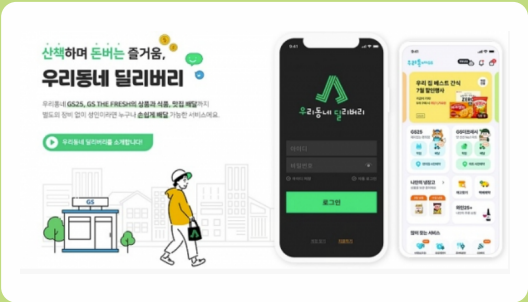
6.2% Reduction in GHG Emissions Intensity

GS Retail has enhanced a framework for improving energy efficiency at stores and business sites, achieving a 6.2% reduction in emissions intensity year-over-year. In particular, we are pursuing greenhouse gas reduction through multiple initiatives, including the expanded deployment of the Smart Energy Management System (SEMS), the transition to eco-friendly R290 refrigerant equipment, and the installation of eco-covers.



On-Foot Delivery "Our Neighborhood Delivery": Combining Carbon Reduction with Senior Employment

Through "Woodel (delivery service)," an eco-friendly platform that delivers products on foot within a 1.5 km radius, GS Retail has reduced annual carbon emissions by 583.83 tons. Seniors aged 60 and above record the highest number of deliveries among all age groups, and our Senior Woochin (Our Neighborhood Delivery Friend) program, based on partnerships with local governments such as Seoul, Busan, and Cheonan, supports both the social participation and economic self-reliance of older adults.



Awarded the Prime Minister's Citation for Waste Electronics Recycling, Creating a Virtuous Cycle Through the Badasum Project

GS Retail received the Prime Minister's Citation at the 17th Resource Circulation Day in 2025, marking three consecutive years of government recognition. Approximately KRW 137 million in donations generated through waste electronics recycling has been used for the Badasum Project, conducted by a marine NGO, creating a virtuous resource circulation structure that connects waste appliance collection with marine ecosystem conservation.

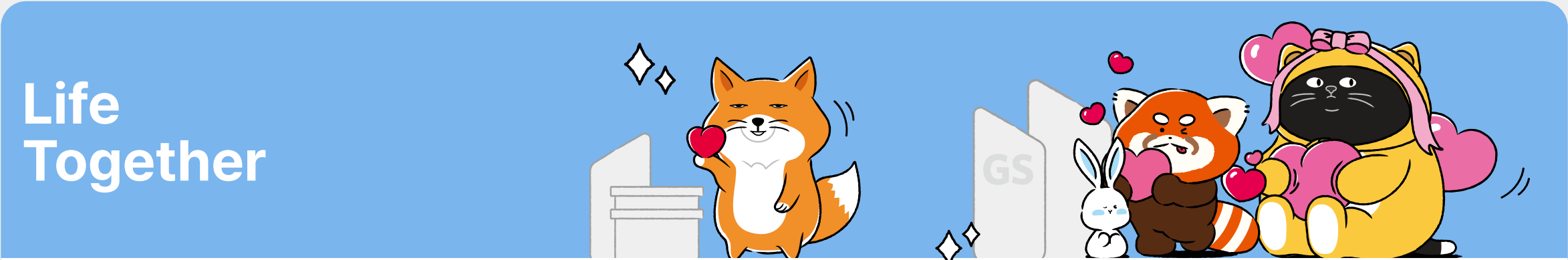


Newly Obtained Eco-friendly Certifications for 7 PB SKUs

GS Retail newly obtained eco-friendly certifications for 7 PB SKUs in 2025 by directly covering certification costs for suppliers. With 4 SKUs receiving Environmental Product Declaration (EPD) certification and 3 SKUs receiving Low Carbon Product certification, we are contributing to carbon reduction in customers' everyday consumption.



2025-2026 ESG Highlights



Opened 52 Stores Under the Shared Prosperity Platform

In 2025, GS Retail newly opened 52 socially conscious stores, including 17 Senior Stores, 29 Tomorrow Stores, and 6 Self-Reliance Stores, achieving 130% of our annual target. The Shared Prosperity Platform, which supports the economic self-reliance of underserved populations, continues to expand the cumulative number of stores in operation and contribute to job creation in local communities. As of 2025, the cumulative number of stores in operation totals 244.



Rainbow Box Music Education for Children

GS Retail conducts a variety of activities to nurture future talent. In particular, we have run the Happy Little Musicians program for 21 years since 2005, and in 2025, we provided music education to 195 children at 11 centers. Members of the Rainbow Box Orchestra participated in the summer mentoring session of the Pyeongchang Daegwallyeong Music Festival, gaining opportunities to interact with professional musicians, and showcased their achievements to internal and external audiences through a Lobby Stage performance at the GS Art Center in January 2026.



Expanding Regional Shared Growth Through the Co:Eochon Project

GS Retail signed a memorandum of understanding (MOU) with the Ministry of Oceans and Fisheries, the Korea Fisheries Resources Agency, Gyeongsangnam-do, and the Gyeongnam Young Fisheries Association, and participated in the Co:Eochon Project, a shared growth model for fishing villages and businesses. We are securing stable sales channels for high-quality seafood produced by young fisheries workers in Gyeongsangnam-do and connecting regional seafood with customers through GS THE FRESH stores nationwide and the Our Neighborhood GS app, expanding a shared growth structure that grows together with local communities.



Free Broadcasting Program

Through the GS SHOP Free Broadcasting Program, we provide daily 30-minute broadcast opportunities to small business owners, small and medium-sized partner companies, and social economy enterprises. In 2025, we supported a total of 54 new supplier companies, generating KRW 3.74 billion in broadcast sales and providing KRW 700 million in commission fee reductions.

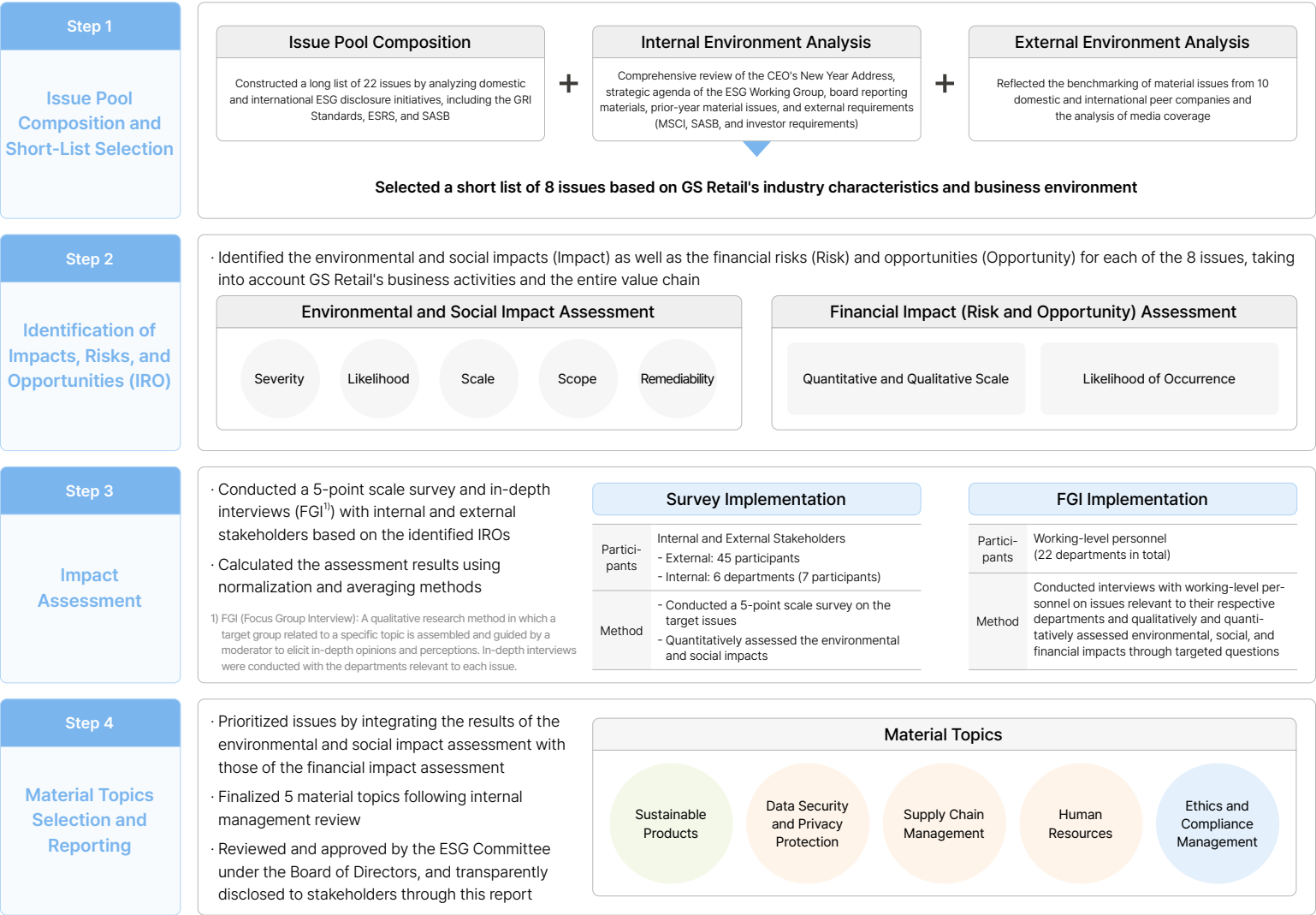


Double Materiality Assessment

Overview of the Double Materiality Assessment

GS Retail conducts materiality assessments by applying the Double Materiality methodology to systematically identify issues that have a significant impact on sustainability management. The double materiality assessment is an evaluation approach that considers both the impact of our business activities on the environment and society (Impact Materiality, Inside-Out) and the impact of external environmental changes on GS Retail's financial performance (Financial Materiality, Outside-In). By integrating these two perspectives, we identify material topics and transparently disclose related information to stakeholders.

In the 2025 materiality assessment, we enhanced our evaluation framework by structuring the issue pool based on the GRI Standards and ESRS topics classification systems, and by pre-identifying environmental, social, and financial impacts for each issue before evaluating their significance. We also combined surveys with in-depth Focus Group Interviews (FGI) with relevant working-level personnel, thereby strengthening internal stakeholder engagement and the reliability of the assessment.



Double Materiality Assessment

Results of the Double Materiality Assessment

Based on the double materiality assessment process, GS Retail comprehensively evaluated the impact of each topic on environmental, social, and financial dimensions, and selected a total of 5 material topics. Compared to the previous year, data security and privacy protection, supply chain management, and human resources were newly identified as material topics, while local community was excluded. We will continue to monitor and systematically manage these material topics and their related impacts.

Classification	Material Topics	Topics Definition	Environmental and Social Impact		Impact Level	Financial Impact		Impact Level	Response Strategy	Reporting Page
				Impact			Risk / Opportunity			
E	Sustainable Products	Activities that support sustainable consumption by reducing carbon emissions through eco-friendly design and production, and by ensuring safety and quality across the entire product life cycle	Positive / Actual	Improving customer health and promoting a sustainable consumption culture by expanding eco-friendly products and providing safe goods	●●●	Opportunity / Mid- to Long-term	Expanding our eco-friendly portfolio and establishing a premium quality management system to drive higher sales of high-value-added products and grow market share	●●○	• Achieved 111% of the target for the application rate of eco-friendly packaging materials • Newly obtained eco-friendly certifications for private brand (PB) products (Environmental Product Declaration and Low Carbon certifications) • Launched ready-to-eat products using eco-friendly containers • Expanded sales of eco-friendly products • Conducted the Green Consumption Week campaign	43-45
			Negative / Actual	Potential decline in consumer trust and increased health risks due to insufficient product information management and inadequate safety verification systems		Risk/Mid-term	Risk of recall and litigation costs arising from quality issues, along with declining sales due to reputational damage to the brand			
S	Data Security and Privacy Protection	Activities to comply with relevant laws and regulations and to strengthen privacy protection and information security across the entire data life cycle	Positive / Actual	Strengthening the safety of customers' digital service usage and enhancing trust in information security through systematic privacy protection	●●○	Opportunity/ Short- to Mid-term	Expanding customer use of digital services and creating opportunities for customer retention and new customer acquisition based on enhanced information security credibility	●●○	• Integrated operation of information security and personal information protection organizations (CISO and CPO) • Maintained ISMS-P certification and conducted annual follow-up audits • Completed information security training for all employees • Conducted simulation drills for phishing emails and personal information leakage and exposure	79-82
			Negative / Actual	Infringement of customer rights and decline in trust in digital services due to personal information leakage		Risk/Short- to Mid-term	Risk of financial losses from compensation costs and regulatory fines in the event of personal information breaches, compounded by the continued increase in information security investment			
S	Supply Chain Management	Activities to enhance sustainability and resilience by applying ESG standards across the supply chain and conducting human rights due diligence and partner management	Positive / Actual	Building a fair and mutually beneficial ecosystem by improving the management stability of franchisees and strengthening the sustainability capabilities of small and medium-sized partners	●●●	Opportunity/ Short-term	Reducing operating costs and securing long-term revenue growth drivers by ensuring supply chain stability and enhancing brand credibility	●●●	• Conducted ESG compliance surveys and self-assessments for new suppliers • Ran free sales broadcasting and productivity innovation programs for suppliers • Advanced shared growth initiatives with suppliers and enhanced the ESG due diligence framework	68-74
			Negative / Actual	Potential spread of negative social impacts, such as human rights violations of partner and franchise workers and failure to meet environmental standards, in the event of insufficient supply chain ESG management		Risk/Short- to Mid-term	Risk of fines and litigation costs in the event of violations of the Fair Trade Act or franchise disputes, as well as sales declines from brand reputation damage if ESG issues within the supply chain come to light			
S	Human Resources	Activities to enhance employee capabilities and the work environment through fair recruitment and talent development, the strengthening of diversity and inclusion, and occupational health and safety management	Positive / Actual	Promoting social inclusion through the expansion of fair recruitment and a culture that respects diversity, and contributing to a sound labor culture through systematic human rights management	●●○	Opportunity/ Mid- to Long-term	Attracting and retaining top talent through a stronger employer brand, reducing recruitment costs by lowering turnover, and securing long-term business competitiveness through diversity-driven organizational innovation	●○○	• Conducted human rights impact assessments and identified areas for improvement on human rights issues • Ran a company-wide core values campaign rooted in the CEO's management philosophy • Operated the Culture Day program (intergenerational communication and organizational adaptation) • Built a diversity and inclusion culture through the Culture Committee	54-62
			Negative / Actual	Potential infringement of workers' rights and occurrence of industrial accidents in the event of inadequate talent management and insufficient safety management systems		Risk/Mid- to Long-term	Risk of higher recruitment and training costs from the loss of key talent, legal penalties and compensation expenses in the event of serious accidents, and sales declines from damage to brand reputation			
G	Ethics and Compliance Management	Activities to manage legal and ethical risks and enhance employees' ethical awareness based on an ethics and compliance framework	Positive / Actual	Promoting a culture of transparent management and protecting stakeholder rights through the operation of an ethical management organization and the establishment of multi-layered reporting channels	●○○	Opportunity / Mid- to Long-term	Improving ESG ratings, securing trust from investors and institutions, and strengthening partnerships with leading suppliers to enhance business competitiveness, all built on greater credibility in transparent management	●●●	• Operated the Compliance Management Council chaired by the CEO, including working-level councils for each subcommittee • Earned an AA rating in the Compliance Program (CP) assessment • Ran the Voice of Integrity Management and Red Whistle reporting channels • Enhanced compliance systems to reflect the characteristics of each business division	96-99
			Negative / Actual	Potential spread of negative social impacts related to fair trade and consumer protection in the event of an inadequate compliance system		Risk/Mid- to Long-term	Risk of financial losses from fines and litigation costs in the event of regulatory violations, along with reputational damage			

Stakeholder Engagement

Stakeholder Communication

GS Retail defines its key stakeholders as employees, customers, franchisees, partners, local communities, shareholders, and government agencies. We systematically gather stakeholder feedback and share our key plans and activities through both in-person and online communication channels, and reflect this input in managing material issues and establishing mid- to long-term strategies.

Communication Channels	Communication Topics
Employees	
· In-Person Channels: Town hall meetings, the Labor-Management Council, Team-building activities, and vision meetings · Untact anonymous channels: HR Hotline, Voice of Integrity Management, and Red Whistle	· Enhance mutual understanding through active communication · Establish a horizontal organizational culture through the free expression of opinions · Protect employee rights · Implement fair evaluation and compensation · Ensure work-life balance · Create a happy and safe workplace
Customers	
· In-Person Channels: Customer Advisory Group · Untact anonymous channels: customer satisfaction surveys and participatory events; website and social media channels (YouTube, Instagram); VOC Insight; customer chatbot and 1:1 consultation via mobile/PC; customer roundtables (online interviews) and customer opinion surveys	· Listen to customer opinions and promptly handle complaints · Deliver customer suggestions/inquiries to relevant departments and confirm responses · Identify issues related to major submissions and provide insights · Provide responsible products and services · Understand customers' needs and implement reliable marketing
Franchisees	
· In-Person Channels: Franchisees' Open Academy, Store Management Council, Development Committee, Dispute Mediation Committee · Untact anonymous channels: Kakao Talk Plus Friend - GS25 Chatbot Genie (communication platform with franchisees and store managers), franchisee magazine	· Promote continuous shared growth · Offer competitive products and services · Implement practical store support · Improve grievances through communication · Contribute to improving self-esteem through the selection of excellent franchisees



Communication Channels	Communication Topics
Partners	
· Offline Channels: Advisory committee, meeting, listening tour, partner award ceremony · Untact anonymous channels: Red Whistle, Voice of Compliance Management	· Generate shared growth value · Foster a culture of fair trade · Promote sustainable technologies, strengthen and support capabilities such as market development
Communities and Government	
· Collect community complaints · Local government and regional government office council · Mutual growth meeting, ESG meeting, etc.	· Develop sales channels and broadcasting business activities to revitalize the local economy · Reduce local environmental impact and engage in social responsibility activities (shared growth and win-win, etc.) · Conduct social responsibility activities in collaboration with government departments (such as improving environmental awareness, etc.)
Shareholders	
· Director of Shareholder Communication · General Shareholders' Meeting · IR Disclosures (Corporate Website, DART)	· Maximize management performance and shareholder value · Operate an ethical and sustainable governance structure · Implement ethical management and integrated risk management

ESG MANAGEMENT

Environmental	22
Social	48
Governance	91

Environmental

Climate Change Response	24
Environmental Management	35
Green Workplace and Resource Circulation	39
Eco-Friendly Products and Services	43
Green Logistics	46

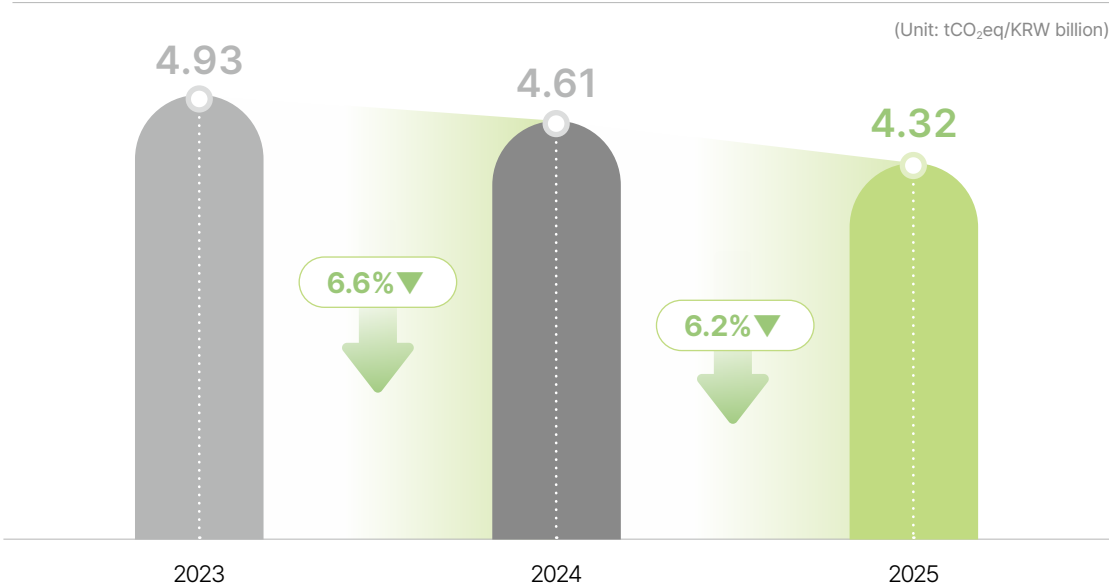
Environmental

GS Retail has established and implemented an environmental management system, including climate change response initiatives, to systematically manage environmental impacts across its entire value chain. Under the oversight of the Board of Directors and the ESG Committee, we operate a climate change governance framework and continuously drive the establishment and implementation of company-wide GHG reduction targets.

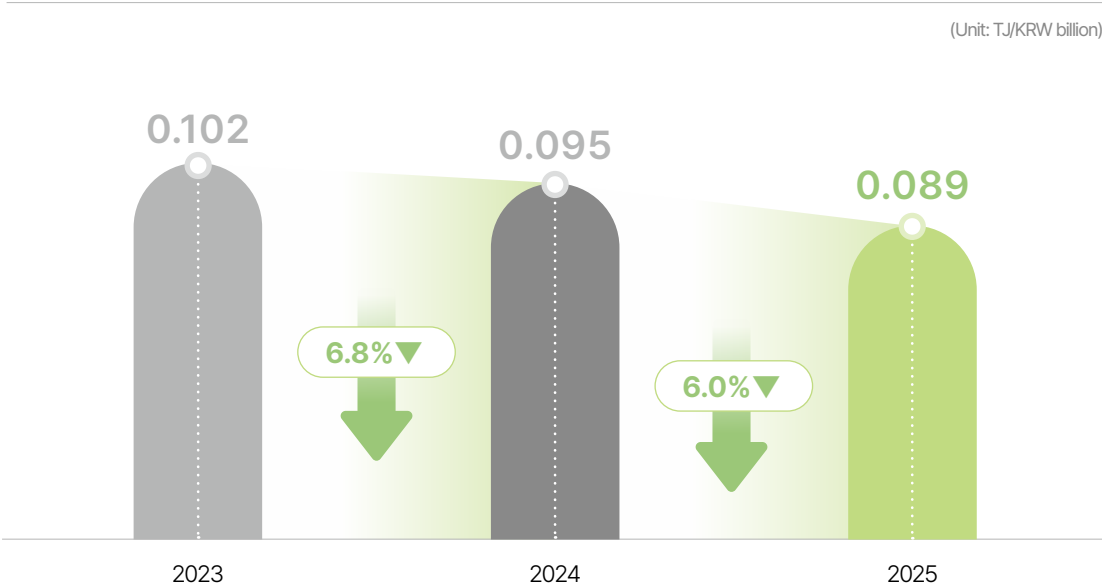


Management Indicators

GHG Emissions Intensity (Scope 1, 2)



Energy Intensity



Climate Change Response

Governance

GS Retail has established a systematic governance structure to address climate change. The Board of Directors, as the highest decision-making body, reviews and approves key climate change matters, while the ESG Committee under the Board deliberates on major agenda items, including reviewing ESG management strategies related to climate change and monitoring response performance. At the management level, the ESG Steering Committee provides strategic direction for company-wide ESG initiatives, while the Environmental Management Assessment Committee assesses environmental management activities and supports climate change response efforts across operational departments. At the operational level, relevant departments collaborate closely to develop and execute GHG reduction plans.

Climate-Related Decision-Making Bodies



Roles and Responsibilities by Body

Board of Directors	Board of Directors	Holds final decision-making authority over climate change strategies, investments, and budget allocation
	ESG Committee	Reviews ESG management strategies, monitors climate change response performance, and deliberates on related agenda items
Management	ESG Steering Committee	Sets the company-wide ESG strategic direction and discusses key climate change developments and issues
	Environmental Management Assessment Committee	Evaluates environmental management activities and supports operational departments in their climate change response efforts
Working Level	Relevant Departments	Reduces GHG emissions, expands eco-friendly products, and establishes sustainable procurement policies

Climate-Related Compensation Framework

To strengthen management's accountability and execution in climate change response, GS Retail links 5% of all executives' KPIs to ESG assessments and climate change response initiatives. Through this approach, progress toward climate-related targets, including GHG emissions reduction and the transition to environmentally friendly stores, is reflected in executive performance evaluations and compensation, thereby enhancing company-wide execution and accountability for climate change response efforts.

Climate Change Response

Governance

Board of Directors and Management

Role of the Board of Directors

As the highest decision-making body overseeing overall corporate management, the Board of Directors manages and supervises climate change response activities based on climate change strategies, related investments, targets, and performance. The Board has established and operates an ESG Committee, comprised of three independent directors and one non-executive director, to deliberate and discuss key ESG-related matters, including climate change.

ESG Committee

In 2025, the ESG Committee convened five times to review ESG strategies and action plans, including those climate change response, and to periodically monitor related performance. The Committee also reports company-wide risk management status, results, and future plans to the Board of Directors, ensuring that climate change-related issues are reflected in the Board's decision-making and the enterprise-wide risk management framework.

ESG Committee Activities

Date	Description
25.03.05	• Approval of the 2025 ESG strategy and action plan
	• Approval of the 2024 Environmental Management Assessment Committee results and the 2025 plan
	• Approval of CSR projects
	• Report on the revised 2025 CSR review and execution standards
	• Report on 2024 CSR project outcomes and the 2025 plan
25.03.20	• Report on 2024 H2 compliance inspection results and the 2025 H1 plan
	• Report on 2024 H2 Compliance Program performance and the 2025 H1 plan
25.03.20	•Approval of CSR projects
25.04.29	•Approval of CSR projects
25.08.07	• Approval of 2025 H1 Environmental Management Assessment Committee performance and the H2 plan
	• Report on 2025 H1 ESG performance and the H2 plan
	• Report on 2025 H1 company-wide risk management status
	• Report on 2025 H1 compliance inspection results and the H2 plan
	• Report on 2025 H1 Compliance Program performance and the H2 plan
25.12.05	• Report on 2025 CSR projects
25.12.05	• Report on 2025 ESG operational results and the 2026 business plan
	• Report on 2025 company-wide risk management key achievements and the 2026 business plan

Role of Management

The CEO of GS Retail holds ultimate accountability and decision-making authority over all corporate management activities, including climate change response. Through the ESG Steering Committee, which convenes at least once per quarter, the CEO reviews the key progress and major issues across environmental management and comprehensively discusses and examines climate-related strategies, policies, and risks.

ESG Steering Committee

GS Retail has established the ESG Steering Committee, chaired by the CEO, to set the company's ESG direction in alignment with overall corporate management strategies, together with key executives. The Committee meets at least twice a year to discuss major progress and key issues related to ESG.

Dedicated Organization

GS Retail has designated the ESG Part within the Public Policy Team as the dedicated organization for climate change response, which collaborates with relevant operational departments to establish and manage environmental management strategic tasks. The Risk Management Council also convenes quarterly Business division meetings to review and analyze climate change risks.

Environmental Management Assessment Committee

The Environmental Management Assessment Committee monitors and evaluates the progress of environmental management activities, with its findings reported to the ESG Steering Committee and the ESG Committee.

Climate Change Response

Strategy

Identifying Risk and Opportunity Pool

Based on its classification framework for climate-related risks and opportunities, GS Retail analyzed climate disclosure trends among industry peers and identified a pool of climate-related factors expected to have material implications for the retail industry. The pool consists of 21 factors in total, broken down into 2 physical risks (chronic and acute), 9 transition risks (policy and legal, technology, market, and reputation), and 10 opportunities (resource efficiency, energy source, and products and services).

Financial Impact Analysis of Risks and Opportunities

GS Retail conducts an annual qualitative analysis of the potential impacts that climate-related risks and opportunities may have on its business. For three factors (PR1. Acute natural disasters and extreme weather events, PR2. Changes in precipitation and weather patterns, and TR1. Increases in greenhouse gas emissions pricing), we also carry out quantitative analyses and disclose the results through the Sustainability Report. In particular, for TR1. Increases in greenhouse gas emissions pricing under the transition risk analysis based on scenario analysis, both the analysis and quantitative data were recalculated in 2025. Going forward, we plan to gradually expand the scope of factors subject to quantitative analysis and, ultimately, conduct quantitative analyses on all factors and manage related indicators.

Conducting a Materiality Assessment

GS Retail conducts a materiality assessment of climate-related risks and opportunities based on their impact and likelihood. Impact refers to the effect of each factor on the company's value chain and business divisions. For physical risks, likelihood was evaluated by comprehensively considering the probability of occurrence identified through climate modeling tools and the disclosure practices of industry peers. For transition risks and opportunities, likelihood was assessed primarily based on the outlook for related legal and regulatory developments, as well as market and disclosure trends.

Identification of Key Risks and Opportunities and Development of Response Strategies

Based on the results of the materiality assessment, the factors were ranked and reviewed, leading to the final identification of 14 factors (2 physical risks, 6 transition risks, and 6 opportunities) deemed to have a material impact on the company's business. To proactively address these key risks and opportunities, we have developed response strategies aligned with GS Retail's ESG strategic pillars, Green Product, Green Store, and Green Value-Chain, thereby strengthening the organization's resilience to climate change.

Process for Identifying and Assessing Climate-Related Risks and Opportunities

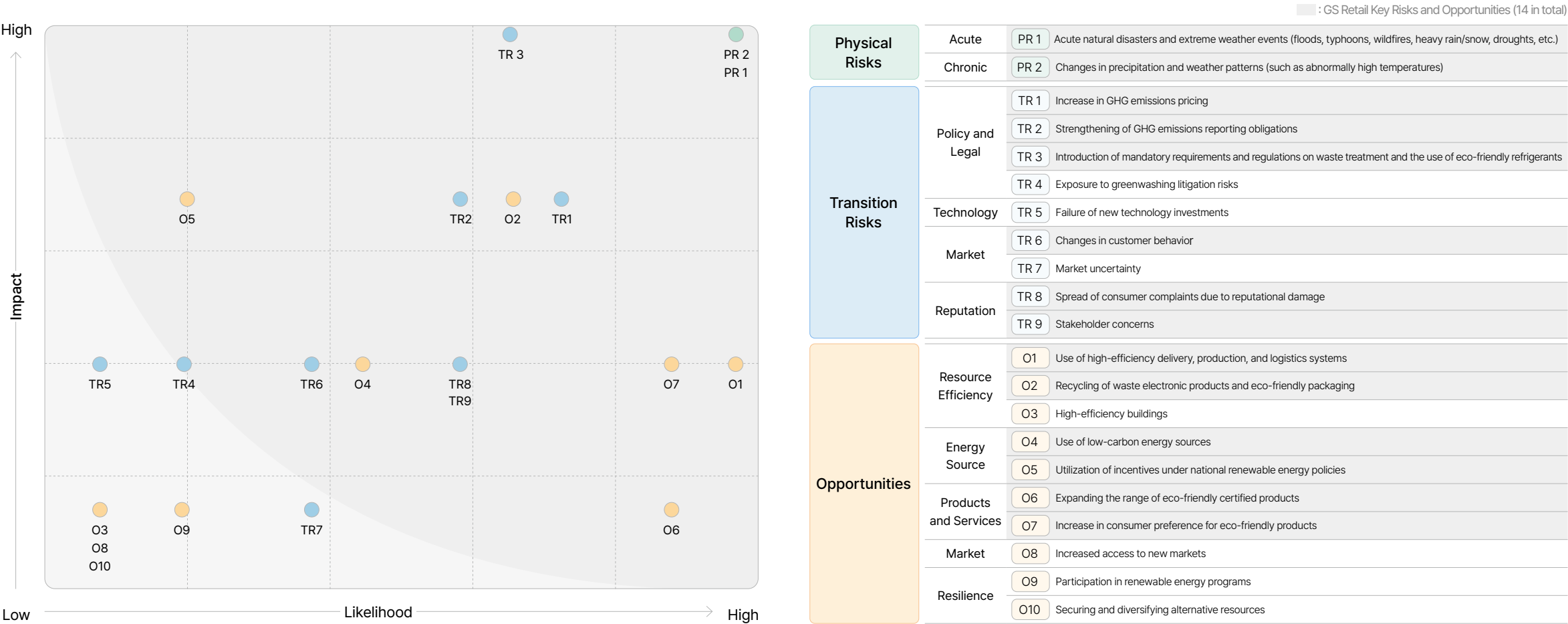


Climate Change Response

Strategy

Identification of Key Risks and Opportunities

GS Retail conducts a materiality assessment by comprehensively considering the impact and likelihood of each factor, and classifies them by priority into High (ranked 1–7), Medium (ranked 8–14), and Low (ranked 15–21) groups. The 14 factors classified as High or Medium (2 physical risks, 6 transition risks, and 6 opportunities) have been determined as the company's key climate-related risk and opportunity factors, and we disclose the potential financial impact associated with each factor's occurrence.



Climate Change Response

Strategy

Key Risks and Opportunities Identified

Factor		Period		Financial Impact Pathway		Expected Financial Impact
Physical Risks	Acute	PR 1	Acute natural disasters and extreme weather events	Short- to Long-term	- Damage to infrastructure and facilities, including offline stores, logistics centers, and home shopping IT networks, caused by natural disasters such as typhoons and floods - Disruptions in the transportation of raw materials and manufactured goods due to damage to agricultural, livestock, and fishery production areas - Delivery delays and constraints on customer mobility resulting from natural disasters, leading to disruptions in customer service - Increased safety risks for employees and reduced labor productivity due to natural disasters	- Incurrence of costs to restore infrastructure and facilities - Increase in procurement costs for raw materials and manufactured goods - Decline in direct sales and revenue due to reduced service usage rates - Additional direct operating costs to enhance employee safety and productivity
	Chronic	PR 2	Changes in precipitation and weather patterns (including abnormal heat)	Long-term	- Damage to infrastructure and facilities, including offline stores, logistics centers, and home shopping IT networks, caused by flooding triggered by rising sea levels and changes in precipitation patterns - Increase in assets vulnerable to rising precipitation and temperatures - Fluctuations in the cultivation and harvest of agricultural and fishery products driven by shifts in production and fishing areas	- Incurrence of costs to restore infrastructure and facilities - Additional operating costs, including higher insurance premiums for high-risk assets and increased heating and cooling expenses - Rising raw material procurement costs and declining sales
Transition Risks	Policy and Legal	TR 1	Increase in cost associated with GHG emissions	Mid- to Long-term	- Expansion of industries subject to GHG-related regulations, such as the GHG Target Management System - Rising electricity costs from stricter regulations on fossil fuel use under expanded energy transition policies	- Increased operating costs to comply with regulations as additional industries are brought under regulatory coverage - Electricity procurement costs in 2050 projected to exceed approximately KRW 18.6 billion, considering rising electricity unit prices
		TR 2	Strengthened obligations for GHG emissions reporting	Mid- to Long-term	Increasing likelihood of new regulations being introduced under the Carbon Neutrality Framework Act, including mandatory GHG emissions reporting requirements	Costs incurred for measuring GHG emissions and implementing reduction measures
		TR 3	Introduction of obligations and regulations for waste management and eco-friendly refrigerant use	Mid-term	- Strengthening of laws and policies on waste management and resource circulation - Tightening of global regulations on refrigerant use	- Higher waste disposal costs and expenses for adopting new packaging materials - Costs associated with purchasing refrigeration equipment that uses eco-friendly refrigerants
	Market	TR 6	Changes in customer behavior	Short- to Long-term	- Growing demand for eco-friendly products, including those with low-carbon and other eco-friendly certifications - Increasing demand for eco-friendly logistics services	- Decline in corporate competitiveness and sales due to a failure to meet demand for eco-friendly products - Drop in sales resulting from a passive response to growing demand for eco-friendly logistics services
	Reputation	TR 8	Spread of consumer boycotts driven by a weakening eco-friendly image	Mid- to Long-term	Rising consumer expectations regarding corporate eco-friendly initiatives	Deterioration of corporate image and decline in sales when consumer expectations are not met
		TR 9	Concerns from stakeholders	Mid- to Long-term	Emergence of stakeholder concerns and negative feedback regarding sustainability management	Reduced capital availability driven by impaired trust and lower investment
Opportunities	Resource Efficiency	O1	Utilization of high-efficiency delivery, production, and logistics systems	Mid- to Long-term	- Introduction of highly energy- and resource-efficient systems, such as a logistics energy management system and the replacement of water-saving mixing faucets - Expansion of energy management systems to all convenience store and supermarket locations - Support for improving operational efficiency in logistics systems	- Reduction in operating costs through improved energy and resource use efficiency - Operating cost savings through energy management - Cost savings in logistics and distribution
		O2	Recycling of electronic waste and use of eco-friendly packaging materials	Short- to Long-term	- Recycling of equipment from closed stores through expanded operation of the Recycling Center - Increased application rate of eco-friendly packaging materials	- Approximately KRW 9.87 billion in savings on new investment costs through equipment recycling (as of 2025) - Increase in sales of products using eco-friendly packaging materials
	Energy Source	O4	Use of low-carbon energy sources	Mid- to Long-term	- In-house generation of eco-friendly energy through the installation of solar power facilities - Building an eco-friendly corporate image through the reduction of GHG emissions	- Reduction in energy procurement and carbon emissions costs - Improved capital availability
		O5	Utilization of national renewable energy policy incentives	Mid- to Long-term	Participation in solar panel installation support projects	Reduction in renewable energy transition costs and energy procurement expenses
	Products and Services	O6	Expansion of eco-friendly certified product offerings	Short- to Long-term	Expansion of sales of eco-friendly certified products and enhancement of our reputation as an eco-friendly company	Increase in sales of eco-friendly products (Sales of eco-certified products in 2025: KRW 653.8 billion)
		O7	Shifts in consumer preference toward eco-friendly products	Short- to Long-term	Development and broader introduction of eco-friendly products in response to the spread of eco-friendly consumption culture	

Climate Change Response

Strategy

Overview of Scenario-Based Physical Risk Financial Impact Analysis

To assess the financial impact of climate-related physical risks on its business sites, GS Retail conducted an analysis using S&P Climanomics® Hazard Modeling. Applying the IPCC's SSP scenarios, we calculated the Modeled Average Annual Loss (MAAL) on asset value from eight major natural hazards across 215 key business sites located in 17 administrative regions in Korea, covering the period from 2020 to 2050. This report discloses the comprehensive analysis of physical risks under both the low-carbon scenario (SSP1-2.6) and the high-carbon scenario (SSP5-8.5).

STEP 1Identification of Analysis Scope

- Scope of Physical Risk Analysis
Eight major natural hazards (four acute and four chronic)

Acute



Urban flooding



Typhoons



Coastal flooding



River flooding

Chronic



Extreme temperatures



Droughts



Water scarcity



Wildfires

- Business Sites Subject to Analysis
 - 215 key business sites located across 17 administrative regions in Korea (105 high-revenue sites by administrative region, 107 high-risk sites, 2 headquarters, and 1 logistics center)

STEP 2Scenario Selection

- Climate Change Scenarios Applied to the Analysis
Application of the four SSP scenarios²⁾ presented in the IPCC¹⁾'s Sixth Assessment Report

Scenarios	SSP1-2.6	SSP2-4.5	SSP3-7.0	SSP5-8.5
Global Average Temperature Increase by 2100 ³⁾	1.8°C	2.7°C	3.6°C	4.4°C
Description	• Low-carbon scenario • Achieves Net-Zero GHG emissions by 2050, with the global average temperature increase by 2100 aligned with the Paris Agreement target	• Intermediate carbon emissions scenario • GHG emissions maintained at current levels through 2050, with reductions through 2100	• Scenario with carbon emissions higher than the intermediate level but lower than the high-emissions scenario • GHG emissions in 2100 reach twice the current level	• High-carbon scenario • GHG emissions in 2050 increase to about three times the current level
Assumptions	• Minimization of fossil fuel use through advances in renewable energy technologies • Eco-friendly and sustainable economic growth	• Moderate climate change mitigation and socioeconomic development	• Limited adoption of climate change mitigation policies and slow industrial technology development	• High dependence on fossil fuels to drive rapid industrial growth, with widespread, uncontrolled urban-focused development

1) IPCC: Intergovernmental Panel on Climate Change
2) SSP: Shared Socioeconomic Pathway
3) Increase relative to pre-industrial levels (1850–1900)

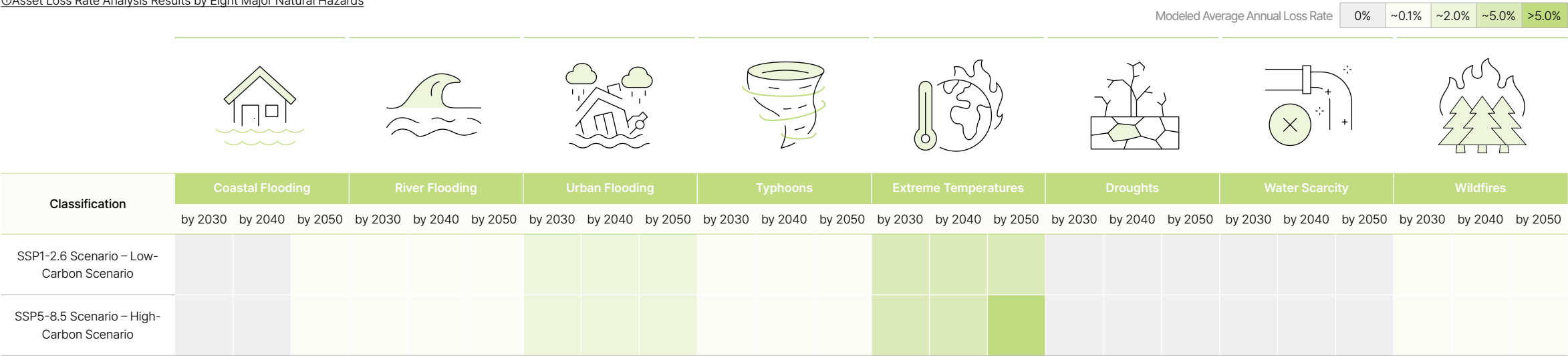
Climate Change Response

Strategy

Risk and Opportunity Assessment

Results of the Scenario-Based Financial Impact Analysis on Physical Risks

①Asset Loss Rate Analysis Results by Eight Major Natural Hazards



GS Retail analyzed the asset loss rates at its key business sites by breaking them down into the eight major natural hazards. The analysis identified urban flooding as the principal acute hazard and extreme temperatures as the principal chronic hazard. Financial loss factors arising from these hazards include increased costs for restoring and cleaning business sites and related facilities, business operation disruptions, and declines in employee productivity. For extreme temperatures, which showed the highest loss rate, the financial impact is expected to be most significant due to reduced employee productivity.

To address these risks, GS Retail has enhanced store operational efficiency through the introduction of SEMS, allowing easy management of in-store heating, cooling, and lighting via smartphones. We have also adopted a Weather Management Information System that links meteorological data with our ordering system to minimize losses from acute natural disasters. In addition, we have established a raw material sourcing structure that draws from diverse regions across Korea and continuously monitor key high-risk areas, leveraging this approach to source local specialties as well.

Meanwhile, GS Retail's convenience store business recognizes the importance of proactive measures to minimize damage from wind and flood disasters and is implementing risk prevention activities. We regularly review forecasts of wind and flood events for the upcoming three months, and when such events are anticipated in specific areas, we provide guidance through the POS systems in those areas on energy conservation and the prevention of safety incidents.

SSP1-2.6 Scenario – Low-Carbon Scenario

For acute hazards, the asset loss rates for each natural hazard, except urban flooding, were below 0.1%, and these rates are projected to either rise slightly or remain at levels similar to the present over the medium to long term. For chronic hazards, asset loss rates from drought, water scarcity, and wildfires are expected to stay at or below 0.05% throughout the entire analysis period, with no material changes anticipated. Extreme temperatures, however, were identified as the largest driver of losses across all timeframes, with asset loss rates projected to rise gradually from approximately 2.9% in the short term to around 3.5% in the medium term and approximately 4.5% in the long term.

SSP5-8.5 Scenario – High-Carbon Scenario

For chronic hazards, similar to the SSP1-2.6 scenario, the asset loss rate from extreme temperatures is the highest and is expected to exceed 2% throughout the entire analysis period. Meanwhile, loss rates from other hazard factors, including acute hazards aside from extreme temperatures, are projected to remain at or below 1%, consistent with the low-emissions scenario, and their impact on GS Retail's asset losses is assessed to be limited.

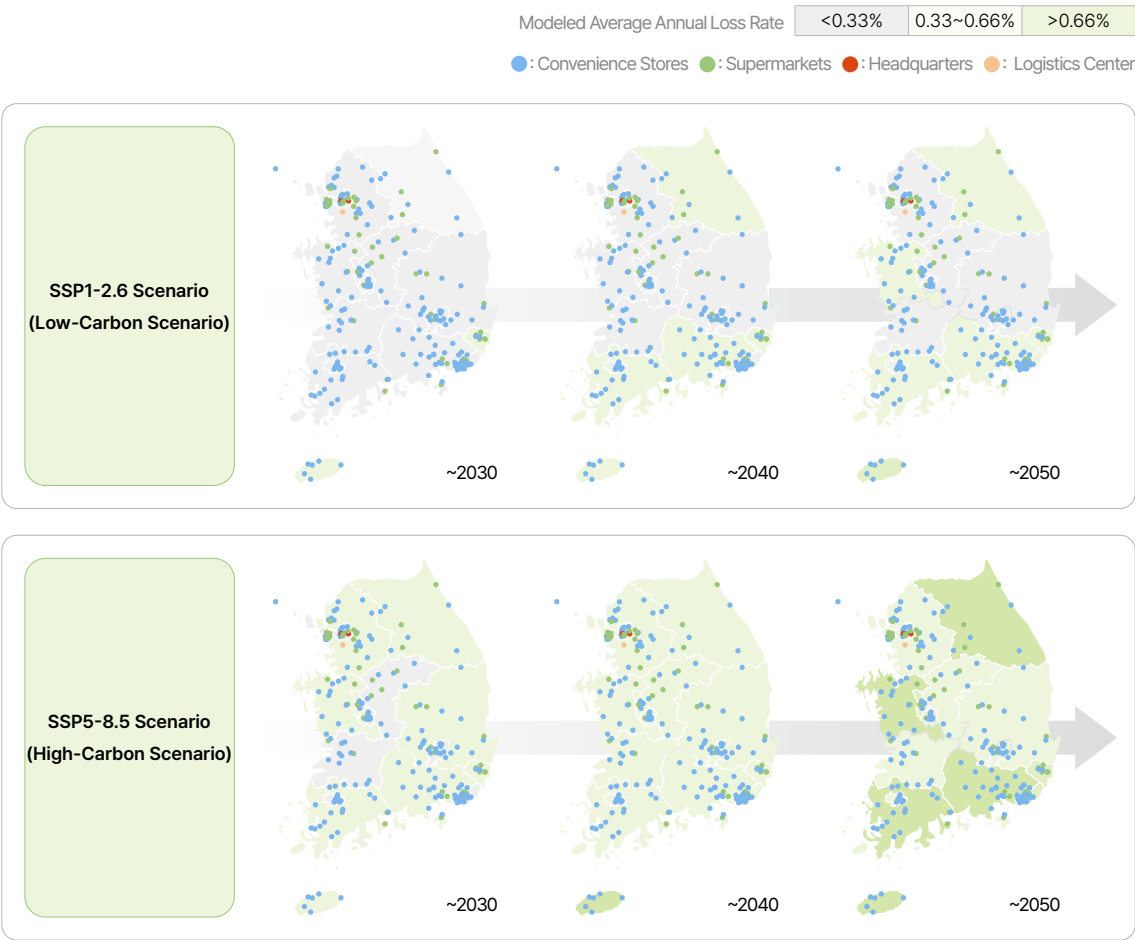
Climate Change Response

Strategy

Risk and Opportunity Assessment

Results of the Scenario-Based Financial Impact Analysis on Physical Risks

@Asset Loss Rate Analysis Results by 17 Administrative Regions and Business Sites



To pursue sustainable management, GS Retail identified regions vulnerable to physical risks and explored corresponding management measures by calculating the asset loss rates for 17 administrative regions based on the asset loss rates of key business sites. The analysis considered seven natural hazards that directly trigger physical risks: coastal flooding, urban flooding, river flooding, typhoons, drought, water scarcity, and wildfires. Extreme temperatures, classified as a factor that exerts indirect influence by combining with other climate phenomena, were excluded from this analysis. The results showed that under both the SSP1-2.6 and SSP5-8.5 scenarios, asset loss rates increased commonly due to urban flooding, typhoons, and wildfires. In particular, under the SSP5-8.5 scenario, asset loss rates from urban flooding are projected to rise to 0.33% or higher in 14 of the 17 administrative regions after 2031. After 2041, loss rates are expected to exceed 0.33% across all regions, and as urban flooding, an acute hazard, accounts for more than 70% of total losses, the impact on business sites located in urban areas is anticipated to be substantial. We aim to respond proactively to climate change by leveraging its Weather Management Information System. By integrating it with existing operational systems such as SEMS, we plan to minimize asset losses from acute natural disasters while gradually establishing a company-wide weather management strategy. We also intend to secure overall stability across raw material sourcing and supply chain management through continuous monitoring of key high-risk areas.

[Key Business Sites] High-Revenue and High-Risk Business Sites by Administrative Region

The analysis covered a total of 212 high-revenue and high-risk business sites located across 17 administrative regions. The results showed that financial loss rates from physical risks are expected to rise continuously across all regions through 2050. This upward trend was consistently observed under both the SSP1-2.6 and SSP5-8.5 scenarios. Under both scenarios, business sites located on Jeju Island are projected to record the highest loss rates, with urban flooding and typhoons identified as the primary natural hazards contributing to this increase. For business sites in the Ulsan region, loss rates from river flooding in high-risk areas were calculated to be relatively higher than in other administrative regions. Business sites in the Gangwon region showed elevated loss rates from urban flooding, river flooding, and wildfires, while loss rates from typhoons were relatively lower compared to other administrative regions. For business sites in the Jeollanam-do region, asset value loss rates from coastal flooding were higher than those of business sites in other regions. In contrast, asset value loss rates for business sites in Seoul, Incheon, and Gwangju are projected to remain at relatively low levels under both scenarios.

[Other Key Business Sites] Headquarters (GS Tower and Gangseo Tower) and the Gunpo Logistics Center

The analysis of the headquarters (GS Tower and Gangseo Tower) and the Gunpo Logistics Center showed that asset loss rates remained at or below 0.66% throughout the entire analysis period under both the SSP1-2.6 and SSP5-8.5 scenarios. Loss rates were highest at Gangseo Tower, followed by the Gunpo Logistics Center and GS Tower, and this pattern was consistently observed across both scenarios. Gangseo Tower demonstrated the most pronounced upward trend in loss rates over time, with loss rates projected to rise from 0.28% to 0.42% under the SSP1-2.6 scenario and from 0.29% to 0.54% under the SSP5-8.5 scenario.

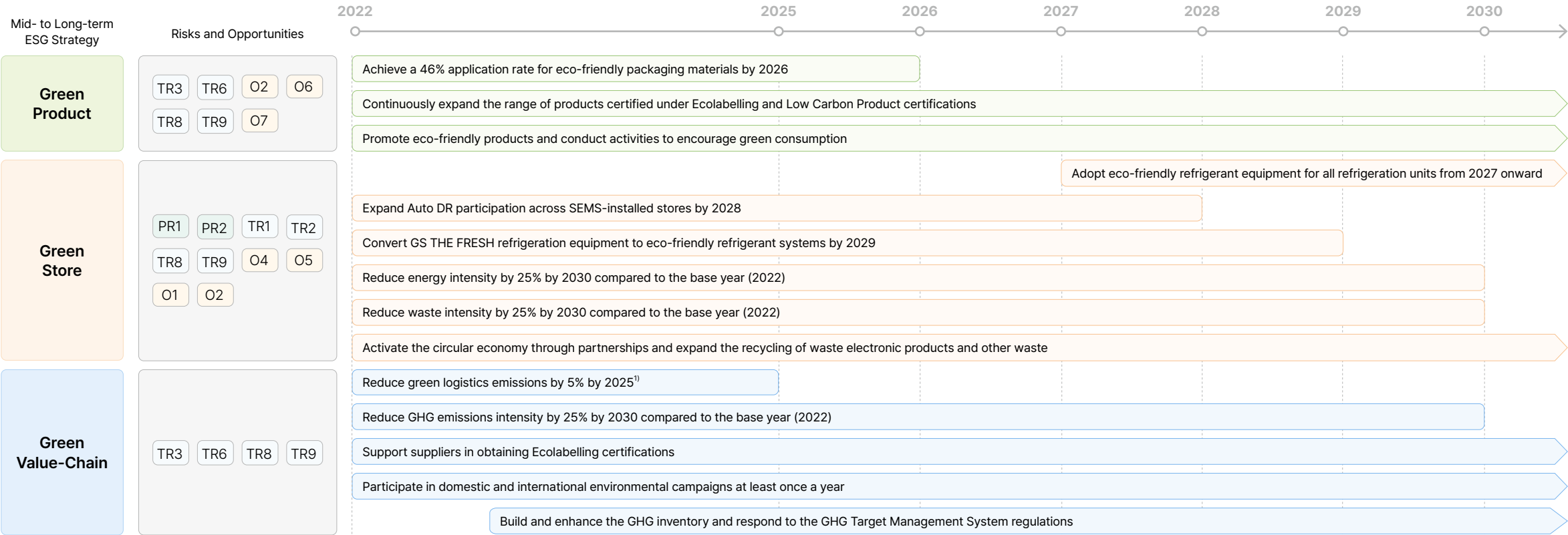
Climate Change Response

Strategy

Risk and Opportunity Assessment

Establishing Response Strategies for Key Risks and Opportunities

GS Retail strategically addresses the risks and opportunities arising from climate change by aligning its mid- to long-term business strategy with climate change response initiatives. To meet stakeholder expectations for sustainable products, we are advancing the development and expansion of eco-friendly certified products, while proactively responding to climate-related government regulations and policy changes. We also promote green consumption through Green Stores, carry out GHG reduction and resource circulation activities by emissions source, and support our suppliers in obtaining eco-friendly certifications, thereby continuing our efforts to reduce GHG emissions across the entire value chain.



1) Compared to BAU (Business As Usual): calculated based on projected emissions in the absence of any reduction activities

Climate Change Response

Risk Management

Management Process

Risk Identification

GS Retail identifies risks and opportunities affecting overall management on a regular annual basis. As part of enterprise-wide risk management, we leverage big data to proactively identify climate change-related risks and review and discuss key risk factors analyzed by the Business division through quarterly meetings of the Risk Management Council. The ESG Working Group also continuously monitors risks that may arise in the course of ongoing climate change response activities, including the production of eco-friendly products, the expansion of eco-friendly stores, eco-friendly logistics operations, and eco-friendly procurement.

Risk Assessment and Analysis

The Risk Management Council assesses the level of climate change-related risks reported at quarterly meetings and classifies and manages the risks based on the results into the Awareness, Caution, Critical, and Emergency stages. The Environmental Management Assessment Committee evaluates overall management activities and regularly reviews the progress of working-level departments on climate change response, thereby assessing the company's climate change response capabilities and resilience.

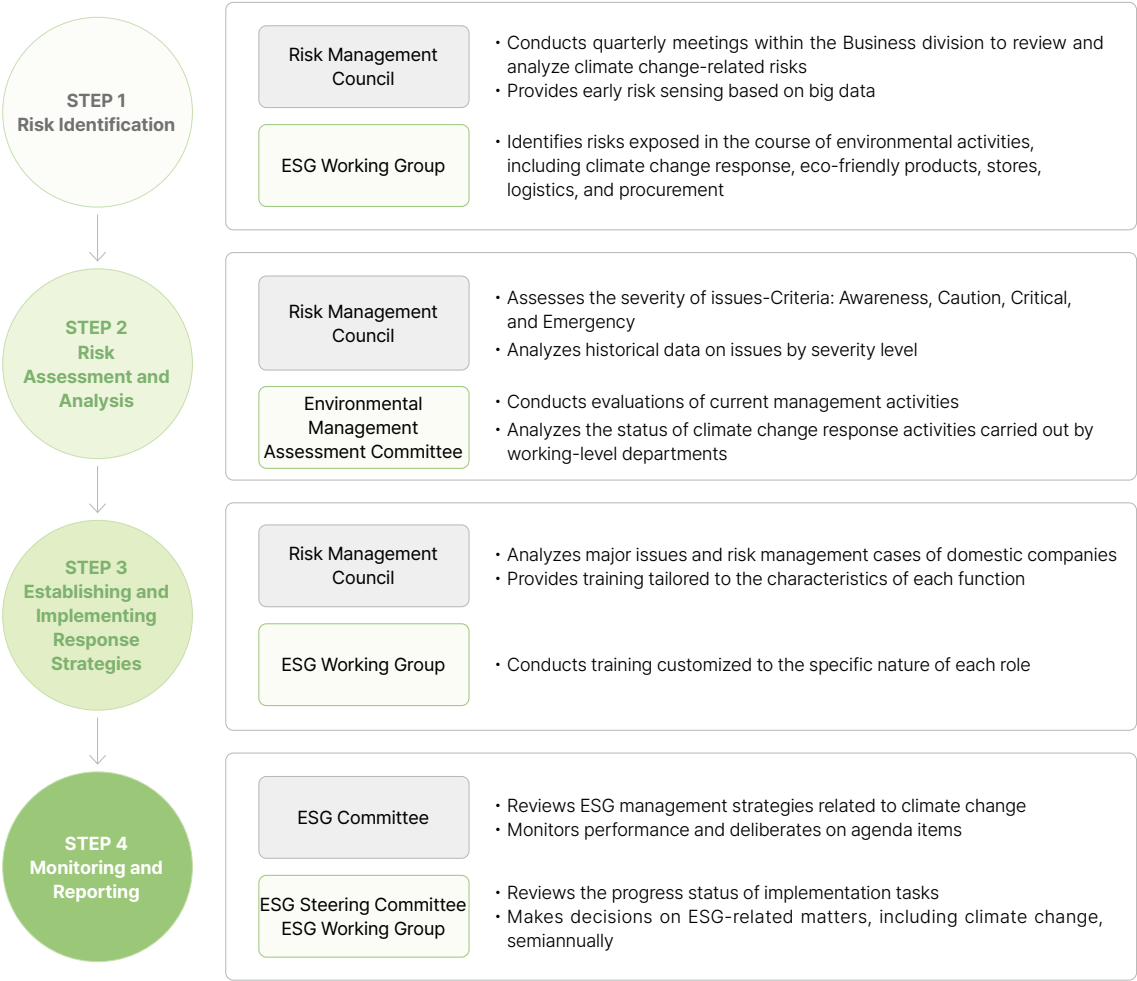
Establishing and Implementing Response Strategies

The Risk Management Council researches and analyzes key climate change-related issues and risk management cases of domestic companies to identify benchmarking points. These insights are used as a reference in developing response strategies to prevent or mitigate the climate change-related risks identified in earlier stages. We also provide tailored response training for departments related to climate change, taking into account their specific job functions. The ESG Working Group, based on the results of risk assessments, sets implementation tasks and targets.

Monitoring and Reporting

The Risk Management Council reports the identified key climate change-related risks and corresponding response measures to the ESG Committee, which uses this information to review the overall ESG management strategy. As the ongoing monitoring body for climate change risks, we operate the ESG Steering Committee, composed of C-level executives, and the ESG Working Group. The ESG Steering Committee makes decisions on key ESG-related agenda items on a semi-annual basis, while the ESG Working Group periodically reviews the implementation status and progress of ESG initiatives.

Climate Change Risk Management Process



Climate Change Response

Metrics and Targets

Metrics

Greenhouse Gas Emissions

In line with our company-wide greenhouse gas reduction strategy, GS Retail establishes and systematically manages measurable environmental metrics. Beyond greenhouse gas emissions, we periodically monitor climate change-related environmental indicators such as energy, water, and waste, and continue to enhance our management practices. In accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, we calculate and disclose not only direct and indirect emissions generated at our business sites (Scope 1 and 2) but also Scope 3 emissions covering up- and downstream activities across the supply chain. In 2025, Scope 1 and Scope 2 emissions accounted for only about 2% of total emissions. Scope 3 emissions accounted for approximately 98%. These arose from supply chain activities such as raw material procurement and franchise operations, reflecting the characteristics of the retail business. Going forward, we plan to further strengthen our climate change response capabilities through more sophisticated measurement and management of Scope 3 emissions.

Scope 1, 2 Emissions

	(Unit: tCO ₂ eq)		
Classification	2023	2024	2025
Total (Scope 1+2)	53,718	52,444	50,891
Scope 1	2,037.66	2,208.99	2,250.68
Scope 2 (location-based)	51,686.78	50,242.01	48,649.68
Scope 2 (market-based)	51,686.78	50,242.01	48,649.68

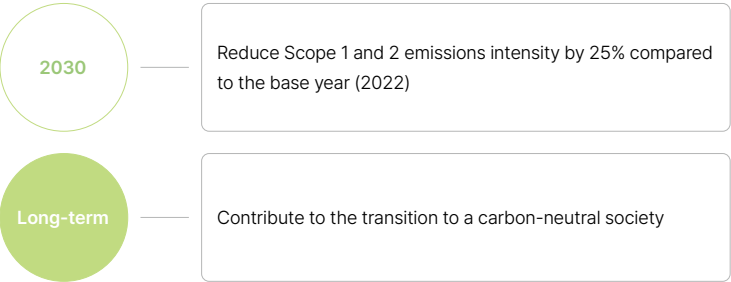
Scope 3 Emissions

	(Unit: tCO ₂ eq)		
Classification	2023	2024	2025
Total (Scope 3)	621,292	3,092,770	2,895,745
Category 1) Purchased Goods and Services	211	2,235,721	2,101,782
Category 2) Capital Goods	–	16,649	10,272
Category 3) Fuel- and Energy-Related Activities	4,118	7,874	7,631
Category 4) Upstream Transportation and Distribution	1,325	1,518	1,605
Category 5) Waste Generated in Operations	6,711	7,463	6,776
Category 6) Business Travel	–	249	2,049
Category 7) Employee Commuting	–	54	60
Category 8) Upstream Leased Assets	1,059	1,080	703
Category 9) Downstream Transportation and Distribution	–	56,962	57,421
Category 11) Use of Sold Products	–	65,944	12,570
Category 12) End-of-Life Treatment of Sold Products	–	23,997	3,886
Category 13) Downstream Leased Assets	59	63	60
Category 14) Franchises	607,809	675,196	690,930

Targets

Greenhouse Gas Reduction Targets

Designated as a target company under the greenhouse gas Target Management System since 2024, GS Retail has set annual greenhouse gas reduction targets and established corresponding reduction implementation plans. We aim to reduce our Scope 1 and 2 greenhouse gas emissions intensity by 3% year-over-year and to achieve a 25% reduction in emissions intensity by 2030 compared to the base year (2022). In 2025, we achieved a 6.2% reduction in greenhouse gas emissions intensity compared to the previous year.



Detailed Greenhouse Gas Reduction Strategies

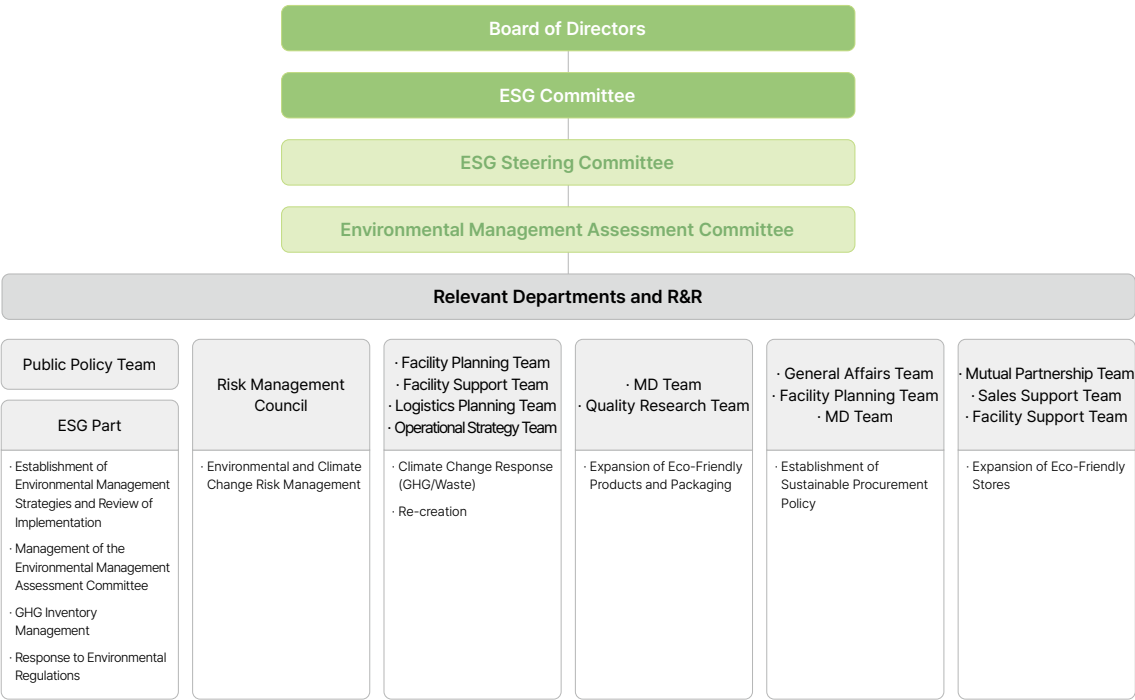
Classification	Scope 1&2	Scope 3
Activities	• Replacement with high-efficiency LEDs • Operation of solar power facilities • Showcase doors • Use of SEMS • Auto DR-based smart lighting management • Eco-covers	• Woodel (delivery service) • Collection and processing of waste electronic products • Expansion of the half-price parcel delivery business
Reference Page	39-41, 47	16, 39, 42, 47, 53

Environmental Management

Management System

Governance

GS Retail systematically conducts company-wide environmental management with the Environmental Management Assessment Committee serving as the core operating body. The Committee convenes semiannually each year, with participation from relevant departments to regularly review and monitor the progress and performance of key activities. Identified core agenda items are then deliberated for strategic direction at the ESG Steering Committee chaired by the CEO, and finally approved by the ESG Committee under the Board of Directors. Based on this governance structure, environmental activities are assigned across departments according to their respective roles. In the Platform BU (Convenience Store and Super), the Mutual Partnership Team and Facility Support Team support voluntary participation by franchisees in eco-friendly activities, while the Facility Planning Team and Facility Support Team reduce energy usage by introducing high-efficiency refrigeration equipment in convenience stores and super stores. The Home Shopping BU is leading the development of eco-friendly business sites by installing solar power facilities and running an LED wall-based digital studio that minimizes waste generated from set changes.



Environmental Performance Assessment

Following the introduction of ESG evaluation indicators for C-level executives in 2022, GS Retail expanded the scope in 2023 by incorporating ESG implementation results into the KPIs of all executives at the division head level and above, with a 5% weighting. By gradually expanding the scope of evaluation, we have established ESG-based decision-making as a substantive accountability structure across the management. We will continue to advance our evaluation system to further strengthen ESG execution capabilities throughout the value chain and overall management activities.

Environmental Management Policy

GS Retail has established an Environmental Management Policy for sustainable environmental management and applies it as a guiding standard across our management activities. The policy sets forth the principles and direction of our environmental management, covering areas ranging from compliance with environmental laws and regulations to energy and waste management, the expansion of eco-friendly products, and environmental information disclosure.

Environmental Management Policy

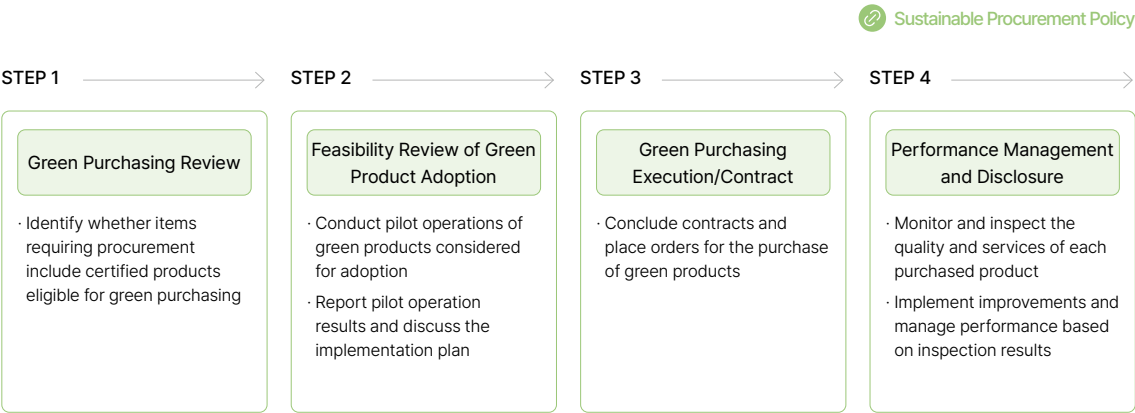
- Compliance with Environmental Laws and Regulations: We minimize potential risks by conducting regular monitoring and employee training to ensure compliance with environmental laws and regulations.
- Systematic Management of Environmental Performance: We prioritize the environment in our decision-making and make every effort to systematically manage our environmental management system.
- Energy Reduction and Waste Management: We seek and expand efficient ways to use energy at our headquarters and stores, and reduce environmental impact through the reuse and reduction of waste.
- Expansion of Eco-Friendly Products: As a retailer, we will continue to define and expand eco-friendly products so that customers can easily access them.
- Environmental Information Disclosure: We practice transparent environmental management by disclosing environmental information to the public in accordance with relevant laws and regulations.

Environmental Management

Management System

Sustainable Procurement Policy

As a lifestyle platform that integrates online and offline channels, GS Retail has established and adheres to a Sustainable Procurement Policy to reduce the environmental impact arising from the procurement of consumables and materials used in store operations and the overall office environment. Based on a four-stage process consisting of green purchasing review, feasibility assessment, contract execution, and performance management, we apply the principle of giving priority consideration to green purchasing in all procurement activities. We share this policy with our partners and suppliers to spread an eco-friendly procurement culture across the supply chain.



Environmental Management System (ISO 14001)

GS Retail has obtained ISO 14001, the international standard for environmental management, gaining external recognition for the appropriateness and effectiveness of our environmental management system. ISO 14001 is an international certification designed to systematically manage the entire process of environmental management, from setting objectives to implementation, monitoring, and improvement. We conduct our environmental management activities in accordance with this standard. We also train internal auditors who annually review our environmental plans and implementation measures, thereby continuously maintaining the effectiveness of the certification framework.



Participation in Domestic and International Environmental Initiatives

GS Retail participates in the BNPB (Biz N Biodiversity Platform) and seeks practical measures to protect biodiversity through policy meetings with government agencies, including the Ministry of Environment and the Ministry of Oceans and Fisheries, as well as with other companies. In the Climate Change Response section of this report, we systematically disclose climate-related information based on the four core pillars of TCFD (Governance, Strategy, Risk Management, and Metrics and Targets). On the strength of these activities, we received an A+ rating in the environmental category of the Korea Institute of Corporate Governance and Sustainability (KCGS) ESG evaluation. Beginning in 2024, we have also participated in CDP, systematically disclosing our climate change strategies and GHG reduction performance, and were honored with the CDP Carbon Management Special Award. In 2025, we received an A- rating for Climate Change.



Compliance with Environmental Laws and Regulatory Response

GS Retail continuously monitors environmental regulatory trends and operates a response system through the ESG Steering Committee and the Environmental Management Assessment Committee. In accordance with the Environmental Information Disclosure System, we annually submit environmental information for GS Tower and GS Gangseo Tower and respond to on-site verifications. There were no violations of environmental laws or regulations in 2025. We also incorporate environmental and climate change risks into our non-financial risk management framework to proactively address potential regulatory risks.

GS Retail has been designated as a target company under the GHG Target Management System since 2024. Under this system, the government assigns annual reduction targets to high-emitting companies, which are required to submit GHG emissions statements, consult on reduction targets, establish implementation plans, and report implementation results each year. In the first half of 2025, we completed the submission of GHG statements for the past four years and are actively complying with the system, including the submission of an implementation plan in the second half of the year.

Environmental Management

Key Activities

Raising Environmental Awareness

Employee Environmental Training

GS Retail regularly provides environmental and ESG-related training to ensure that all employees can participate in environmental management. We conducted training to raise awareness of overall ESG and marine environmental conservation, while also running participatory events such as e-waste collection campaigns to support internalization. Through training focused on key ESG keywords and strategy development required for corporate ESG response, we enhanced employees' understanding of ESG and their awareness of environmental and social issues.

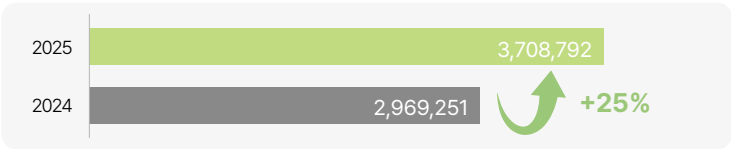
2025 Employee Environmental Training

Lecture Theme	Detailed Top	Number of Participants
ESG	Company-wide ESG Training (Online)	207
	Marine Environmental Conservation Methods and Case Studies (Offline)	26

Carbon Neutrality Point Program

In partnership with the Ministry of Environment's Carbon Neutrality Point (Green Lifestyle Practice) program, GS Retail provides a mobile receipt service based on the "Our Neighborhood GS" app. When customers receive a mobile receipt instead of a paper receipt at the time of purchase, they earn Carbon Neutrality Points, naturally connecting customers' everyday consumption behaviors with eco-friendly practices. As a result, Carbon Neutrality Point payouts from January to July 2025 increased by approximately 25% compared to the same period last year. GS Retail will continue to strengthen the integration of digital services with environmental policy to expand a culture of carbon neutrality practiced together with our customers.

Carbon Neutrality Point Payments¹⁾



1) Performance comparison for the same period from January to July

Case Stakeholder Engagement Campaigns

Earth Hour Campaign Franchisees Employees

GS Retail has participated for four consecutive years in Earth Hour, the global nature conservation campaign organized by the World Wide Fund for Nature (WWF). Earth Hour is the world's largest nature conservation campaign, currently joined by approximately 180 countries, in which participants around the world simultaneously turn off their lights for one hour starting at 8:30 p.m. on the last Saturday of March each year to raise awareness of the climate crisis. In 2026, we simultaneously turned off the signage of approximately 5,000 stores nationwide as well as the lights of GS Gangseo Tower and Gangseo N Tower through remote control, putting our commitment to addressing the climate crisis into practice.



Eco Creator Program Local Community

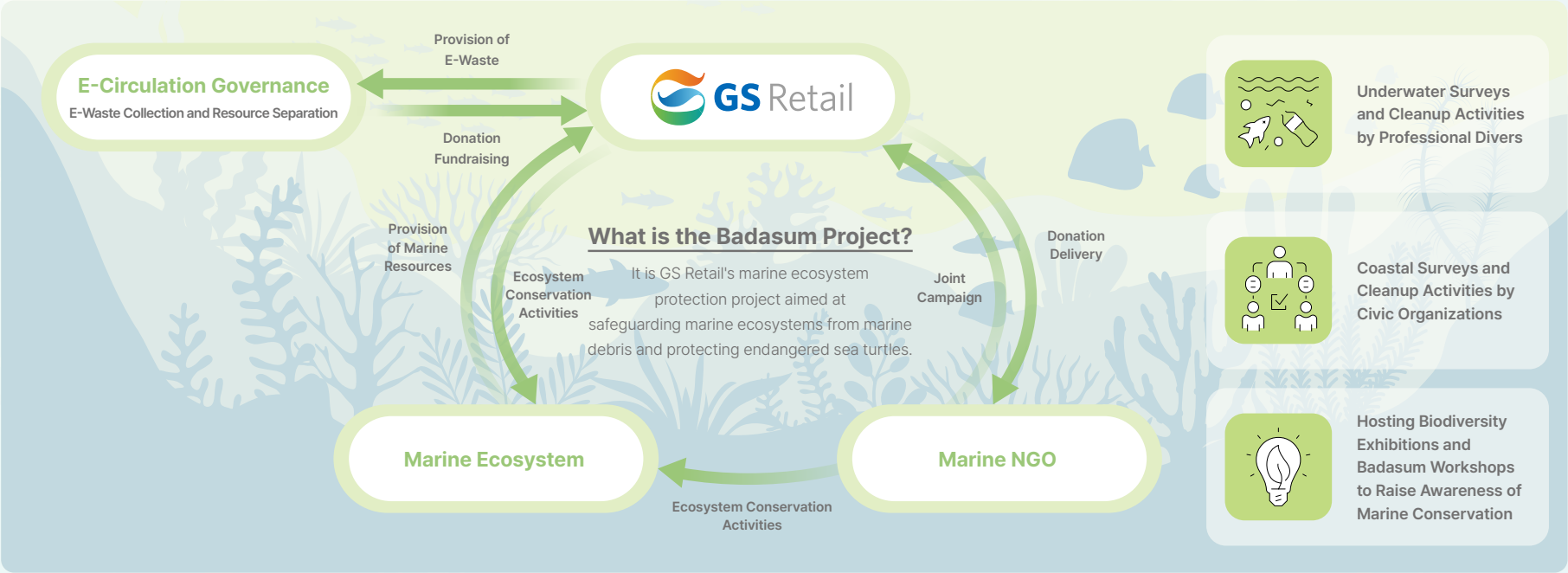
Since 2019, GS Retail has co-hosted "Eco Creator," a participatory program with the Korea Green Foundation in which citizens create and disseminate environmental messages through video content. For the 7th edition in 2025, we provided a total of KRW 320 million in production support funding and selected 40 teams in total, expanding the number of youth participating teams from 10 to 20. Participating teams enhanced their capabilities through AI-based video production training and expert mentoring, and the 7th edition produced 202 eco-friendly creators. Since its launch in 2019, the program has produced a total of 600 environmental creators and has carried out online and offline environmental campaigns with approximately 100,000 citizens.



Case

Badasum Project

GS Retail has carried out the "Badasum Project" to protect marine ecosystems and conserve biodiversity, conducting a range of activities aimed at protecting endangered species and reducing marine pollution. We collected e-waste discharged from convenience stores and super stores, as well as e-waste gathered through employee participation, and used the resulting fund to support marine ecosystem protection activities under the Badasum Project. In partnership with a professional diving team, we surveyed and cleaned 11 underwater ecosystem sites, including sea turtle habitats, and removed abandoned fishing gear and plastic marine debris, contributing to the conservation of marine ecosystems. Working with nine environmental organizations across the country, we cleaned 14 major coastlines and systematically recorded activity data using the "Ocean Cloud" digital platform in accordance with International Coastal Cleanup (ICC) standards, establishing a data-driven framework for management and verification. Through these efforts, we prevented entanglement damage to marine life in rocky areas and collected 13,773.5 kg of marine debris.



Partner Organizations

Coastal and Underwater Cleanups with Nationwide Partner Organizations and Professional Diving Teams

In 2024 and 2025, the Badasum Project engaged 267 participants from 11 organizations nationwide, conducting 17 underwater cleanups and 19 coastal cleanups. We collected a total of 13,773.5 kg of marine debris and achieved a cumulative cleaned coastline of 3,283 m. Underwater cleanups were carried out by four organizations in locations such as Yangyang and Sokcho in Gangwon and Seopseom Island in Jeju, where 2,954.5 kg of debris was collected. By type, fishing ropes (41%), spring traps (25%), and nets (11%) accounted for the largest portions.



Employees

On-site Cleanup of the Jeju Coast with Direct Employee Participation

In May 2025, 29 employees from four regional teams in Jeju conducted a cleanup activity along the Dongbok Hwanhae Jangseong coast in Jeju. The cleanup was carried out in a "zero-waste" manner using sandbags made from recycled discarded banners, and a total of 116.6 kg of waste was collected, including styrofoam buoys, abandoned fishing gear, and worn-out ropes. In recognition of these marine ecosystem protection efforts, GS Retail received a commendation from the Minister of Oceans and Fisheries.



Local Community

Conveying the Value of Marine Ecosystem Conservation through Art and Experience

In August 2025, GS Retail held the marine biodiversity exhibition "Badasum" for 20 days at the Busan Haeundae Platform. The exhibition featured participatory programs including installation works made from marine debris, underwater ecosystem photography, and a microplastic sorting experience, drawing a total of 1,315 visitors. Through influencer content related to the exhibition, the value of conservation reached an audience of 150,000.



Green Workplace and Resource Circulation

Management System

Green Business Sites

GS Retail operates Green Stores certified by the Ministry of Environment to systematically manage the environmental impact of our business sites across all business areas, including convenience stores, supermarkets, and home shopping. We are reducing the environmental impact of our sites by progressively introducing energy-efficient facilities and equipment at offline stores, the Home Shopping headquarters, and studios.

Green Business Sites	Convenience Stores / Supermarkets	Home Shopping
	· Solar Power Facilities · SEMS · Refrigeration Equipment Using Eco-friendly Refrigerants · Refrigerator Swing Doors · Smart Lighting · Walk-in Cooler Door Heaters · Open Showcase Eco Covers	· Solar Power Facilities · LED Lighting · HVAC Systems · EV Charging Stations · Digital Studio

Resource Management

GS Retail is working to build a circular economy framework across our entire business operations. We are committed to reducing environmental impact by enhancing waste reduction and resource circulation systems across our business sites, including offline stores, the Home Shopping headquarters, and studios.

Resource Management	Resource Circulation	Waste Reduction
	· Recycle Center · Recycling of E-Waste from Stores · Recycling of Synthetic Resin Waste · Unmanned Empty Bottle Collection Machines	· Closing Discount Service · Eco-friendly Food Waste Processors · Installation of LED Screen Walls

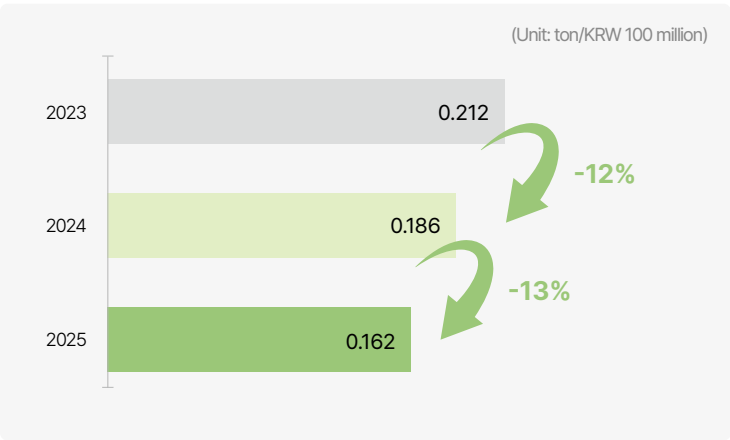
Targets and Plans

To reduce waste emissions, GS Retail has set a mid- to long-term target of cutting waste intensity by 25% by 2030 compared with the baseline year (2022), with an annual reduction goal of 3%. In 2025, we reduced waste emissions by approximately 13% compared to the previous year, achieving a waste intensity of 0.162 tons per KRW 100 million in revenue.

To minimize environmental impact at the store operation stage, GS Retail is strengthening the operation of green business sites with a focus on energy efficiency. We systematically manage store energy consumption through a SEMS-based energy management system, while expanding participation in Demand Response (DR) programs to enhance both energy efficiency and operational stability. In 2026, we plan to expand the number of DR-participating stores to more than 12,000 through SEMS-based Auto DR operations and to strengthen the participation foundation by improving operational and settlement processes.

GS Retail will continue to combine waste reduction with energy efficiency improvements to reinforce resource circulation and green business site operations, and will continue to pursue eco-friendly store and operational management activities to achieve our medium- to long-term target for 2030.

Waste Intensity



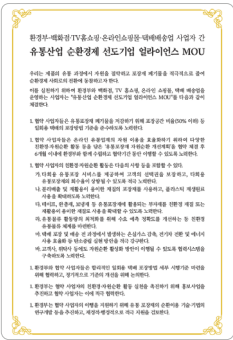
Participation in the Green Store Certification Program

GS Retail voluntarily participates in the Ministry of Environment's Green Store Certification Program to reduce environmental impact and expand eco-friendly consumption culture. As of May 2025, 16 stores nationwide have obtained Green Store certification by meeting the Ministry of Environment's standards across various criteria, including environmental management, the sale of eco-friendly products, and the encouragement of sustainable consumer behavior.

Going forward, we plan to continuously expand the number of Green Store-certified locations based on our eco-friendly infrastructure, contributing to GHG reduction and environmental protection.

Participation in the MOU of the Distribution Industry Circular Economy Leading Companies Alliance

In March 2024, GS Retail joined the MOU of the "Distribution Industry Circular Economy Leading Companies Alliance" hosted by the Ministry of Environment and established a plan to improve resource circulation of distribution packaging materials. In 2025, we continue to systematically manage implementation through regular joint inspections with the Ministry of Environment and relevant expert agencies as well as participation in interim sharing sessions. We also run our own process to check for excessive packaging during the pre-QA stage of broadcast products, continuing to reduce packaging waste and expand resource circulation.



Green Workplace and Resource Circulation

Key Activities

Energy Efficiency

Expansion of Renewable Energy

GS Retail is expanding the deployment of solar power facilities at key business sites, including supermarkets, convenience stores, and home shopping, to enhance energy efficiency and increase the use of eco-friendly energy. Through these efforts, we are strengthening on-site renewable energy generation capacity and continuously expanding our renewable energy output.

Renewable Energy Transition

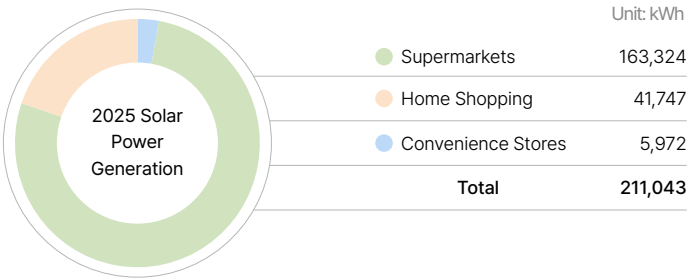
Solar Power Facilities

Convenience Stores

Supermarkets

Home Shopping

As of 2025, we operate solar power facilities at four locations: one convenience store and three supermarkets. We also run two solar energy systems at the N Tower, our office building in Mullaee-dong, generating and using electricity on-site.



In 2025, the Supermarket BU produced 163,324 kWh of renewable energy through solar power generation, achieving cost savings of approximately KRW 25,260 thousand. This represents a meaningful outcome of substituting external electricity use, simultaneously reducing carbon emissions and enhancing economic efficiency.

Energy Consumption Reduction

GS Retail is enhancing energy efficiency by introducing refrigeration equipment based on R290 eco-friendly refrigerants with a lower Global Warming Potential (GWP) at our super and convenience store locations, and by applying occupancy sensors for lighting at our Home Shopping sites. Through these initiatives, we continue our efforts to reduce energy consumption and minimize environmental impact.

Energy Consumption Reduction and Energy Efficiency Improvement

SEMS

Convenience Stores

Use of an IoT-based smart energy management system and power consumption management

Number of Stores Installed — 17,227stores

Showcase Doors

Supermarkets

Convenience Stores

Installed and operated showcase doors at 32 supermarkets and 34 convenience stores

Electricity Consumption Savings — 375,720kWh

Walk-in Cooler Door Heaters

Convenience Stores

Reducing electricity consumption by improving the operation method of the door heaters (changing from continuous operation during summer to a default OFF state, with one hour of operation per day when needed)

Annual Electricity Consumption Savings — 11,511,040kWh

Lighting Occupancy Sensors

Occupancy sensors installed in restrooms automatically turn off the lights when not in use, reducing energy consumption. The lights turn on immediately upon detection, and if additional motion is detected, the on-time is automatically extended to maintain user convenience. The default on-time is set at 20 minutes and can be adjusted as needed.

Number of occupancy sensors installed — 76units¹⁾ Annual Savings – Electricity Consumption 100,055kWh, Electricity Costs KRW 15 million, GHG 46tCO₂eq

National DR Participation

Convenience Stores

Signed a business agreement for an energy reduction demonstration project linked to the Auto DR (Automated Demand Response) program for smart HVAC control and management

Number of Stores Enrolled — 12,458stores Reduction — 151,088kWh

Eco-friendly Refrigerants

Supermarkets

Convenience Stores

Contributed to energy savings by converting in-store vertical refrigerators and freezers to units using the eco-friendly R290 refrigerant

Global Warming Potential (GWP) Comparison (Before) R404A: 3,922 → (After) R290: 3

Emission Reduction Effect of R290 Refrigerant Application — 282.3tCO₂e

Eco Covers

Convenience Stores

Reducing electricity consumption by attaching night covers to open showcases during nighttime hours

Annual Electricity Consumption Savings — 16,633,050kWh



Home Shopping

MS-4B Sensor

1) Gangseo Tower: 52 locations (25 for men, 27 for women); N Tower: 24 locations (12 for men, 12 for women)

Green Workplace and Resource Circulation

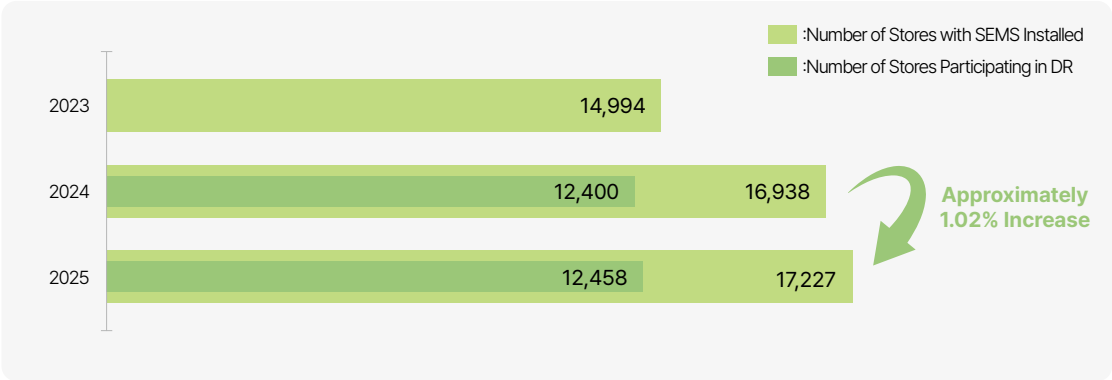
Key Activities

Green Stores

Case 1 Smart Energy Management System (SEMS)

GS Retail systematically and efficiently manages in-store energy consumption through SEMS, an IoT-based energy management system. As of 2025, SEMS has been deployed at 17,227 stores in total, an increase of approximately 1.02% compared with the previous year. Among SEMS-equipped stores, 12,458 also participate in the Automated Demand Response (Auto DR) program, which automatically controls HVAC equipment to optimize energy use. GS Retail plans to continue expanding the use of SEMS to reduce energy consumption and enhance store operational efficiency.

SEMS Deployment



AUTO DR

GS Retail efficiently manages electricity demand through its IoT-based Auto Demand Response (Auto DR) system. This system enhances the stability of the power grid while contributing to lower energy costs and reduced environmental impact. From January to December 2025, approximately KRW 218 million in incentives were distributed to franchisees, and we plan to continue expanding Auto DR participation by steadily increasing the number of enrolled stores.

Energy Savings through SEMS

GS Retail effectively reduces in-store energy consumption by leveraging the diverse functions provided by SEMS, delivering tangible cost savings and improved operational efficiency to franchisees. Going forward, we plan to continue expanding the use of SEMS to advance sustainable management.

1 Auto DR Integration

GS25 has adopted the Auto DR system, which reduces electricity usage during peak demand hours based on recommendations from the Korea Power Exchange and provides incentives in proportion to the amount saved. In 2025, approximately KRW 218 million in incentives were paid to franchise stores, contributing to improved store operational efficiency and profitability as well as reduced electricity consumption.

Estimated Annual Average Electricity Savings
151,088 kWh

2 Peak Control Functionality

Electrical equipment is connected to the headquarters' main server for centralized remote monitoring and control, and the peak control function prevents excessive power usage by HVAC systems. When abnormal temperatures occur in refrigeration equipment, push notifications enable immediate awareness of the situation, allowing franchisees and store staff to efficiently manage in-store HVAC systems and indoor lighting through their smartphones.

Power Reduction
45,199 kWh

3 Weather Data Integration

By linking weather data with the ordering system, we forecast demand based on weather changes and adjust order quantities accordingly, minimizing the disposal of weather-sensitive products. We have also introduced a feature that automatically illuminates store signs based on weather conditions, enhancing both store visibility and operational efficiency.

Green Workplace and Resource Circulation

Key Activities

Strengthening Resource Circulation

Circular Economy

GS Retail has established a resource circulation system to reduce waste generated from store operations and sales activities, and is advancing sustainable store operations by reinforcing recycling infrastructure.

Participation in the WWF Wonderful Campaign

From October to December 2025, GS Retail participated as a partner in Season 6 of the Wonderful Campaign, a collaborative initiative led by the World Wide Fund for Nature (WWF) together with eight companies and organizations. The Wonderful Campaign is a "Bottle to Bottle" resource circulation campaign that collects used transparent PET beverage bottles and recycles them into new PET bottles. By leveraging the GS25 Half-Price Delivery service for PET bottle collection, we collected 1.1 tons, exceeding our target by approximately 5.5 times.



Installation of Food Waste Processors Through the installation of eco-friendly, technology-based food waste processors, more than 82% of food and product waste is compressed and processed. Total Operating Stores71stores	Near-Expiry Discount Service Through the "Our Neighborhood GS" app, fresh food items nearing their use-by date are sold at discounts of up to 45%. Target Stores for ApplicationApprox. 10,000stores	Installation Reverse Vending Machines By installing contactless, unmanned empty bottle return machines near our stores, we have improved the efficiency of bottle collection and processing. Unmanned Bottle Return Machines Installed35units	Recycling of Waste Synthetic Resins In 2025, waste synthetic resins collected from approximately 59 supermarket stores in the Seoul metropolitan and Yeongnam regions were shredded and pulverized, then reprocessed into solid fuel for use as factory fuel. Waste Synthetic Resins Recycled591tons	Recycling of Used Cooking Oil By enhancing the real-time price-check function, we have expanded collection volumes and transport the oil to refining plants for recycling into biodiesel. Used Cooking Oil Recycled461tons
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Eco-Friendly Products and Services

Management System

Governance

GS Retail has established a governance structure composed of relevant departments across each BU to ensure that customers can easily access eco-friendly products.

Oversight Body

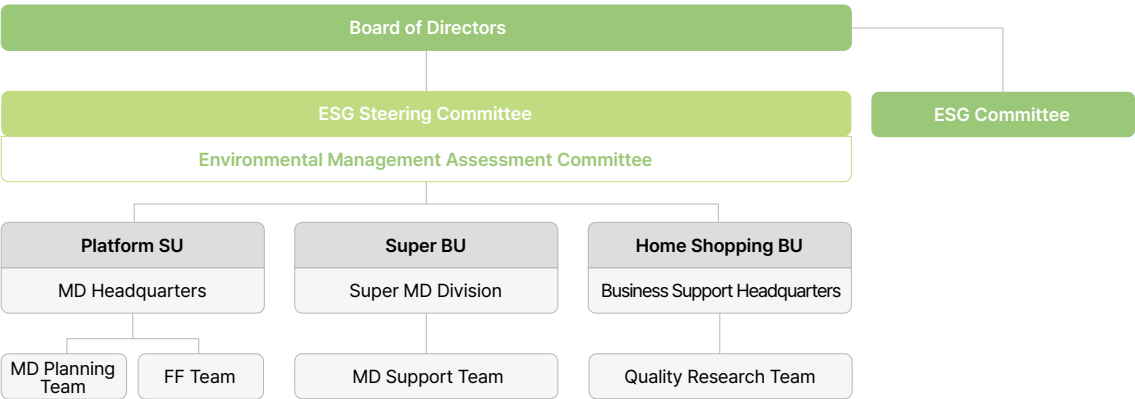
GS Retail has established an ESG Committee under the Board of Directors and an Environmental Management Assessment Committee to manage its environmental management system. The Environmental Management Assessment Committee oversees the progress of strategic initiatives related to eco-friendly products and services, conducts impact assessments, and reports to the ESG Committee, supervising the overall progress of eco-friendly products and packaging materials. It also periodically reviews eco-friendly sales performance.

Role of Management

GS Retail efficiently expands and manages eco-friendly certified products and packaging through the ESG Steering Committee, chaired by the CEO. Eco-friendly product considerations are factored into decisions that may significantly affect business strategy, and the Council monitors key activities and performance, including mid- to long-term goals and implementation strategies.

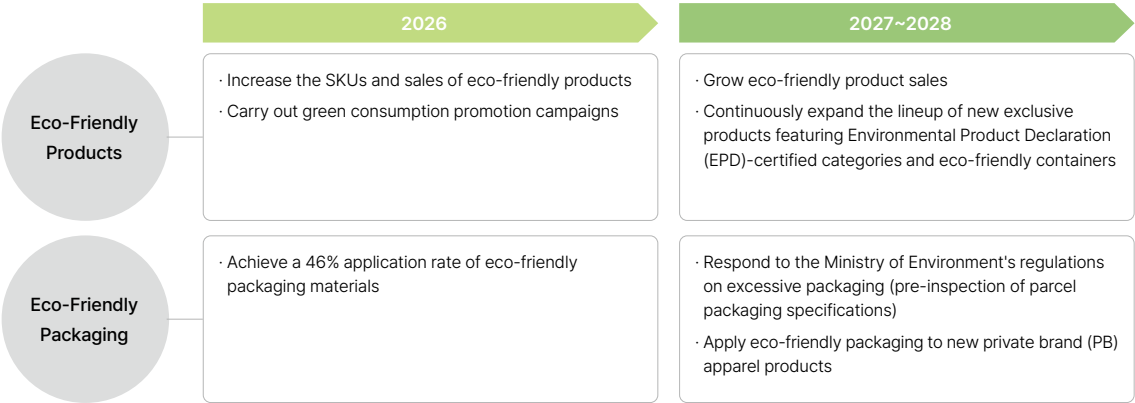
Dedicated Organization

GS Retail has set up dedicated organizations within each BU to establish and carry out eco-friendly strategic tasks on an annual basis. The MD Planning Team and MD Support Team manage eco-friendly certified product SKUs and sales performance, while the FF Team and Quality Research Team oversee the application of expanded eco-friendly packaging materials.



Goals and Plans

GS Retail has set and manages targets for expanding its eco-friendly product portfolio and increasing related sales to promote sustainable consumption. We have also established and are actively pursuing targets for the application of eco-friendly packaging to reduce packaging usage in online distribution and minimize environmental impact.



Performance against Short-Term Targets

GS Retail monitors its targets, including certifications and the development of eco-friendly containers, along with the corresponding performance, to expand its supply of eco-friendly products.

2025 Plan	2025 Performance
· Support Environmental Product Declaration (EPD) and Low Carbon Product certifications for food and non-food PB products	· Obtained EPD certification for 4 SKUs and Low Carbon Product certification for 3 SKUs
· Achieve a 40.8% application rate of eco-friendly packaging materials	· Achieved a 45.1% application rate of eco-friendly packaging materials
· Expand the use of paper tape for fashion and beauty products	· Applied paper tape to approximately 4.8 million fashion and beauty product units (an increase of about 20% YoY)

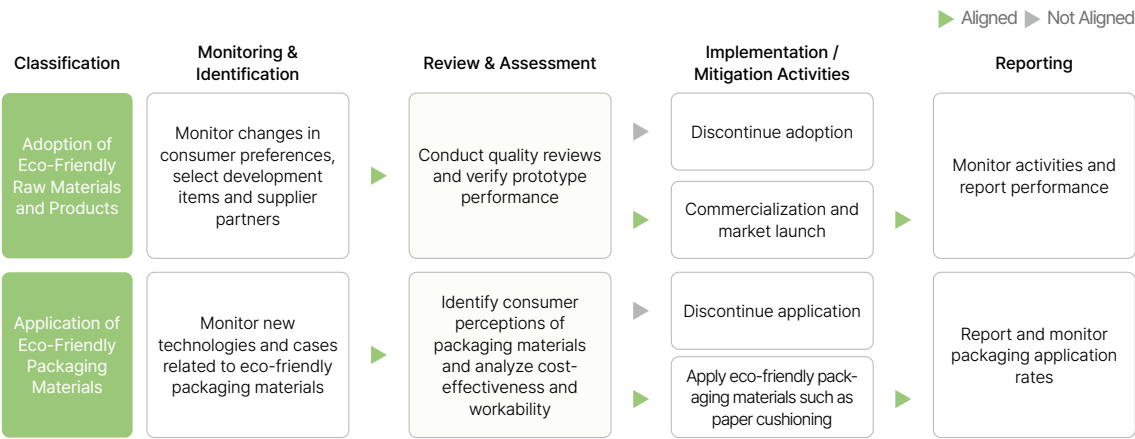
Eco-Friendly Products and Services

Management System

Risk Management

Management Process

GS Retail has built sustainable product distribution processes and is expanding their scope to improve customer access to sustainable products. We analyze market conditions to identify customer needs, select development items, and pursue the production of sustainable products with partners that have obtained eco-friendly certifications through processes such as quality due diligence. We are also actively introducing eco-friendly packaging to strengthen sustainable management. To this end, we continuously monitor new technologies and innovative cases related to eco-friendly packaging, and we determine the adoption of new packaging materials based on a comprehensive analysis of cost-effectiveness and workability. In particular, we identify optimal alternatives by considering not only the eco-friendliness of packaging but also its practical effectiveness across logistics, storage, and transportation, and we plan to explore ways to expand the application of eco-friendly packaging.



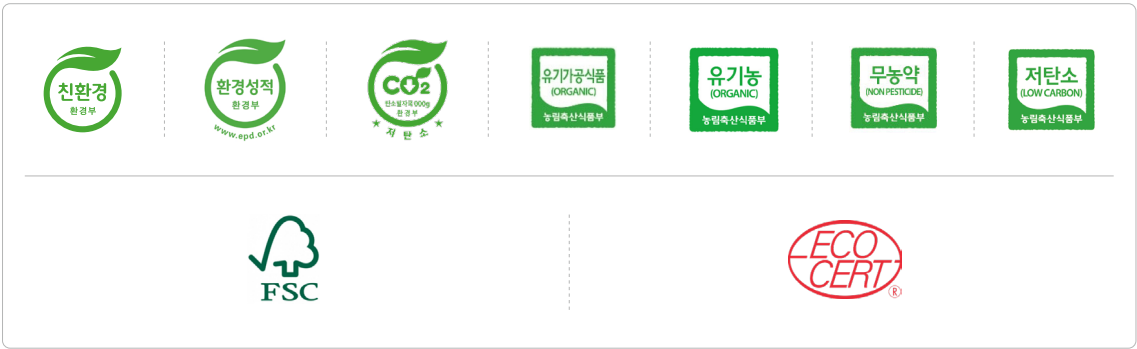
Development of New Eco-Friendly Packaging Based on Customer Inconvenience Surveys

In line with its eco-friendly packaging application management process, GS Retail continuously monitors consumer perceptions of packaging as well as new technologies and case studies. In 2025, after identifying customer pain points that needed improvement in the delivery packaging of broadcast apparel products, we collaborated with the Customer Insight Team to conduct a survey on packaging inconvenience for broadcast apparel. Based on the survey findings, we comprehensively analyzed the cost-effectiveness and workability of eco-friendly packaging materials and developed and applied new packaging that addresses both customer convenience and environmental performance. This advanced our customer-centric eco-friendly packaging system one step further, going beyond a simple material change to reflect customers' actual user experience.

Sales of Eco-Friendly Products

GS Retail defines "eco-friendly products" as those whose products or raw materials have obtained third-party eco-friendly certifications, and systematically manages the performance of eco-friendly products with cumulative sales of KRW 5 million or more. We assess products such as packaged goods and fresh food sold at convenience stores and supermarkets, as well as home shopping items, against eco-friendly certification standards, and select and manage those that meet the requirements. In 2025, we sold 221 eco-friendly certified products and recorded approximately KRW 653.8 billion in eco-friendly sales, up about 2.3% year-over-year. Going forward, we will continue to develop and secure a wide range of eco-friendly certified products to provide customers with reliable eco-friendly options and contribute to the spread of an eco-friendly consumption culture.

Eco-Friendly Product Certification Criteria



Eco-Friendly PB Product Management System

GS Retail has built and runs a proprietary system to systematically manage eco-friendly PB products. The system integrates the tracking and review of third-party certification status, certification types, and validity periods for each product, and structures post-management processes to ensure consistent product reliability. The system is designed so that eco-friendly certification information for managed product categories can be entered and maintained separately, establishing a framework that systematically accumulates eco-friendly product data. Going forward, we plan to enhance analytical capabilities using the accumulated data to expand our eco-friendly product portfolio and to advance data-driven quality management.

Eco-Friendly Products and Services

Key Activities

Eco-friendly Packaging

Expanding Packaging Application

Bio-based PP¹⁾ Containers

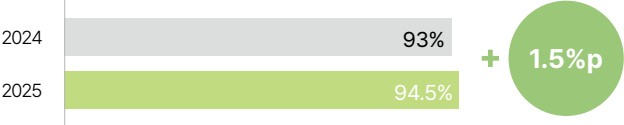
To reduce the use of petroleum-based plastics, GS Retail has introduced biomass-based bio-PP containers, which reduce carbon dioxide emissions by approximately 30% compared to conventional containers. In 2025, we applied bio-based PP containers to 14 products, including our flagship private brand (PB) Hyeja-roun Series, and we plan to gradually expand the application to the convenience meal category in 2026.

1) PP (Polypropylene): A lightweight plastic material with excellent heat and chemical resistance, used in a wide range of applications including packaging, containers, and textiles.

Water-based Ice Packs

GS Retail is expanding the use of water-based ice packs in place of gel ice packs, which raise environmental concerns such as microplastic pollution, when delivering refrigerated and frozen foods. In 2025, we achieved a 94.5% application rate for water-based ice packs, and we continue to encourage partner companies still using gel ice packs to transition to water-based alternatives.

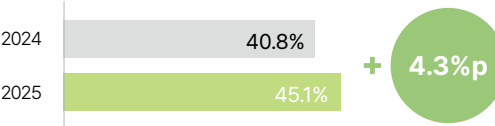
Water-based Ice Pack Application Rate



Sustainable Packaging

GS Retail is advancing resource conservation and circularity by transitioning to recycled materials and reducing double packaging. As of 2025, the eco-friendly packaging application rate reached 45.1%, and we will continue to expand the scope of eco-friendly packaging going forward.

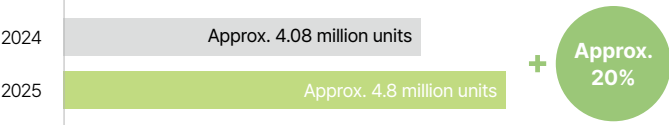
Eco-friendly Packaging Application Rate for Live Broadcast Products



Paper Tape

GS Retail is enhancing the recyclability of packaging waste by applying paper tape in place of plastic tape for the delivery packaging of fashion and beauty products. In 2025, we reached an application volume of 4.8 million units, an increase of approximately 20% compared to the previous year, and we plan to continue expanding both the categories and volumes covered going forward.

Paper Tape Application for Fashion and Beauty Products



Promoting Green Consumption

Green Consumption Week Campaign

GS Retail participated in the 2025 Green Consumption Week Campaign, organized by the Ministry of Environment, joining efforts to promote the consumption of green products and accelerate the transition to a carbon-neutral society. Through our key business channels including GS25, GS THE FRESH, and GS SHOP, we offered discount promotions, point rewards, and promotional content to introduce eco-certified products to a broad customer base and encourage green consumption.

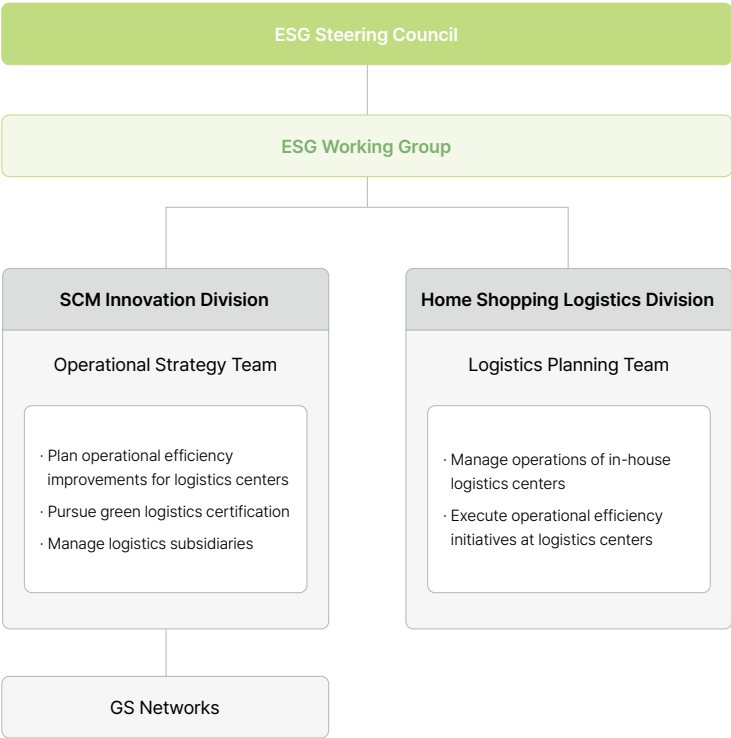


Green Logistics

Management System

Governance

GS Retail systematically manages eco-friendly logistics activities through the ESG Steering Committee and operates a company-wide framework to reduce environmental impacts across the entire logistics process. The status of eco-friendly logistics implementation in each business division is regularly reported to the ESG Working Group and the ESG Steering Committee, enabling enterprise-wide review and decision-making. Going forward, we plan to strengthen cross-departmental collaboration and identify continuous improvement initiatives to accelerate the eco-friendly transition across all logistics operations.



Strategic Direction

GS Retail collaborates with its subsidiary and logistics platform partner, GS Networks, to advance eco-friendly logistics activities centered on four key green logistics goals. Building on optimized IT systems, we are pursuing the operation of green vehicles, the development of eco-friendly business processes, and the introduction of green logistics facilities to establish an eco-friendly logistics system.



Key Activities

Green Logistics Performance

Participation in the Logistics Center Energy Efficiency Project

In January 2025, GS Networks, a subsidiary of GS Retail, held a completion ceremony for the "Logistics Center Energy Efficiency Project" at the Yongin Namsa Center, in collaboration with its partners. The core of the project is the introduction of an IoT-based smart lighting system, which replaces existing LEDs with high-efficiency smart LEDs and reduces site-wide electricity consumption through a customized control system. Originally launched at the Gongju, Yangsan, and Jinju logistics centers in collaboration with our partners, the project was extended in 2025 to the Yongin Namsa and Incheon centers. Smart lighting systems have now been deployed at a total of 10 logistics centers, supporting the continuous improvement of energy efficiency across our logistics network.

Designation as a Certified Green-Logistics Company

By participating in the Logistics Energy Target Management Program, GS Retail is systematically advancing energy efficiency and greenhouse gas reduction activities across the entire logistics operations process. Certified Green-Logistics Company designation is a program through which the Ministry of Land, Infrastructure and Transport recognizes logistics and shipping companies with strong performance in energy and greenhouse gas reduction. In recognition of these efforts, we were designated as a Certified Green-Logistics Company and successfully renewed the certification in May 2025. We plan to continue enhancing environmental performance in our logistics operations and contribute to building a sustainable logistics system.



Green Logistics

Key Activities

Eco-Friendly Logistics Initiatives

GS Retail is actively building an eco-friendly logistics system by upgrading logistics center facilities and improving operational systems to enhance energy efficiency. We are also progressively reducing the environmental impact across all stages of logistics.



Logistics Center

Implementation of IoT Lighting Systems

Reduced electricity consumption by 54% compared to existing LEDs through the introduction of smart lighting systems at the Gongju, Yangsan, and Jinju logistics centers

Annual Power Savings/Emissions2,417 MWh(1,110tCO₂)

Implementation of a Logistics Energy Management System

Improved energy efficiency by monitoring energy consumption at logistics centers

Number of Logistics Centers with Systems Implemented27 centers

Implementation of Low-Emission Logistics Equipment

Reduced on-site greenhouse gas emissions by switching from existing diesel equipment to low-emission logistics equipment such as electric forklifts

Electric Forklift Conversion Rate99%

Improvement of the Shipping Process

Reduced unnecessary vehicle movements through pre-processing of return items and improved loading efficiency

Daily Average of Mis-shipment Prevention Items200 items per day on average

Woodel (delivery service)

GS Retail's "Woodel (delivery service)" is an eco-friendly short-distance delivery service utilizing walking and cycling, enabling local residents to easily participate in the delivery of daily necessities and groceries. In 2025, the service expanded into the third-party logistics area, completing 1.342 million deliveries and reducing carbon emissions by approximately 583.83 tons, equivalent to planting 64,157 trees. The system usability was enhanced through improvements such as mobile access to safety and health training and server optimization, and we plan to continue expanding our eco-friendly short-distance delivery services.

Deliveries Completed

1.342 million

Annual Carbon Emissions Reduction¹⁾

583.83tCO₂eq

1) Calculation basis: Travel distance per delivery — assumed at 3km; motorcycle carbon emissions — 145g/km

Social

Health-oriented and Socially Responsible Products and Services	50
Talent Management	54
Respect for Human Rights	60
Safety and Health	63
Sustainable Supply Chain	68
Customer Satisfaction Management	75
Data Security and Information Protection	79
Local Community	83

Social

GS Retail fulfills its social responsibilities to achieve sustainable shared growth with key stakeholders, including employees, partners, and customers. We strive to create a safe and healthy work environment for our employees, deliver trusted, safe products and services to our customers, and contribute to building a healthy industry ecosystem through win-win cooperation with our partners. We will continue to generate social value through systematic safety and quality management and supply chain operations.



Management Indicators

2025 Key Achievements



Shared Prosperity Platform
(Corporate Citizenship Stores)
in Operation

244stores



Quality Defect Rate

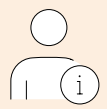
1.10%



Key Outcomes of Human Rights
Impact Assessment

Non-Discrimination Awareness

5%▲

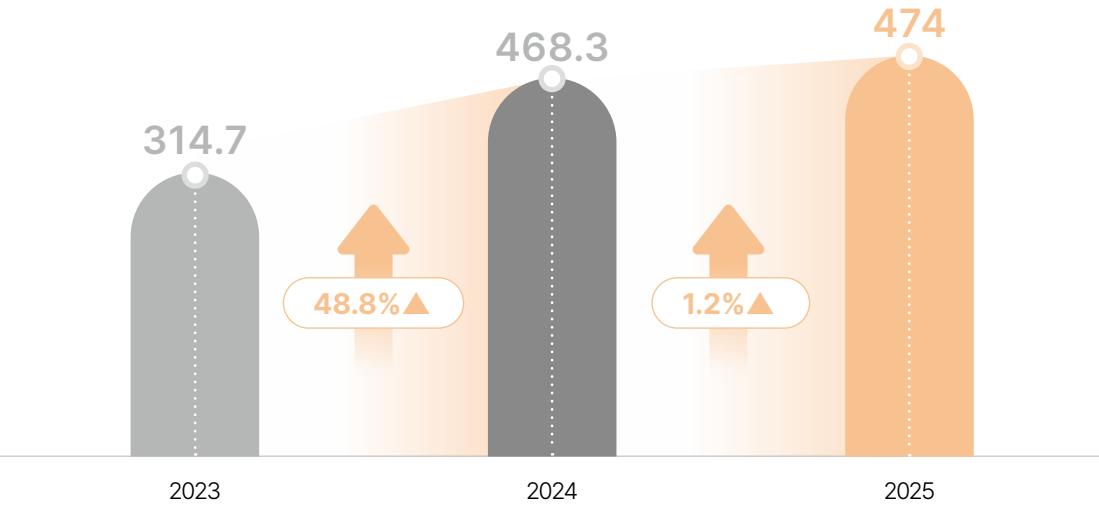


Human Rights Grievances
Resolution Rate by Major
Channel

100%

Sales of Products with Responsible Raw Material Certification

(Unit: KRW 100 million)



Health-oriented and Socially Responsible Products and Services

Management System

Governance

GS Retail has established and maintains a quality management governance framework, comprising an oversight body, executive leadership, and dedicated organizations, to deliver safe and responsible products and services to our customers. The Heads (C-level) of the Platform BU and Home Shopping BU lead overall quality management, while dedicated teams within each BU systematically manage quality, hygiene, and safety across the entire process, from product manufacturing to post-sales management.

Oversight Body

GS Retail manages issues directly related to product quality and customer safety in a systematic manner through dedicated quality management organizations within each BU. When quality-related issues arise, we activate a rapid response system to resolve them promptly, and for matters that may have a significant impact on customer safety, we establish thorough response measures by reporting to the Board of Directors when necessary.

The Role of the Management

At GS Retail, the Head (C-level) of each BU oversees the quality management of products and services. The Head of MD Headquarters leads the quality management process for the Platform BU, while the Head of Business Support Headquarters leads it for the Home Shopping BU, with both reviewing key quality issues. In particular, raw materials, ingredients, and new products for high-volume sales items undergo precise monitoring based on monetary thresholds, and key related matters are reported to C-level executives to enhance the effectiveness of quality management.

Dedicated Organization

GS Retail systematically manages product quality through dedicated organizations within each BU to provide safe and high-quality products. The Quality Management Team is in charge of food manufacturing quality and hygiene, while the FF Team handles the development and management of fresh food-based convenience meals. The Quality Research Team oversees QA (Quality Assurance) tasks across all stages, from product approval and production/manufacturing to pre-shipment inspection and post-sales management, for products sold by the Home Shopping BU.



Strategic Direction

GS Retail has established BU-specific strategies to deliver safe and high-quality products. The Platform BU focuses on innovation, hygiene, and quality management, while the Home Shopping BU drives risk management, social value creation, digital transformation, shared growth with partners, and quality innovation.

Mission	Delivering Safe and High-Quality Products							
Direction	Platform BU			Home Shopping BU				
	1 Freshness Innovation ▼ Providing Safe Products	2 Environmental Hygiene ▼ Providing Safe Products	3 Quality Management ▼ Delivering Top Quality and Taste	1 Risk Management ▼ Prevention and Rapid Response	2 Quality Management ▼ Strengthening Product Quality	3 Social Value Creation ▼ Supporting Core Sales Business	4 DX Activities ▼ Enhancing Operational Efficiency	
Role	• Establish freshness standards, including inbound criteria and sell-by dates • Conduct freshness inspections with partners • Provide freshness training and guidelines • Run third-party freshness monitoring at convenience stores and supermarkets			• Verify and communicate legislative updates and amendments • Respond to government inspections • Conduct field visits to convenience stores and supermarkets • Run hygiene clinics and conduct partner hygiene audits • Perform product safety inspections • Provide hygiene training and Q&A sessions				
	• Manage quality and hygiene at FF manufacturing sites and subsidiaries • Conduct HACCP management and training • Oversee compliance with regulations and labeling requirements • Manage FF product development and mass-production quality • Handle raw materials and customer complaints • Inspect and support logistics operations at convenience stores and supermarkets			• Conduct pre-risk assessments for innovative products • Perform regular risk assessments for high-volume products				
				• Manage quality in areas prone to defects and complaints • Manage quality standards through data-driven approaches				
				• Provide shared growth training and technical support to partners • Expand the application of eco-friendly packaging				
				• Launch a customized clothing size comparison service for customers • Build an improvement case database to enable AI-based proactive risk sensing				

Health-oriented and Socially Responsible Products and Services

Management System

Quality Inspection Process

GS Retail provides safe, high-quality products through quality inspection processes covering safety, hygiene, and freshness. We continuously monitor and evaluate our partners' production processes to verify compliance with relevant regulations and assess on-site management standards. Through food safety management inspections, residual pesticide testing, and hazardous substance testing, we enhance our hygiene and safety management standards. We also manage incoming products through a freshness management process to maintain a responsible product supply system.

Mid- to Long-Term Targets

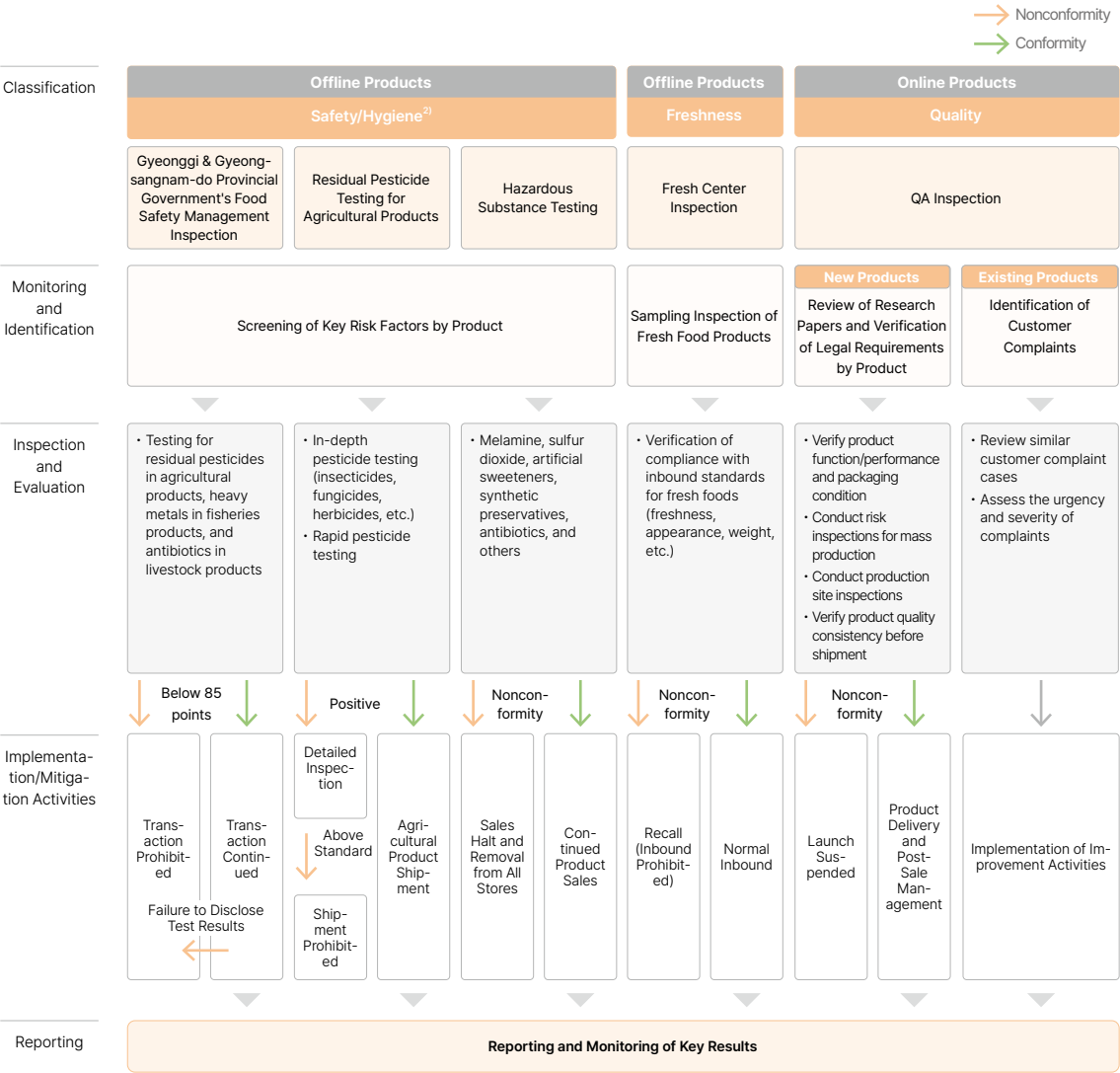
GS Retail plans and executes mid- to long-term targets related to the provision of products and services, and will continue to pursue innovation on an ongoing basis.



Performance Against Targets

Classification	2025 Plan	2025 Performance
Sales of Responsible Raw Materials	Increase in sales compared to the previous year	1.2% increase in sales compared to the previous year
Direct Sourcing Defect Return Rate	1.40%	1.45%
(Living/Beauty/Food) PB/Exclusive Product Defect Return Rate	0.215%	0.142%

1) FF: Fresh Food (perishable food products)



2) For additional safety and hygiene programs implemented by GS Retail, please refer to our [website](#).

Health-oriented and Socially Responsible Products and Services

Key Activities

Quality and Safety Inspection

GS Retail has obtained ISO 9001 certification for its quality assurance system, which encompasses the entire production process of our products and services, and carries out systematic quality management activities aligned with international standards. We manage offline and online products across the entire value chain, from partners to stores and ultimately to customers, in accordance with the respective procedures. For offline products, three key areas, quality management, freshness checks, and hygiene and safety, are addressed at every stage. For online products, a step-by-step inspection process is conducted, from partner evaluations to the final response to Voice of Customer (VOC) feedback.

	Offline Products			Online Products	
Partners	Quality Management	Conduct audits and manage ratings for raw material partners	Total of 103 partners	Manage legal documentation and samples digitally, ensure safety verification, conduct functionality and performance checks, inspect packaging, and approve products	Total of 100,232 approvals
	Freshness	Communicate standards for the receipt of fresh foods and implement a "Three-Strikes-Out" policy with innovation meetings	Total of 10 meetings		
	Hygiene/ Safety	Evaluate manufacturers of Private Brand (PB) and National Brand (NB) products	Total of 191 evaluations	Assess manufacturing facilities of partners, oversee process guidance and inventory inspections, perform initial product checks, and conduct pre-shipment inspections	Total of 6,054 inspections
Manufacturing Plants and Logistics Centers	Quality Management	Inspect and verify the safety of the FF manufacturing plant	Quality and hygiene inspections: 135 times	Inspection on incoming products and quality verification ¹⁾	Total of 210,679 inspections
	Freshness	Conduct monitoring and hygiene checks on logistics freshness, and apply three-step inbound management (improvement, caution, warning)	Logistics inspections: 104 times / Inbound management: 4,928 cases		
	Hygiene/ Safety	Review labeling of FF and PB products	Total of 401 cases (FF: 320, PB: 81)		
Stores and Customers	Quality Management	Conduct taste and quality inspections on FF products	Sensory and Quality Evaluations: 1,403 cases	· Monitor post-sales quality indicators and respond to VOC · Conduct routine monitoring inspections · Carry out risk inspections on high-volume products	Total of 323 cases
	Freshness	Communicate and verify standards for the receipt of fresh foods, and apply a "Three-Strikes-Out" policy with innovation meetings	Freshness coaching: 625 sessions / Monitoring: 7,311 cases		
	Hygiene/ Safety	Conduct hygiene clinics (review legal documents, country of origin, expiration dates, etc.)	Total of 625 sessions		

1) The process of verifying whether products meet quality requirements before reclassifying them as inventory.

Strengthening the Cold Chain-Based Fresh Quality Management System

As of December 2025, GS25 has expanded its Fresh Concept Stores (FCS) to 773 locations, achieving its original year-end target of 700 stores three months ahead of schedule. Compared to standard convenience stores, FCS outlets carry 300 to 500 additional grocery items, including agricultural, livestock, and fisheries products, seasonings, tofu, and ready-to-eat meals.

To preserve freshness, we have applied a cold chain system across the entire process from logistics to display and sales, while securing price competitiveness through an integrated purchasing system with GS THE FRESH. Fresh food sales have maintained double-digit growth for three consecutive years, reaching 23.7% in 2023, 25.6% in 2024, and 27.4% from January to September 2025. We have set a mid- to long-term goal of opening 1,000 FCS stores by 2026.



Health-oriented and Socially Responsible Products and Services

Key Activities

Customized Products and Services for Customers

In response to evolving social demands and shifting consumption patterns, GS Retail offers safe and healthy products and services that bring tangible value to customers' daily lives. We launch responsible products certified for their raw materials and strengthen our product lineup with health-conscious features such as high-protein and low-sodium options to meet diverse customer needs. To ease the burden on customers amid persistent inflation, we run the "Half-Price Delivery Service" and continue to expand our range of essential consumer goods at reasonable prices.

Responsible Raw Material Certification

In the fresh food category, we curate and manage our product lineup centered on items that have obtained accredited third-party certifications from domestic and international bodies, enhancing both food safety and ethical consumption value.

무항생제
(NON-ANTIBIOTIC)
농림축산식품부

동물복지
(ANIMAL WELFARE)
농림축산식품부

GAP
(우수관리인증)
농림축산식품부

Traceability
이력추적
식품안전관리인증센터

Vegan

Sales of Products with Responsible Raw Material Certification¹⁾²⁾³⁾

(Unit: KRW 100 million)

Year	Sales (KRW 100 million)	Change (%)
2023	314.7	
2024	468.3	+48.8%
2025	474.0	+1.2%

1) Scope: Five types of responsible raw material certification standards

2) Figures for the Home Shopping BU included in sales are based on shipment value.

3) Data for 2023 and 2024 have been revised to retroactively reflect previously omitted data.

First in the Convenience Store Industry to Obtain SMART HACCP Certification

In April 2025, the Osan plant of Fresh Serve, GS Retail's subsidiary specializing in ready-to-eat food manufacturing, obtained SMART HACCP certification from the Korea Institute for Food Safety Management Accreditation for the entire production process of ready-to-eat foods, covering metal detection, heating, and cleaning. As the first such achievement in the convenience store industry, this certification leverages IoT technology to automatically record and manage Critical Control Point (CCP) monitoring data in real time, helping prevent data tampering or falsification. Notably, smart sensors were installed across the production facilities, including Korea's first automated system in the rice-cooking process that measures and transmits the temperature of fully cooked rice in real time. Through this initiative, GS25 has established a foundation for more hygienic and systematic management across the entire "production-distribution-consumption" value chain.

Health Functional Foods

Through partnerships with pharmaceutical companies, GS Retail has fully launched approximately 30 health functional food products, including vitamins and probiotics. By offering well-known brand products in small portions at reasonable prices, we have improved consumer accessibility, and sales of health-oriented products in the first half of 2025 grew 98.6% year over year. Going forward, we plan to continue strengthening our product lineup dedicated to consumer health by expanding our offering of premium new products.

Renewal of the Hyeja-roun Series

To ease the perceived financial burden on consumers amid persistent inflation, GS Retail runs the "Hyeja-roun Series," a value-driven product line built around cost-effectiveness. Since April 2025, we have been gradually introducing the "Hyeja Returns" series, a reinterpretation of products that previously received strong customer responses, with renewed offerings that feature enhanced menu compositions and improved satiety. We are also expanding our ready-to-eat meal lineup priced in the KRW 3,000 range, including Hamburger Steak Spaghetti and Cream Pasta Sets, establishing the series as a flagship value-for-money category that delivers a "satisfying meal" at reasonable prices.

Half-Price Delivery Service

GS Retail was the first in the industry to introduce the "Half-Price Delivery" service, which allows customers to send and receive parcels through GS25 stores, leading innovation in everyday logistics services. Leveraging our logistics infrastructure, we run a year-round, uninterrupted pickup system, and have expanded the service to cover routes between Jeju Island and the mainland as well as remote island regions such as Ulleungdo, Yeonpyeongdo, and Baengnyeongdo, thereby improving accessibility.

Safe and Convenient Service

Customers and recipients can freely send and receive parcels through GS25 stores, providing a safe and convenient experience.

Enhanced Customer Satisfaction

We improved on-time delivery rates by establishing new hub center sorting facilities, and further accelerated delivery speed with the launch of the "Next-Day Half-Price" service.

Talent Management

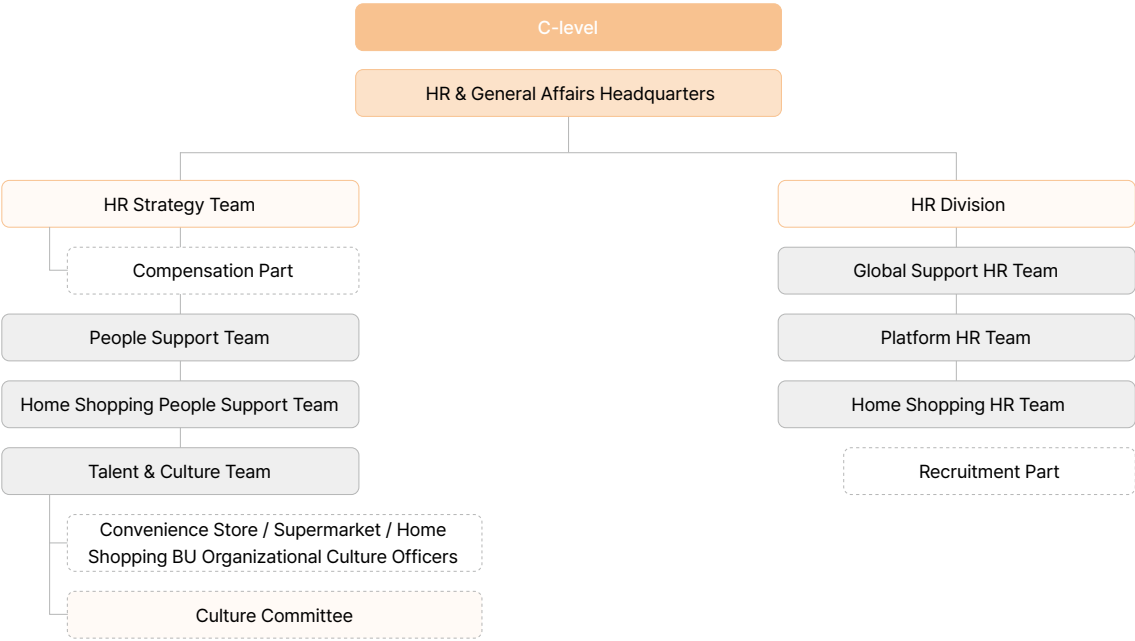
Management System

Governance

GS Retail operates the HR & General Affairs Headquarters under the direct supervision of the C-level executive to systematically attract and develop talent. We proactively attract individuals who embody our talent philosophy and continuously support the enhancement of professional competencies across our workforce.

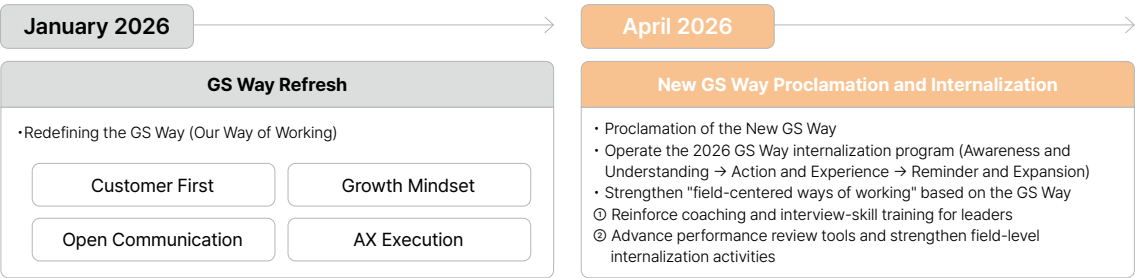
The HR Strategy Team analyzes and assesses organizational efficiency and business performance, providing the foundation for our HR strategy. The Talent & Culture Team supports the continued growth and capability development of our employees, embeds GS Retail's values and ways of working, and fosters a healthy organizational culture.

To this end, we run Culture Committees and pursue activities to enhance organizational culture. In particular, the Convenience Store and Supermarket BU has assigned organizational culture officers to offline locations nationwide to lead initiatives such as disseminating company values, facilitating employee communication, building pride, and conducting organizational diagnostics and improvements, while ensuring that voices from the field reach senior management. Within the HR division, tailored HR services are provided to suit the unique needs of each business unit. The HR Strategy Team ensures consistency of HR policies from a company-wide perspective, while the Recruitment Part proactively secures top talent aligned with our ideal talent profile.



Strategic Goals

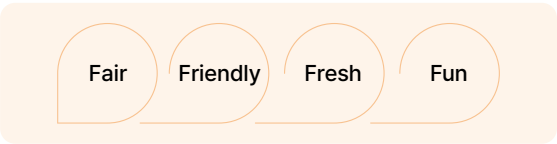
To enable the realization of core values in the workplace, GS Retail has restructured the GS Way from its previous eight keywords into four behavior-driven values, reinforcing employee pride and the underlying value system. Building on this foundation, we have established and systematically managed short-, mid-, and long-term talent development goals.



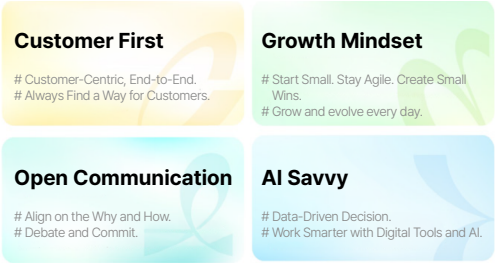
Internalization of GS Value & Way Core Values

GS Retail is committed to embedding our distinctive values, known as GS Value, and our ways of working, known as GS Way, among all employees in order to realize our management philosophy and vision.

GS Value



GS Way



GS Core Values Assessment

To advance the qualitative growth of our organizational culture and leadership, GS Retail runs a core-value-based assessment system for all employees. The assessment consists of a "Peer Review," in which colleagues evaluate one another, and a "Leadership Review," which assesses leadership capabilities. Both reviews examine ways of working and leadership execution against the GS Way and GS Value. Beginning in 2025, we have expanded the inclusion of open-ended responses to deliver more substantive behavioral feedback, and we conduct 1:1 feedback sessions based on the leadership review results to clarify strengths and areas for improvement and connect them to behavioral change. Through these efforts, we continue to enhance the assessment system so that core values translate into employee growth and the advancement of our organizational culture.

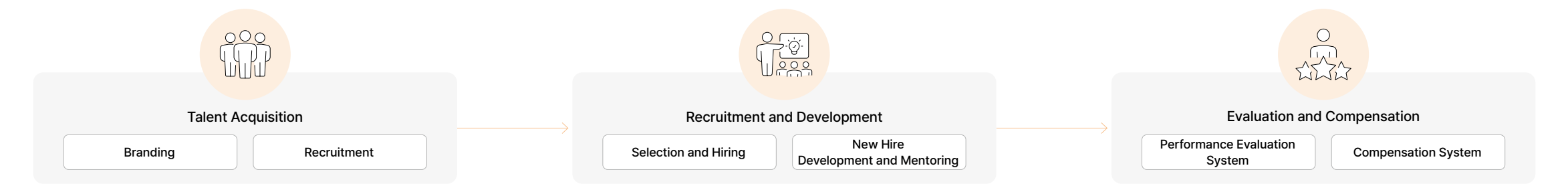
Talent Management

Management System

HR System

HR System Process

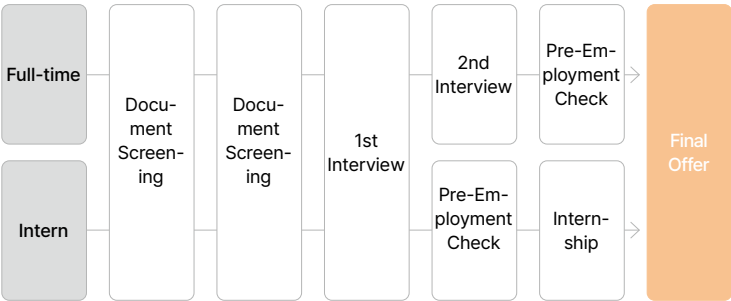
GS Retail strengthens core business capabilities and the capabilities required to execute future businesses based on a company-wide job competency framework comprising Core and Digital competencies. By drawing on 841 detailed job-specific competency criteria across business units and job categories, we are enhancing HR systems for recruitment, evaluation, promotion, compensation, and talent development. Through this shift to a competency-based HR paradigm, we aim to grow into a comprehensive online and offline retail platform company.



Talent Acquisition

To attract top talent, GS Retail runs online and offline recruitment briefings and the GSTI Test, deepening candidates' understanding of the company and its roles through diverse recruitment channels. We also expand our touchpoints with prospective talent and continuously identify high-caliber candidates by leveraging youth employment programs and ongoing communication channels.

GS Retail Recruitment Process



Recruitment and Development

GS Retail runs a recruitment process free from discrimination based on gender, age, social status, or regional background, securing top talent through fair practices. In particular, we host recruitment briefings and fairs while strengthening user-friendly recruitment branding activities. We also conduct regular new-hire recruitment, including internships, to reinforce the inflow of top talent.

Introduction of GROWNG Interviewers

GS Retail views recruitment not as a simple evaluation but as a process of identifying colleagues with whom we can grow together. Accordingly, we conduct interviews jointly led by "GROWNG Interviewers," a team of MZ generation practitioners, and organizational culture officers, helping candidates naturally express their experiences and strengths in a relaxed setting. Through this approach, we are building an empathy-driven recruitment culture that assesses not only job competencies but also cultural fit and growth potential.

Evaluation and Compensation

Evaluation

GS Retail employs an MBO evaluation based on performance targets, alongside a competency assessment grounded in the GS Way value system. We strengthen the expertise and consistency of our evaluation through ongoing coaching, quarterly performance reviews, and performance management leadership training for team leaders. After evaluations, we hold thorough one-on-one sessions with leaders and monitor the quality of these conversations to enhance employee understanding and acceptance and to embed a culture of fair evaluation.

Compensation

GS Retail offers competitive compensation based on performance, position, and capabilities rather than seniority. Each year, we adjust salaries by taking into account external factors and wage competitiveness within the industry, and we conduct briefing sessions and salary agreement procedures for all employees. By highlighting and sharing performance metrics at the company, BU, and individual levels, we provide tailored performance bonuses to drive goal achievement and strengthen employee engagement.

Talent Management

Management System

Talent Development Direction

GS Retail manages a talent development framework that systematically strengthens core capabilities, including job-specific skills, leadership, the GS Way, and onboarding, while supporting the growth of our employees.

Talent Development Framework

Goal

Driving individual growth and the organization's sustainable performance through talent development grounded in core competencies

Core Competency-Based Programs

Onboarding Programs for Rapid Organizational Adaptation

Organizational Adaptation through Integrated Understanding of Strategy and Culture

- Onboarding Programs for Newly Appointed Executives and Team Leaders
- Onboarding and Retention Programs for New and Experienced Hires
- GS Group New Employee Program

GS Way Programs: Our Company's Way of Working

Embedding Ways of Working through Real Innovation Cases

- GS Way Internalization Training for Leaders and Employees
- GS Way Team Meetings and Workplace Application Workshops
- Regular Value Internalization Sessions

Job Programs: Growing as a Job Expert

On-the-Job Capability Building

- Job Academy
- GenAI Academy
- Job Growth Plan (My Growth Plan)

Leadership Programs for Leading Organizations and People

Proactive Leadership Capability Development

- Executive Mentoring and Coaching Program
- Team Leader Leadership School
- BOLD Leader/Manager Program

Self-Directed Learning for Personalized Growth

Supporting Growth through Self-Directed Learning

- Naeil-On (E-Learning Platform)
- Company-Wide Insight Lectures
- Support Programs for Self-Directed Learning, Language Studies, Certifications, and External Courses

Key Activities

Training Outcomes

GS Retail manages a self-directed learning framework tailored to each BU to support employees' continued growth and capability development. For the Convenience Store BU, Supermarket BU, Platform SU, and corporate support employees, we run a self-directed learning program with an annual learning target of 30 hours. In the Home Shopping BU, employees can independently choose external training programs of their choice, supported within an annual training budget. Going forward, we plan to strengthen our self-directed learning foundation and broaden support for enhancing employees' expertise and competitiveness.

Case

Effectiveness Measurement

GS Retail develops talent who has internalized our distinctive way of working, the "GS Way," thereby improving operational efficiency, responding flexibly to change, and strengthening the organizational capacity to create new value. Under this direction, in 2025 we built and operated MISO, our proprietary generative AI platform that meets both internal information security and work efficiency, with the goal of company-wide AI internalization. MISO has become more than a simple learning tool. It serves as a core foundation for AI Transformation (AX). The platform enables employees to combine business data with generative AI in a secure environment. This helps them solve problems and deliver results. In particular, we systematically strengthened capabilities by establishing a four-stage tailored roadmap, "Literacy-Basic-Advanced-Mentoring," that takes into account employees' job characteristics and AI proficiency. Through collaboration among the Strategy, Training, and AX teams, we moved beyond theory-based learning and introduced a Project-Based Learning approach in which employees use AI to solve actual on-the-job pain points and produce tangible outcomes. Three notable cases have been adopted into operations. These include an HR chatbot, an Accounting chatbot, and a Broadcast STT Comparison Bot. These cases enhanced employees' AI capabilities. They also served as a catalyst for innovating ways of working and spreading a digital-driven change culture.

Key Achievements in Strengthening AI Capabilities in 2025

Training Program		Completed Participants	Training Outcomes
Common Courses	AI Training (Executives/Leaders)	488	- Strengthened AI-based Data-Driven Decision-making capabilities - Raised awareness of the need to adopt generative AI and fostered a culture supporting AI utilization
	AI Literacy (VOD)	4,272	- Built foundational capabilities for AI literacy and the use of MISO, the in-house AI platform - Increased interest in AI utilization at both organizational and individual levels
Selective Courses	BIZ AI (Employees)	530	(Company-wide) Internalized practical AI problem-solving capabilities and submitted one task per person (359 cases) (Field) Delivered customized AI training reflecting the unique characteristics of sales roles
	Use-Case Mentoring	109	- Linked with the BIZ AI program to produce 96 field deliverables applicable to actual work and conducted 13 non-face-to-face consulting sessions - Identified 10 best practices and disseminated innovation cases through the "TOP 6 Performance Sharing Session"

Talent Management

Key Activities

Case

Culture Committee

GS Retail runs the Culture Committee to improve organizational culture and work practices based on the voluntary participation of employees. The Culture Committee is a participatory body structured to reflect the characteristics and on-site environments of each business unit, including convenience store, supermarket, home shopping, and support departments. Its activities focus on substantive tasks such as work efficiency, workplace improvements, and innovation in communication methods. In 2025, we carried out initiatives addressing improvements in work practices, deeper understanding of job functions, stronger cross-generational communication, and enhanced practical learning environments through a phased process of Propose, Pilot, and Apply, with best practices being scaled across the company. Going forward, we plan to strengthen employees' initiative and execution capabilities through Culture Committee activities and embed an organizational culture that supports talent development and engagement.



[Case 1] Automating the Creation of Notices and Guidance Materials Using AI

GS Retail is automating the creation of notices and guidance materials at convenience store sites by leveraging MISO (AI) to improve operational efficiency and communication. This project was designed to ease the recurring burden of drafting guidance materials for OFCs (Operation Field Counselors) and to deliver more consistent information to franchisees. To this end, we developed an AI-based agent that supports the drafting of notices and guidance materials and applied it within the Convenience Store BU. By shifting from the previous image-centered approach to a text-based format, we have improved both the clarity and the usability of information delivery.

Through enhancements to MISO, we have also pursued field-oriented improvements to the work environment, including coaching trials by Fresh Food sub-category and the establishment of a foundation for store-level data archiving. As of 2025, the project has reached 741 cumulative users, demonstrating its applicability in the field. Going forward, we plan to continue improving work processes and operational efficiency by integrating the MISO system with the store management system and expanding AX ideas across the organization.

[Case 2] "Real Job" Job Introduction Program for Junior Managers

GS Retail runs the "Real Job" program to enhance junior employees' understanding of their job functions and to support their early-career growth. The program was designed to strengthen communication between sales and support organizations and to deepen job comprehension. Based on a pre-survey of 43 junior managers, we structured and delivered a practice-oriented program featuring job introductions and mentoring sessions. As a result, 92% of participants responded positively regarding improvement in their job understanding. Through extended sessions linked to future career plan design, we further strengthened junior employees' perception of growth.

Program Operation Results (Unit : %)

Classification	Positive Response Rate	Scale	
		Strongly Agree	Somewhat Agree
Improvement in Job Understanding	92	55.2	36.8
Change in Perception of Career Development and Job Expansion	88.7	58.1	30.6
Improvement in Workplace Relationships	90.3	48.4	41.9
Program Satisfaction	95.2	61.3	33.9



Talent Management

Key Activities

Organizational Culture Establishment

Family-Friendly System

GS Retail manages a family-friendly system to help employees maintain a stable work-life balance. Since first obtaining the "Family-Friendly Company" certification in 2020, we have continuously maintained the certification, with the excellence of our system being recognized.

Family-Friendly System



Childcare Support

Subsidies for childcare and kindergarten fees



Medical Expense Support

Medical expense support for spouses



Childbirth Support

Childbirth support for families with multiple children



Leave Support Program

Parental leave program



Pureuni Daycare Center

In-house daycare center

Top Company for Work-Family Balance

GS Retail recognizes the creation of quality jobs and the work-life balance of all employees as core values. We actively support work-life balance through various initiatives, including childcare support for employees, flexible work arrangements, and the development of a family-friendly workplace culture. Building on these efforts, we contributed to enhancing national competitiveness and were recognized as a 2025 Excellent Company in Work-Family Balance. Going forward, we will continue to prioritize the happiness of our employees and remain committed to establishing a healthy organizational culture.

2024

2024 Best Companies to Work For in Korea

Selected for two consecutive years by GPTW Korea



2024 Excellent Company in Work-Family Balance

GS Retail has established welfare programs and benefits that enable employees to balance work and family life, and was selected as a "Work-Family Balance" Excellent Company by the Presidential Committee on Aging Society and Population Policy in 2024. We received high recognition for company-wide childbirth support, encouragement of parental leave, and life-cycle-based support tailored to employees' children.

2025

Recertified as a 2025 Family-Friendly Company and Received the BPW Gold Award

GS Retail received the Family-Friendly Company recertification, hosted by the Ministry of Gender Equality and Family, in 2025, following its certification in 2024. We were also presented with the "31st BPW Gold Award" in recognition of our achievements in developing female talent and advancing family-friendly management.

2025 Outstanding Company Award for Employment of People with Disabilities

Recognized and Selected as an Outstanding Company for Employment of People with Disabilities by Gangnam-gu Office



Case 1 Family Day

To create a family-friendly organizational culture through stronger communication and bonds between employees and their families, GS Retail held "Family Day," inviting employees' family members to the office in May 2025, the Family Month. Aimed at spreading a sustainable work culture grounded in work-life harmony, the event featured office tours, hands-on programs, and communication-focused activities, providing a meaningful opportunity for employees, their families, and the Company to connect. Through this event, we strengthened employees' sense of belonging and pride, and broadened shared understanding of family-friendly management. Going forward, we plan to expand work-family balance culture across the organization by offering diverse programs in which employees and their families can participate together, and to continue building a stable working environment for our employees.



Case 2 Challenge to Overcome the Low Birth Rate Crisis

GS Retail joined the 2025 Relay Challenge for Overcoming the Low Birth Rate Crisis to raise public awareness of low birth rates and contribute to spreading a work-family balance culture. We are actively communicating our corporate role and responsibility by managing childcare-friendly programs for employees and sharing childbirth support cases for franchisees. In particular, we have implemented parental leave benefits that exceed the legal standards, encourage the use of parental leave by male employees, and run childbirth support programs for families with multiple children to foster a meaningful environment for work-family balance. Going forward, we plan to contribute to addressing the low birth rate issue and continue fulfilling our corporate social responsibility through the spread of a family-friendly work culture.



Talent Management

Key Activities

Organizational Culture Establishment

Welfare Program

GS Retail offers a wide range of welfare programs to meaningfully improve employees' well-being and help them achieve work-life balance. Through the "GS Retail Well-being System," we deliver top-tier welfare services across diverse areas, including celebrations and condolences, rewards, childbirth and parental support, and capability development.

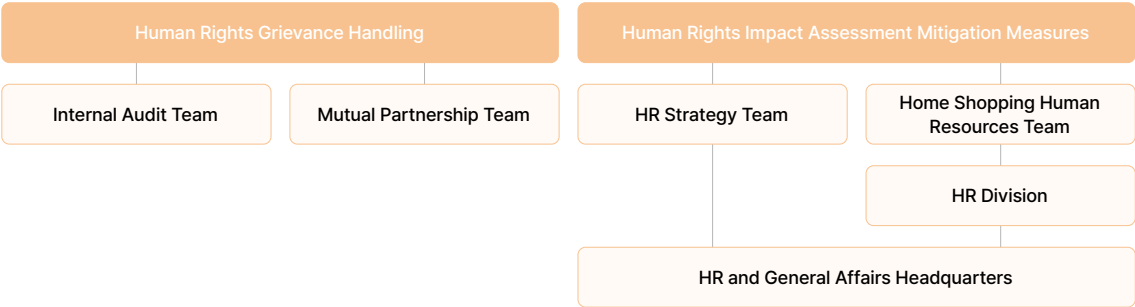
Program		Description
ENGAGEMENT	Psychological Counseling Support	Provide psychological, legal, tax, and financial coaching counseling services for employees and their spouses, children, and parents
	Long-term Service Awards	Manage a recognition program for employees with long-term service to the Company
	Employee Discount Program	Offer discounts of up to 25% at GS SHOP and GS THE FRESH
	Celebratory Gifts	Provide gift certificates for the Lunar New Year and Chuseok holidays, along with congratulatory cash and gifts for childbirth
LEISURE	Sports Ticket Support	Provide tickets to FC Seoul football matches, GS Caltex volleyball games, and LG Twins baseball games
	GROW-UP DAY	Summer leave program designed to support employee self-development and well-being
	Recreational Facilities	Year-round access to recreational facilities free of charge or at discounted rates
	Informal Club Support	Financial support for employee informal clubs that promote engagement in organizational life
LIFE	Annual Leave Compensation	Compensation for unused annual leave: under the 75% leave utilization policy, unused leave up to 25% of the total is compensated at 1.5 times the regular wage
	Children's Education Expense Support	Tuition and enrollment fee support for employees with high school or university-aged children, both domestic and overseas, based on years of service
	Family Event Support	Congratulatory or condolence payments and leave for the wedding or passing of an employee or family member
	Health Checkup Support	General regular health checkups for all employees, with comprehensive checkups for employees and their spouses provided in accordance with age-based eligibility criteria
	Disaster Relief Support	Financial support for employees or their direct family members in cases of home flooding, agricultural land damage, fire damage, and similar events
	Medical Expense Support	Medical expense support for employees and their spouses in cases of illness or accident
WORK	In-house Daycare Center	In-house daycare center for employees' children
	Language Training Support	Foreign language exam fees and language learning expense support for self-development
	Commuter Bus Service	Commuter and shuttle bus services for employees working at GS Tower and those residing in the Seoul metropolitan area
	Graduate School Degree Support	Graduate school tuition support for the pursuit of a degree in a field related to one's job
	Long-distance Commuting Allowance	Allowance for employees assigned to remote locations where they have no relatives, due to work requirements
	Certification Study Support	Support for the cost of obtaining job-related certifications

Respect for Human Rights

Management System

Governance

At GS Retail, the HR Division, the HR Strategy Team, the Internal Audit Team, and the Mutual Partnership Team work together to advance human rights management. The HR Strategy Team and the HR Division are responsible for establishing the human rights management framework and coordinating with relevant departments, and they implement mitigation measures from human rights impact assessments and address overall human rights grievances through the HR Hotline and the Culture Committee. The Internal Audit Team handles human rights grievances raised by employees and partners, while the Mutual Partnership Team handles human rights grievances raised by franchisees.



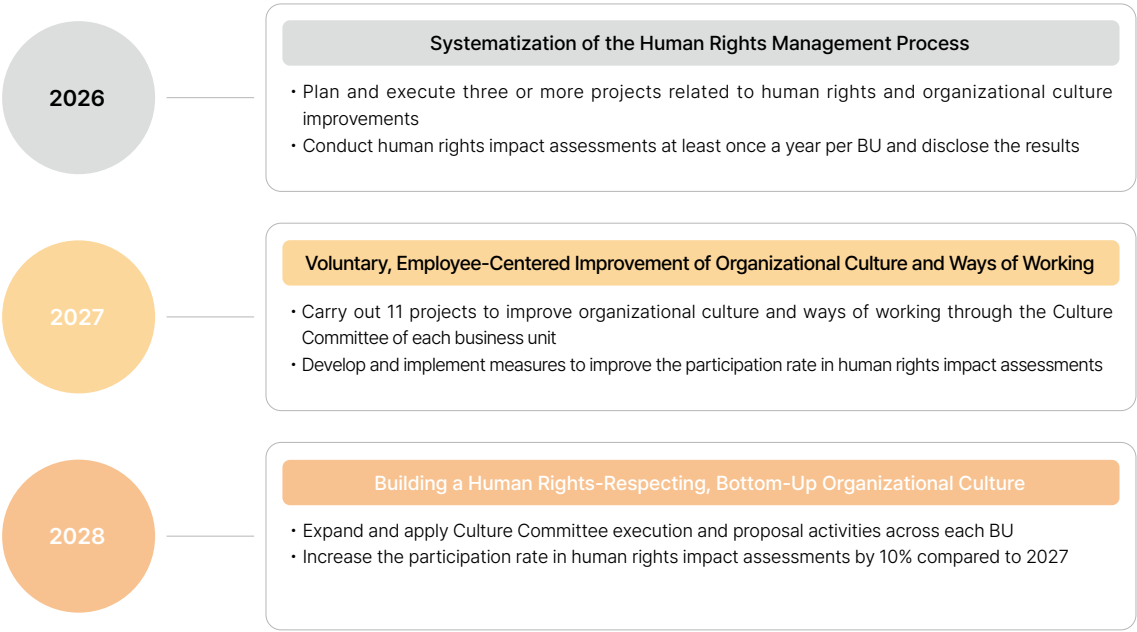
Human Rights Management Policy

GS Retail has established and implements a Human Rights Management Policy to safeguard the value and dignity of all stakeholders affected by its business activities, including employees and the provision of products and services, and to create an environment in which employees are respected at work. We support and comply with international and domestic labor and human rights standards and guidelines, including the Universal Declaration of Human Rights and the Ten Principles of the United Nations Global Compact, and will make every effort to prevent and resolve any human rights issues that may arise from the Company's business activities.

[Human Rights Management Policy](#)

Mid-to-Long-Term Goals

GS Retail establishes and pursues short-, mid-, and long-term human rights goals centered on the Culture Committee, making every effort to embed a culture of human rights management within the organization.



Respect for Human Rights

Management System

Human Rights Risk Management

GS Retail has established and runs a process to systematically manage human rights risks for employees and other stakeholders. Each year, we conduct a process to identify and prevent potential human rights risks through Risk Identification, Human Rights Impact Assessment, Implementation of Mitigation Measures, and Performance Management and Disclosure of Results.

Human Rights Risk Management Process



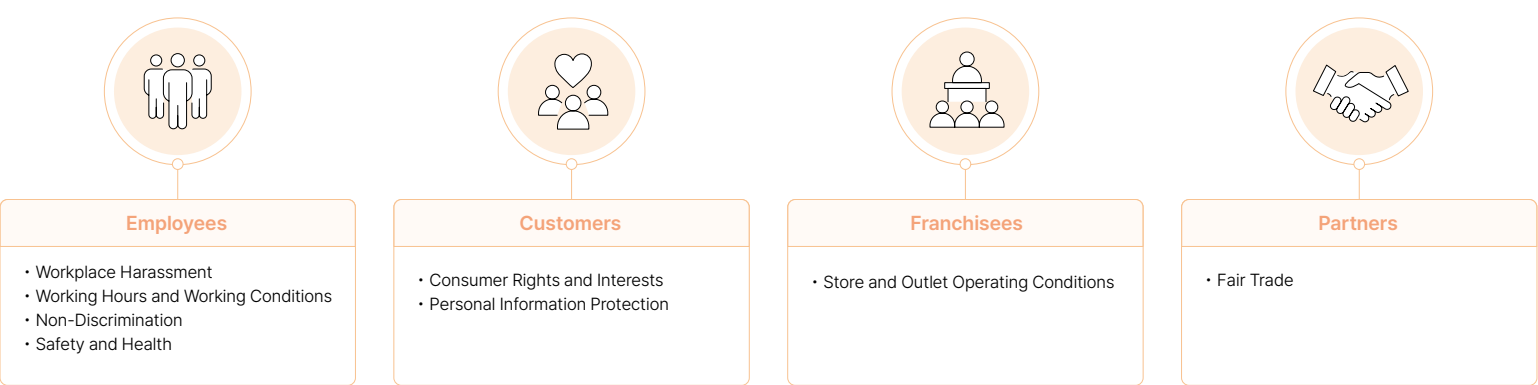
Human Rights Impact Assessment

GS Retail conducts a Human Rights Impact Assessment once a year for our employees to evaluate the human rights risks to which our workforce may be exposed. The assessment is designed based on global guidelines and the human rights checklist of the National Human Rights Commission of Korea. Drawing on the assessment results, we minimize risks that may arise during stakeholder engagement and strengthen communication on equal and non-discriminatory terms. The results of our most recent human rights impact assessment identified key human rights risks for employees in certain sub-areas of "grievance handling," specifically channel accessibility, trust in anonymity, and transparency of handling procedures, indicating a need for improvement. In response, GS Retail implemented a series of follow-up improvement measures throughout 2025. We established the "HR Hotline" within our HR system (eHR) as an integrated reporting channel for workplace harassment, sexual harassment, and employee grievances, allowing reports to be submitted either anonymously or with identification. We also extended the feedback collection period for Hanullim Council (Home Shopping BU) and introduced an anonymous submission process. The design of meeting minutes postings was also redesigned to enhance readability, with the changes taking effect in the fourth quarter of 2025. As a result, the number of cases handled by the Hanullim Council increased by approximately 38%, from 45 in 2024 to 62 in 2025, demonstrating the enhanced effectiveness of our employee grievance reporting and resolution channels. In 2025, overall satisfaction with the management of gender discrimination and grievance handling within the human rights area also improved year-over-year. In the 2025 "Non-Discrimination in Employment and Wages" survey, the share of positive responses to questions on non-discrimination between men and women in the areas of "Training, Promotion, and Benefits" improved by approximately 5% compared to the previous year, confirming the effectiveness of our initiatives. In 2026, we plan to systematically provide the activity processes of the Hanullim Council and the Culture Committee, and to strengthen provisions in our working conditions and employment rules regarding the prohibition of gender discrimination and response measures in cases of sexual harassment, thereby enhancing human rights awareness across training, promotion, and benefits.

Risk Identification

GS Retail has established a human rights risk management framework to identify human rights risk factors related to employees and key stakeholders. We identify stakeholders vulnerable to human rights risks and the key human rights issues associated with each stakeholder group, and continuously monitor issues raised through various communication channels. For partner companies among our vulnerable stakeholders, we identify risks and implement mitigation measures through human rights impact assessment surveys and listening activities.

Key Human Rights Risks by Stakeholder



Human Rights Risk Management for Partner Companies

GS Retail conducts an annual survey of partner companies to regularly identify risks related to fair trade and human rights impact. In connection with this survey, we also hold an annual in-person listening activity with partner companies to derive improvements relating to key human rights risks. As a result, "fair trade" (including fairness of transaction terms) was identified as a key human rights risk associated with partner companies, and mitigation measures for this issue are carried out through additional review by the human rights grievance handling department. Going forward, GS Retail will continue to do its utmost to prevent and resolve human rights issues involving partner companies as part of responsible supply chain management.

Respect for Human Rights

Key Activities

Human Rights Grievance Handling Process

We have established channels and a grievance handling process to gather human rights-related feedback from internal and external stakeholders. Employees are required to report any human rights issues that violate organizational values or regulations. Upon receipt of a report, we take follow-up actions, such as separation measures, and conduct prompt fact-finding to prevent secondary harm. In particular, cases of workplace harassment and sexual misconduct are reported directly to the CEO immediately upon receipt and shared with the crisis response council. The Ethics Committee then takes disciplinary or recurrence-prevention measures. Preventive efforts are carried out through training for new hires, experienced employees, and newly appointed leaders, as well as an annual leader pledge.

Channels to Address Human Rights by Internal and External Stakeholder



Employees

- HR Hotline
- Red Whistle
- Organizational culture manager for each BU



Customers

- Customer Meeting
- Voice of Customers



Franchisees

- Franchisee Council
- Dispute Mediation Committee
- Happy Call



Partners

- Partner Meeting
- Partner Advisor
- Voice of Integrity Management
- Voice of Partners
- Red Whistle

2025 Key Channels for Human Rights Reports and Handling Status

	Voice of Integrity Management	Red Whistle	Voice of Partners	HR Hotline	Other (in person, phone, etc.)
Reports Received	386	34	7	30	47
Cases Handled	386	34	7	30	47
Handling Rate	100%	100%	100%	100%	100%

Human Rights Training

We diligently delivered legally mandated training, including sexual harassment prevention and disability awareness training, to all employees company-wide and strengthened employee awareness of internal grievance channels such as the HR Hotline. Building on our 2025 human rights management direction, we conducted workplace harassment prevention training for a total of 6,956 employees across the company. We also offered and supported the completion of various human rights-related training through our e-learning platform, the Team Leader Leadership School, and BOLD Manager. Through these efforts, we shared the importance of fostering a culture of respect for human rights at the company-wide level. Going forward, we plan to design and run programs and events that drive meaningful behavioral change and embed a human rights-respecting culture throughout the organization.

Legally Mandated Training

We require all employees to complete legally mandated training once a year. By requiring the completion of five courses, comprising both legally mandated and internally required subjects, we strengthen employees' compliance awareness and contribute to building a sound organizational culture.

Target Audience	All GS Retail employees, including assistant managers	Classification	Duration
Training Format	Online learning	Sexual Harassment Prevention in the Workplace	1 hour
Training Period	November 3, 2025 (Mon) to December 31, 2025 (Wed)	Disability Awareness in the Workplace	1 hour
Training Courses	A total of 5 courses (full completion required)	Workplace Harassment Prevention	1 hour
		Personal Information Protection	1 hour
		Anti-Graft Act & Integrity Management	10 minutes

* Self-directed learning hours are not recognized.

HR Hotline

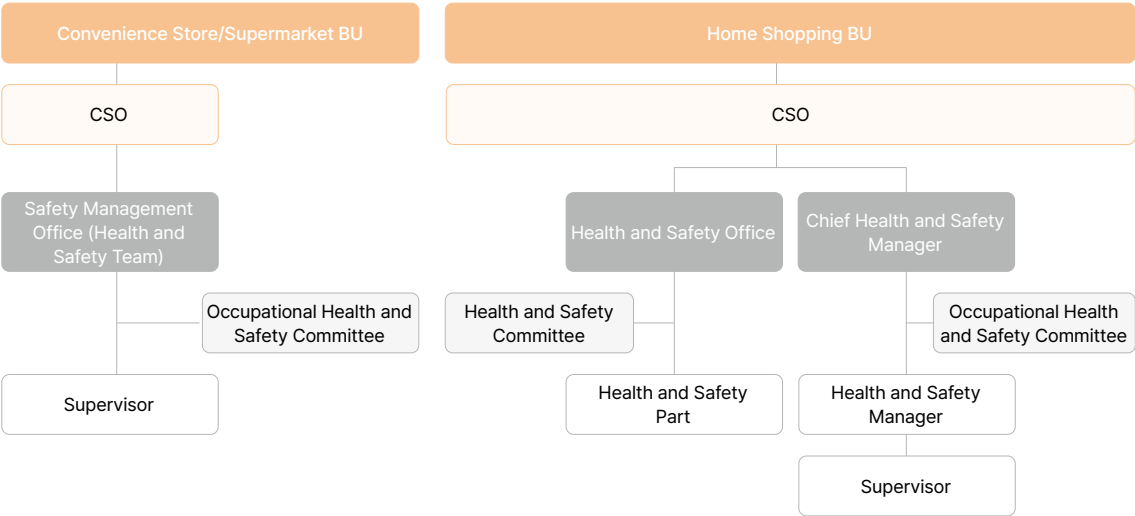
GS Retail runs an HR Hotline, an anonymous reporting channel that enables employees to safely report inappropriate conduct such as sexual harassment and workplace harassment. Reported cases are investigated and addressed promptly and fairly by a dedicated HR team, and the identity of the reporter is kept strictly confidential.

Safety and Health

Management System

Governance

GS Retail runs a dedicated organization that serves as the company-wide health and safety control tower, led by the Chief Safety Officer (CSO). At each business location, we appoint a Health and Safety Manager and a Supervisor to ensure effective on-site safety management and to foster a safe working environment.



Health and Safety Management Policy

GS Retail has established and carries out a health and safety management policy aimed at improving the quality of life for our employees, partners, customers, and the broader community. Our fundamental approach is to prevent accidents and injuries by creating a safe working environment, complying with relevant regulations, and continuously providing the resources and technologies needed for health and safety activities. We also reflect the views of our employees and the public in inspecting and improving hazards and risk factors at our business locations, and we continue to pursue various initiatives to encourage all employees to participate in health and safety activities.



Mid-to-Long-Term Goals

GS Retail is committed to fostering a safe working environment and culture and to continuously advancing its safety management system to prevent accidents and injuries.

Short-term2026	Mid-term2027	Long-term2028
Restructuring of the Health and Safety System (Compliance) - Reinforcement of health and safety manuals and regulations - Removal of hazards through close on-site support and enhanced safety inspections - Building a participatory safety culture (campaigns)	Advancement of the Health and Safety System - Review of AI-based smart safety technologies, including AI CCTV - Establishment of a mobile-based safety inspection system - Review of the development of a mobile risk assessment app, providing diverse risk factors and data management	Convergence of Technology and Culture - VR/AR-based experiential safety training - Embedding a self-driven safety culture in which employees take ownership of their own safety - Fostering a culture of recognition and encouragement

Safety and Health

Key Activities

Health and Safety Management Process

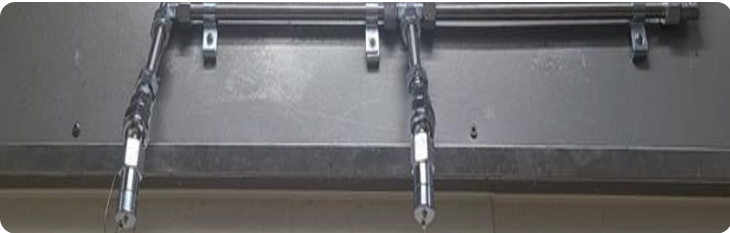
GS Retail establishes an annual health and safety plan and reports it to the Board of Directors. We also strengthen the roles of organizational leaders by linking health and safety management indicators to their KPIs, and we aim to address 100% of the immediate improvement items identified through risk assessments.



Focused Management of Vulnerable Areas in Safety Management

Through analysis of safety management data, GS Retail proactively identifies vulnerability indicators and provides "Hands-On Safety Coaching" for newly opened and underperforming locations. This is a differentiated safety management framework designed to go beyond mere regulatory compliance, raising the safety standards of all stores to a uniformly high level and creating an environment in which workers can perform their duties with confidence. At the company-wide level, we run preemptive focused management of vulnerable areas based on the safety plan in parallel. In 2025, we strengthened our fire response infrastructure by installing automatic kitchen fire extinguishing systems in the employee cafeterias at the Gangseo and N Tower offices. To prevent fall accidents during inspections and construction work on utility facilities within our office buildings, we inspected fixed ladders and safety railings and completed remedial work for sections found to be inadequate. In 2026, we plan to carry out installation work for safety wires used by rope workers during exterior wall cleaning operations.

Installation of automatic kitchen fire extinguishing systems in employee cafeterias



Industrial Safety Management

Convening the Occupational Safety and Health Committee

The Occupational Safety and Health Committee is composed of an equal number of management and worker representatives and convenes quarterly on a regular basis. It deliberates and resolves key health and safety matters, including the prevention of occupational accidents and the gathering of worker opinions. To further elevate health and safety management, the Home Shopping BU has established and runs a separate Safety and Health Committee under the supervision of the CSO, with participation from all health and safety personnel across the Home Shopping BU.

Committee Meetings

Classification	Convenience Store/ Supermarket BU	Home Shopping BU
Number of Meetings Held (sessions)	4	4
Number of Agenda Items (cases)	18	9
Number of Items Deliberated and Resolved (cases)	18	9
Key Agenda Items in 2025	• Key health and safety plans for 2025 • Risk assessment and capability evaluation • Prevention of and response to seasonal safety accidents • Sharing of safety accident cases • Gathering and deliberation of worker opinions • Sharing of health and safety accident cases and information • Support for preventing recurrence at stores where occupational accidents have occurred • Follow-up management of workers with abnormal medical findings • Introduction of automatic fire extinguishing systems	

Safety Inspections

Regular Safety Inspections by Business Location

Each business location and the company-wide health and safety dedicated organization conduct regular safety inspections to safeguard the safety of our employees.

Safety Inspection Items

Classification	Description	Frequency
Convenience Store and Supermarket	Safety inspections at company-wide directly operated and franchise locations	Once a year
	Safety inspections by supermarket sales team leaders and store managers	Once a month
	Safety inspections at convenience stores, supermarkets, and construction sites	At opening
	Inspection and improvement to prevent recurrence when occupational accidents occur	As needed
	Inspection and improvement of hazards and risk factors	Once per half-year
Home Shopping	Safety inspections at leased development project locations	Once a year
	Risk assessment	Once a year
	Themed inspections	Once a month
	Regular AED inspections	Once a month
	Patrol inspections by the contracting employer	Once a week
	Joint inspections by the contracting employer	Once a quarter

1) For convenience stores and supermarkets, training is conducted for 6 hours per half-year.

Safety and Health

Key Activities

Embedding a Safety Culture

Response to Serious Accidents

In the event of a fire, fatality, or injury, GS Retail activates and runs its serious accident response system. We give top priority to emergency measures and life-saving operations, after which supervisors and the responsible departments handle the situation in accordance with (initial) response guidelines tailored to each type of accident, and subsequently develop measures to prevent recurrence.

Serious Accident Response Process



Heatwave Response at Logistics Centers

To minimize workers' exposure to extreme heat at our logistics centers, GS Retail has installed outdoor canopies (tents) and runs separate rest areas equipped with cooling facilities. We also provide beverages during work, periodically monitor temperatures within the workplace, and grant rest breaks based on temperature levels, maintaining a management system designed to protect worker health. These efforts ease the workload of employees exposed to high-temperature environments, contributing to a safe and comfortable working environment.

Heatwave Response at Logistics Centers



Safety Consulting

Recognizing that safety accidents can lead not only to human casualties but also to media exposure, damage to brand value, and management risks, GS Retail engages external professional agencies to provide safety consulting. In 2025, we identified vulnerabilities by business location type, including the Convenience Store BU, Supermarket BU, and Home Shopping BU, and defined improvement tasks. Based on these findings, we have established and are carrying out a company-wide safety management roadmap.

Safety Inspection Process



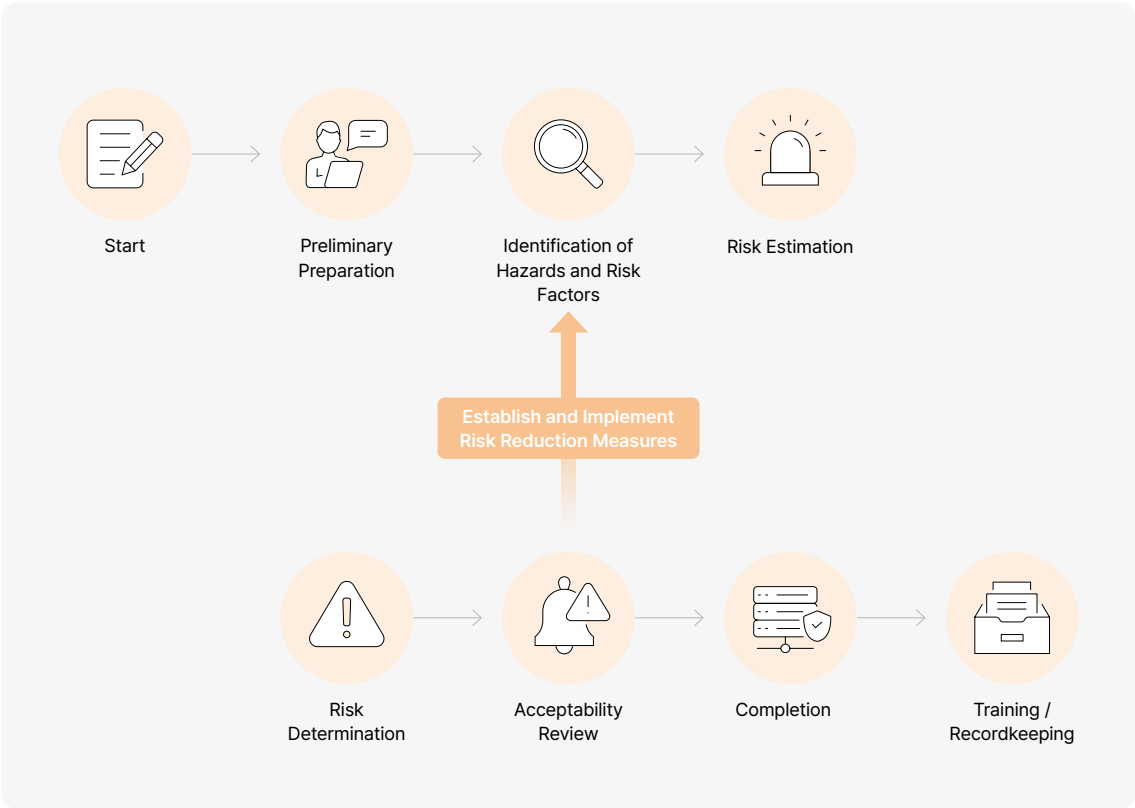
Safety and Health

Key Activities

Risk Assessment

Conducting Regular Risk Assessments

GS Retail identifies hazards and risk factors at least once a year for each business location and conducts risk assessments that take into account both the likelihood of occurrence and severity in an integrated manner. For the major risk factors identified at each location, including stores and home shopping logistics centers, we put in place safety measures and preventive actions to protect the safety and health of our workers.



2025 Risk Assessment Results

Convenience Store and Supermarket	• Risk assessment and improvement of potential risks arising during loading, warehousing, transportation, and display management at 147 sites
Home Shopping	• Risk assessments conducted at the Gangseo/N Tower, Pocheon Simsowon, Gunpo, and Icheon centers • Improvement of 8 risk factors completed based on the assessments

To proactively detect potential hazards and risk factors at our business locations, we regularly perform on-site patrol inspections and conduct risk assessments based on feedback collected from all employees. These initiatives strengthen a participation-based safety culture among our employees and enhance the overall risk reduction effect at our business locations.

Risk Identified	Type	Immediate Improvement Action
Ladder defect	Fall	Tightening ladder screws and removing defective products
Dislodged manhole	Trip	Reworking the sewer manhole cover
Slippery floor	Slip	Application of anti-slip tape

We also identified fall hazards during the inspection and cleaning of rooftops and water tanks at certain business locations, classified as Level 12 on the risk scale. In response, we installed guardrails and ladder protective enclosures, intensified pre- and mid-work inspections, and required the use of personal protective equipment, including safety helmets and harnesses, thereby mitigating the risk level of these operations.

Likelihood	Level	Severity			
		Maximum	High	Medium	Low
		4	3	2	1
Highest	5	20	15	10	5
High	4	After Implementation of Control Measures	12	8	4
Medium	3	12	9	6	3
Low	2	8	6	4	2
Lowest	1	4	3	2	1

Safety and Health

Key Activities

Embedding a Safety Culture

Response to Safety Accidents

GS Retail has established and runs an environmental and safety incident response manual to maintain a systematic process for handling and managing incidents. When an accident occurs, the type of incident, including fire, storm and flood damage, chemical, food safety, and customer safety incidents, is promptly reported to a supervisor. The scale of the accident is then assessed against internal criteria such as casualties, internal and external property damage, and social impact, and, if necessary, an incident response team is formed to address the situation.

Response Process



Regular Health and Safety Training

GS Retail conducts regular health and safety training on a semi-annual basis, achieving a 100% completion rate as of 2025. Working with the Korea National Safety Center, we also delivered emergency first aid (CPR, etc.) training in 2025 for 117 supervisors, including supermarket store managers, convenience store personnel, and directly operated OFCs. Going forward, we will continue to roll out activities that raise safety awareness, including training programs aimed at preventing serious industrial accidents.

Regular Health and Safety Training Status¹⁾



1) Training delivered to workers (office workers, non-office workers, and supervisors at the relevant business locations).

Emergency First Aid Training

GS Retail's headquarters runs regular emergency first aid (CPR, etc.) training at least twice a year to safeguard the safety of customers and employees. In 2025, we held a total of five sessions, including one attended by the CEO and the entire executive team, and installed additional automated external defibrillators (AEDs) to enable swift response in emergencies. We are also delivering parallel training for on-site employees to ensure that emergency first aid training continues at our store locations. Moving forward, GS Retail will continue to strengthen first aid capabilities to build a workplace environment that places the safety of customers and employees first.

Case Voices from the Field

In November 2025, an employee from GS Retail's Convenience Store BU discovered a passerby who had suddenly collapsed on his way to work and immediately performed CPR. He simultaneously asked nearby pedestrians to call 119 and continued chest compressions for approximately five minutes until the rescue team arrived, safely handing the patient over. In recognition of this case, an official from the local fire station sent a message of appreciation through our "Voice of Integrity Management" channel, stating, "Even in a challenging situation, you remained composed, performed emergency first aid, and safely handed the patient over to the paramedics."

Convenience Store BU, Team Leader Woo

Drawing on in-house training drills and my experience leading hands-on training for my unit during my time as a military officer, I was able to perform CPR calmly.



Emergency First Aid (CPR, etc.) Training

	CEO and Executives	Employees
Date / Number of Sessions	August 2025 / 2 sessions	May and September 2025 / 3 sessions
Number of Participants	59	93



Sustainable Supply Chain

Management System

Governance

GS Retail runs its supply chain on the basis of collaboration with a wide range of partner companies and has established and operates a supply chain management governance framework to systematically manage risks and opportunities across the supply chain. In the partner company selection stage, multifaceted review and evaluation procedures are conducted with the participation of relevant departments, and the dedicated department in each BU carries out selection and assessment activities. We also support partner companies in establishing their quality management systems and continuously monitor their compliance with fair trade practices, thereby maintaining a stable and responsible supply chain management framework. Going forward, we plan to advance our partner company monitoring system and expand support activities for partner companies to enhance the overall sustainability of the supply chain, while further strengthening the foundation for shared growth with our partner companies.



Supply Chain Sustainability Management Policy

GS Retail has established and applies a supply chain sustainability management policy to enhance the ESG capabilities and competitiveness of its supply chain and to manage sustainability-related risks and opportunities. When entering into contracts with partner companies, we recommend compliance with the Partner Code of Conduct and obtain a Pledge for Integrity Management to require partners to fulfill their social responsibilities.



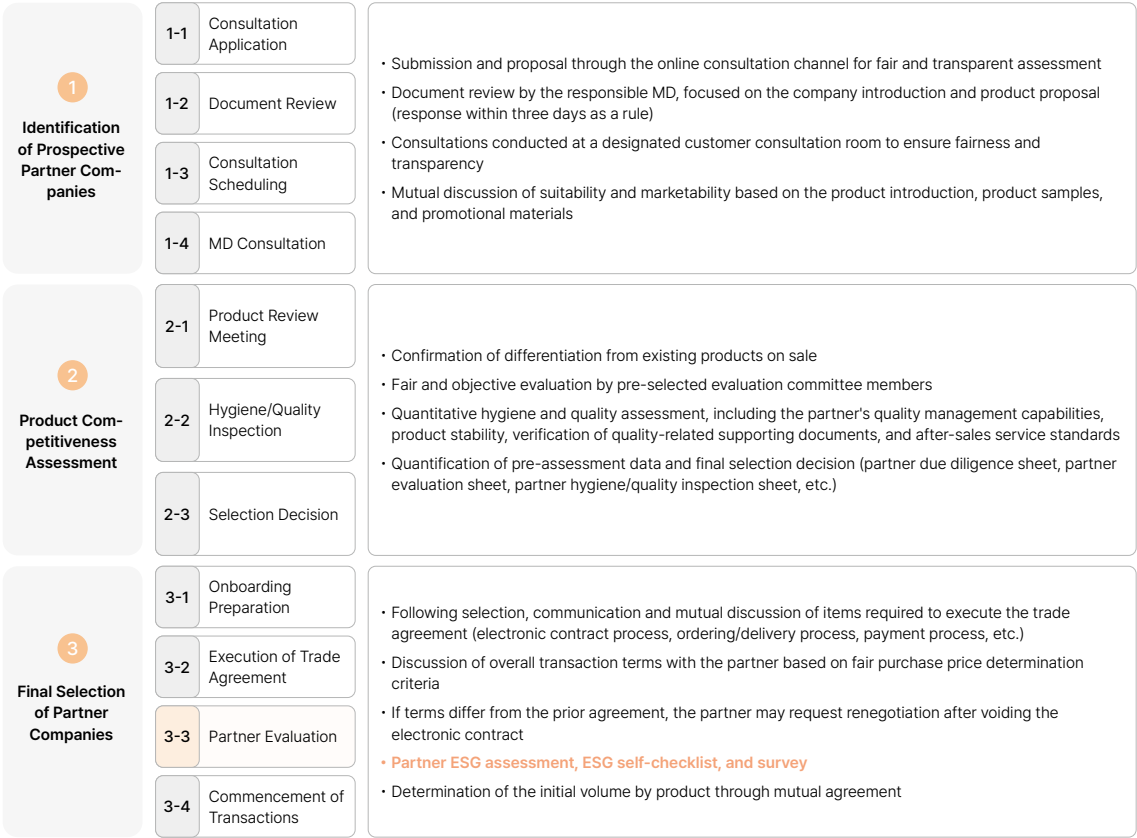
Partner Code of Conduct

GS Retail has established a "Partner Code of Conduct" to promote the implementation of human rights, labor, environmental, and anti-corruption principles across its supply chain. The Code sets out social and environmental responsibility standards that partner companies must observe across five areas: labor and human rights, health and safety, environmental protection, ethical management, and management systems. We plan to enhance sustainability across the supply chain by entering into compliance agreements with our partners.



Selection Process

GS Retail applies its compliance program procedures throughout the partner company selection process to ensure objectivity and fairness in transactions. When evaluating prospective partner companies, we apply fairness and transparency as our top priorities, and we provide new partner companies with a "self ESG evaluation checklist" to support their sustainable management practices. We also apply rigorous criteria consistently through to the final selection stage to ensure that safe products are supplied to consumers.



Sustainable Supply Chain

Management System

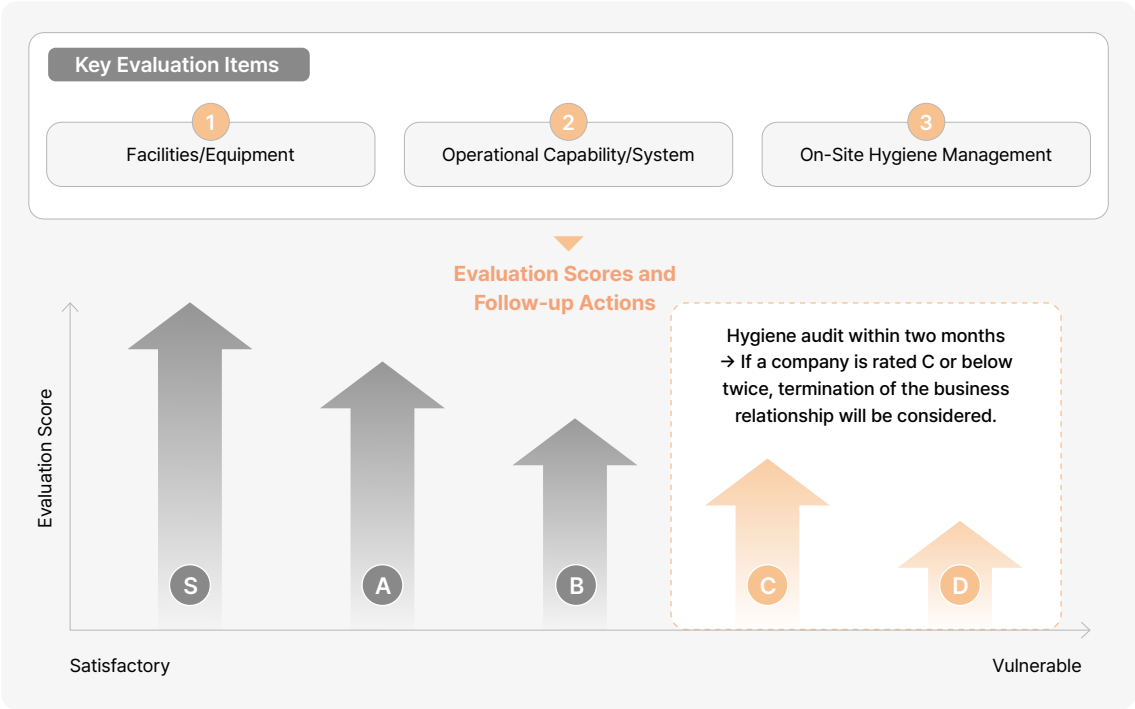
Supply Chain Management

Partner Evaluation

GS Retail regularly inspects and evaluates compliance with applicable regulations, including hygiene and HACCP certification, on an annual basis for partner companies that supply or wish to supply products.

In 2025, GS Retail conducted verification audits of 191 companies, providing feedback to one company that required corrective action and completing the necessary improvements. As a result of the audits, no business relationships were terminated. We will continue to apply systematic partner evaluation procedures to build a safe and sustainable supply chain.

Partner Evaluation Grades



ESG Assessment

GS Retail conducts ESG self-assessment checklist surveys and implementation evaluations to understand the ESG management status of its partner companies and to manage potential risks. At the contracting stage, we require either an ESG self-assessment checklist or an ESG implementation evaluation survey as a mandatory submission, and we also request the submission of self-assessment checklists from supplying partners after the contract is in place. The assessment covers four areas, including environment, health and safety, labor and human rights, and ethical standards, allowing partner companies to review their own ESG status and undergo periodic evaluation upon contract renewal.

In 2025, the Home Shopping BU reviewed the ESG implementation status of 1,398 companies, or approximately 95% of its 1,476 new partner companies. The Platform SU has expanded its evaluation to all new partner companies since 2023, with 603 companies completing the self-assessment checklist.

ESG Self-Assessment Checklist Items

Area		Classification
Environment	Operating Framework	Running an environmental management department
	Track Record and Performance	Cases of environmental regulation violations
Health and Safety	Policies and Systems	Conducting safety accident prevention training
	Operating Framework	Safety assessments, dedicated departments, and emergency manuals in place
Labor and Human Rights	Policies and Systems	Compliance with statutory requirements such as weekly holiday leave, prohibition of discrimination, execution of employment contracts, compliance with regulations protecting pregnant employees, and payment of minimum wage
	Track Record and Performance	Cases of regulatory violations and non-employment of child labor
Ethical Standards	Policies and Systems	Operation of disciplinary and handling procedures for unethical conduct, prohibition of corruption and bribery, gift-acceptance standards, and other related policies
	Track Record and Performance	Cases of violations of laws and regulations related to ethical standards

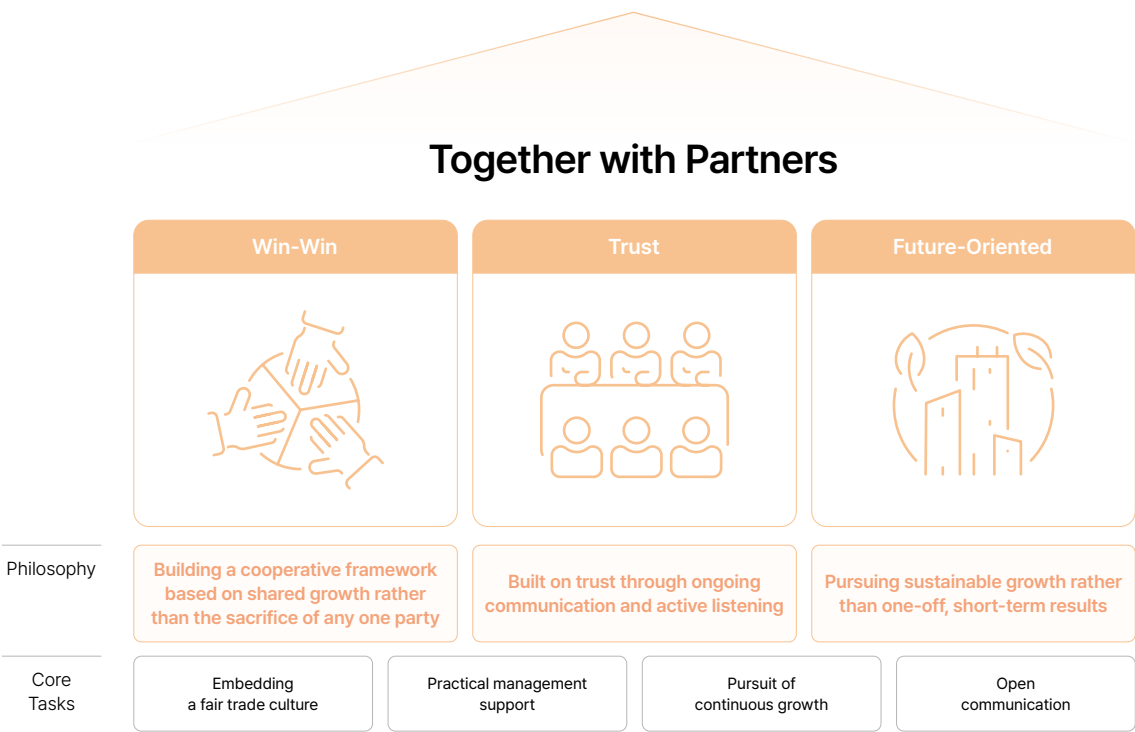
Sustainable Supply Chain

Management System

Shared Growth

Shared Growth Philosophy

As a leading integrated retailer in Korea, GS Retail has established and applies its shared growth vision of "Together with Partners." We have selected and continuously execute "Core Tasks for Shared Growth" to support the growth of a wide range of stakeholders across the value chain, including small- and medium-sized partner companies, partners, and franchisees. In particular, we actively support training programs and certification programs to help partner companies develop high-quality products. The partner companies that grow through this support serve as key contributors to strengthening our distribution competitiveness, helping to form a virtuous cycle. Going forward, we will continue to fulfill our corporate social responsibility by leading the way in creating a healthy business ecosystem and promoting a collaboration-driven culture of mutual growth.



Communication Framework

GS Retail leads the development of the industry across diverse retail channels, including convenience stores, supermarkets, and home shopping. This progress has been achieved not by us alone, but through the joint efforts of franchisees, small- and medium-sized enterprises, and small business owners who together form the foundation of our business. We make every effort to listen to a wide range of feedback, including human rights grievances, and to reflect such feedback in our overall management. In 2025, we worked to deliver tangible resolutions by addressing all seven partner grievances received through the "Voice of Partners" channel.

Communication Channels and Grievance Handling

Partner Meetings	Partner Advisor	Selection and Awards for Outstanding Partners
Discussion and coordination of product policy direction by season and product category	Appointment of advisors (representatives from partner companies); collection and resolution of grievances	Selection of outstanding partners and presentation of awards
Listening Tour	Voice of Partners	Red Whistle
Partner site visits to gather complaints, suggestions, and concerns, followed by investigation and system improvements	An anonymous reporting channel for partner grievances and improvement suggestions	Gathering of partner feedback and reports through an anonymous reporting system run by an external agency

Franchisee Communication Channels

GS Retail runs a wide range of communication channels to gather franchisees' concerns and resolve them effectively, while protecting franchisees' rights and human rights.

Channel	Description
Franchisee Meetings	Meetings between the Franchisee Council and the head office
Franchisee Open Suggestions	Sharing of ideas from franchisees
Store Manager Open Suggestions	Open submission of opinions from store managers regarding store improvements
Franchisee Open Academy	LIVE communication between the head office and franchisees
Chatbot Joy and Dongsoo	Resolution of urgent inquiries and VOCs at convenience stores and supermarkets
Mobile Store Management / Store Manager App	Support for efficient store operations and seamless communication

Sustainable Supply Chain

Key Activities

Shared Growth

Partner Support Programs

To achieve sustainable growth alongside our business partners, including franchisees, mid- to small-sized enterprises, and small business owners, GS Retail runs a wide range of shared growth programs covering market access support, productivity improvement support, business operation support, and start-up support. Going forward, we plan to continue advancing shared growth with our partners through various forms of financial and non-financial support.

Programs by Business Area



Market Access Support

Support for partner companies' domestic and overseas market expansion through online and offline programs

Program	Description
Case 1 Free Broadcasting Program	Free broadcasting support for small and medium-sized partner companies and social economy enterprises
Case 2 Home Shopping Market Access Support Program	Support for SME entry into the home shopping market through public recruitment
SME/Small Business Online Sales Promotion	Operation of dedicated online malls and supporting broadcasts for SMEs and small business owners
Performance Sharing Program	Support for domestic market expansion through joint product planning and launches with mid- and small-sized enterprises
Procurement Consultation Sessions and Product Exhibitions	Identification of promising SMEs to expand market access, training on the latest product trends, and shared growth program training to enhance franchisee welfare

Start-up Support

Support for innovative start-ups and franchise founders

Program	Description
Open Innovation Program	Identification and incubation support for promising distribution-related start-ups
Youth Entrepreneurship Support Program	Provision of start-up funding for young prospective franchisees
Eco-Social Impact Program	Support for the founding and commercialization of social ventures and small businesses in the sustainable environmental manufacturing sector

Case 1 Free Broadcasting Program

GS Retail runs various shared growth programs, including the GS SHOP "I Love SMEs" initiative, contributing to the domestic market expansion of competitive small and medium-sized partner companies. By providing 30 minutes of free broadcasting each day for small business owners, small and medium-sized partner companies, and social economy enterprises, we have helped expand sales through promotion and broader market access. In 2025, we supported 54 new partner companies, generating broadcast sales of KRW 3.74 billion and KRW 700 million in commission savings.

Domestic Sales Support Partners

Support Outcomes¹⁾



54companies



KRW 700 million
(approximately)

1) SME commission amount – Free broadcast commission amount

Case 2 Home Shopping Market Access Support Program

Moving away from the previous institutional referral approach, we ran this program through our first nationwide public recruitment, providing SMEs with fair and tangible access to market opportunities. Through an evaluation across eight criteria, including product quality, broadcast suitability, and price competitiveness, GS SHOP selected a total of 12 companies. By providing free broadcast slots for sales, insert video production support of up to KRW 7 million, and connecting partners with professional MDs for onboarding consultations and broadcast production, we lowered market entry barriers for small and medium-sized partner companies and delivered tangible sales results.



Selected Companies for Home Shopping Market Access Support

Transaction amount



12companies



KRW 500 million

Sustainable Supply Chain

Key Activities

Shared Growth

Partner Support Programs

Programs by Business Area

Productivity Improvement SupportShared Growth Programs to Enhance Partner Capabilities and Innovation	
Program	Description
Shared Growth Seminars	• Training to strengthen the job competencies of partner companies
ESG Training for Partner Employees	• Foundational ESG training, including the essentials of sustainable enterprises and ESG management
Quality Expert Development Training	• Training on potential product-related issues and root cause solutions, basic regulations, and industry trends, based on collected key customer VOCs
Case 3Proficiency Tests and Microbiology Practical Training	• Microbiology theory and analytical experiment training, pathogenic microbiology proficiency assessment, etc. • Physicochemical tests and review of legal requirements
Food Labeling and Food QR Training	• Training on labeling requirements and product review support
Food Regulation Training	• Training support whenever food regulations are enacted or amended
Raw Material Supplier Checklist Training	• Training on the audit checklist for raw material suppliers
ISO and Environmental Labeling Certification	• Consulting and cost support for partner and supplier companies obtaining ISO and Environmental Product Declaration (EPD) certification
Case 4CCM Certification	• CCM training and certification support for small and medium-sized partners
Partner Technology Protection Training	• Technology protection training for employees of small and medium-sized partners
Safety/Freshness/Hygiene Training	• Training support on the Food Sanitation Act and the Origin Management Act • Pre-hygiene audits, identification of improvement and coaching items, and consulting support • Post-delivery support for supplying partners • Training for partner employees
HACCP Certification Support	• Technical document support and verification of improvements for HACCP compliance at FF factories and partners
Case 5Innovation Partnership	• Consulting and support for partner smart factory facilities and the establishment of ESG management systems

Case 3Proficiency Tests and Microbiology Practical Training

GS Retail consistently delivers microbiology theory and practical training, as well as physicochemical proficiency tests, for inspection personnel at our subsidiaries and at our partners' factories, helping to strengthen their inspection capabilities. The 2025 proficiency assessment recorded a score of 99.25 points, and we plan to continue training in 2026 with the goal of achieving a perfect score. We also deliver theoretical and practical training on pathogenic microbiology testing for new employees at partner factories. In 2025, we introduced our first post-training learning assessment following two days of group training, with participants achieving an average score of 85 points. We will continue to advance our training framework to enhance food safety management capabilities across the supply chain.

2025 Proficiency Assessment Result

99.25points

2026 Proficiency Assessment Target

100points

Case 4ISO and Environmental Labeling Certification

GS Retail runs a Shared Growth Fund to enhance the eco-friendly competitiveness of small and medium-sized partners. In 2025, three partner companies obtained Environmental Product Declaration and Low-Carbon certifications for seven products, with a particular focus on private brand (PB) and wet wipe products sold in our stores. From the early stages of certification, we assigned dedicated consulting firms to each partner to support the development of tailored certification strategies, and provided systematic support for eco-friendly certifications, including ISO and Environmental Labeling. Going forward, we will continue to actively support our partners in securing eco-friendly certifications, thereby strengthening environmental competitiveness across the supply chain.

Partner Companies Supported for Environmental Product Declaration (EPD) Certification



3companies

Products Supported



7products

Case 5Innovation Partnership

GS Retail runs the "Innovation Partnership" program to support sustainable growth and enhance the competitiveness of its partners. In 2025, we expanded our investment by approximately KRW 300 million compared to the previous year, advancing the program with a total scale of KRW 610 million.

Key Support Areas

Smart Factories and Equipment	• Support for the introduction of automated production equipment (automatic fillers, automatic labelers, stamping machines, etc.) • Consulting on productivity improvement and workplace environment enhancement
New Product and Technology Development	• Development of products responsive to ESG consumption trends, including plant-based bakery items and functional foods • Support for promotion, marketing, and market expansion
Establishment of ESG Management Systems	• ESG diagnostic assessments and grade improvement consulting for partners • Support for the development of new products in response to ESG trends • Collaboration on the development of eco-friendly packaging and containers

Sustainable Supply Chain

Key Activities

Shared Growth

Partner Support Programs

Programs by Business Area

Business and Operations Support

Operational and Welfare Support Required for Partner and Franchise Management

Program	Description
Shared Growth Fund	• Low-interest business loan support for small and medium-sized suppliers, partners, and franchisees
Case 6Yours Day	• Provides a forum for communication with partners to share directions for shared growth and market expansion
Commission Payback	• Refunds a portion of sales commissions on products with underperforming broadcast sales based on quarterly criteria
Early Payment for Holiday Settlements	• Early payment of merchandise and settlement payments twice a year during holiday seasons
Inspection Cost Subsidies	• MOUs with five major testing institutions • Support for testing and analysis costs for apparel, textiles, cosmetics, and household chemicals
Case 7Franchise Operation Support	• Support to enable smooth store operations for convenience store and supermarket franchisees
Insert Video Production Support	• Video production consulting and production cost support for SMEs entering the home shopping market

Case 6Yours Day

GS Retail considers shared growth with its partners to be a core pillar of its mutual growth management approach. As a representative communication program embodying this philosophy, "Yours Day" has been held annually since 2012. Named after our integrated private brand "Yours," this event embodies the value of shared growth by uniting us with our partners and customers to create happiness together. In 2025, approximately 570 attendees, including around 170 of our employees and around 400 partner representatives from GS25 and GS THE FRESH, took part in the event, sharing ideas on diverse topics such as the discovery of trend-leading products and approaches to market expansion, and reaffirming the importance of building sustainable cooperative relationships.



Case 7 Franchisee Support

Convenience Stores

Classification	Program	Description	Notes
Promotional Expenses	G-ESPA	Support for store profitability improvement activities, including commercial area and customer analysis	Financial Support
	Store Opening Promotion Support Program	Promotional support for newly opened or transferred stores	
	Sales Promotion Expense Program	Store-level support to drive sales activation	
	Incentive Program	Provision of incentives to enhance store competitiveness and profitability	
Franchise Insurance	Mandatory	Comprehensive property and cash theft insurance	Borne by head office
		Commercial general liability insurance	Borne by franchisee
	Optional	Building fire, movables, embezzlement, fire liability, and outdoor theft insurance	Borne by franchisee
		Shared Growth Support	Borne by head office
Other Welfare and Support	Franchise Awards	Awards for long-term franchisees and outstanding franchisees	Financial Support
	Natural Disaster Relief	Support for damages caused by natural disasters	
	Childbirth Gift for Franchisees	Gift support for the childbirth of the franchisee or their spouse	
	GS Hero Awards	Selection and award of franchisees, their families, or store managers who serve as exemplary role models in society	
	Family Event Support	Family event leave, condolence/celebration funds, and store operation subsidies	Non-Financial Support
	Counseling Services	Legal and labor consultation support	
	Job Platform Service	Support for the use of the Albamon brand showcase	
	Remote Management App	Support for remote store management apps such as SEMS and Mobile Store Management	
	Product Exhibitions	Introduction of new products and explanation of consumption trends	
	Franchisee Communication Channels	Operation of communication channels for convenience store franchisees	

Supermarkets

Classification	Program	Description	Notes
Ordering and Sales Promotion	Sales Activation	Discount support of up to KRW 2 million on fresh food products	Financial Support
	Cooked Food Operation Support	Support to activate in-store cooked food offerings	
	Transferred Store Sales Activation Support	Support provided when a transferred store achieves the head office's sales target in the month of closing	
Early Stabilization	Spoilage Subsidy for New/Transferred Stores	Spoilage Subsidy for fresh food at new stores to enable early stabilization and competitiveness	
Inventory Loss Support	Inventory Loss Support for POG Adjustments	Inventory Loss Support for POG N products arising during environmental upgrades and store transfers	
	Support for Slow-Moving Inventory Losses	Inventory Loss Support for products designated by the franchisor (POG OUT, etc.)	
Operational Support	Quick Commerce Delivery Support	Subsidies for quick commerce deliveries and self-deliveries	Non-Financial Support
	Family Event Support	Wedding congratulatory funds and condolence support for franchisees	
	Legal Consultation	Free legal consultation services	
	Franchisee Communication Channels	Operation of communication channels for supermarket franchisees	

Sustainable Supply Chain

Key Activities

Shared Growth

Partner Support Programs

Achievement of "Best" and "Excellent" Ratings on the Win-Win Growth Index

In 2025, GS25 and GS SHOP received "Best" and "Excellent" ratings, respectively, from the Korea Commission for Corporate Partnership (KCCP) in its Win-Win Growth Index assessment. The Win-Win Growth Index is a quantitative indicator that evaluates the level of shared growth between large enterprises and small and medium-sized enterprises in order to promote partnerships between them. Despite a challenging business environment, GS25 was highly recognized for running a wide range of mutual growth programs, including increased incentive funding to enhance franchisee profitability, an overseas training program for outstanding franchisees, and water filter cost support for stores rated highly under the hygiene grading system. GS SHOP's evaluation reflected its shared growth and productivity improvement activities for its partners, including its market access support program for SMEs, support for the founding and commercialization of social ventures and small businesses, and support for partner ESG activities.

GS SHOP Partners

To strengthen the competitiveness of its partners and build a sustainable supply chain, GS Retail has fully revamped and runs "GS SHOP Partners," an AI-based integrated system dedicated to its partners. GS SHOP Partners is a system designed to manage partners' end-to-end business processes, including contracts, product registration, sales operations, delivery, and settlement, on a single platform. By improving the UI/UX from the partners' perspective and enhancing data insights, mobile services, and AI chatbot capabilities, the system reinforces work efficiency and decision-making. Going forward, we will continue to support sustainable partner growth through data-driven management support and broader digital accessibility, while further advancing our shared growth framework grounded in mutual prosperity.



GS Hero Awards

GS Retail runs the "GS Hero Awards" to identify and honor franchisees and store managers who have demonstrated exemplary acts that serve as societal role models, including life-saving actions, fire response, and community service and volunteering. The program presents the "Role Model Award," "Exemplary Award," and "Sharing Award" to ensure that the good deeds of individual employees are reflected across local communities, sustaining a positive social impact. In July 2025, Store Manager Kang immediately performed CPR on a male customer in his 50s who had collapsed in the store with symptoms of cardiac arrest, saving a precious life. GS Retail will continue to identify cases of employees who demonstrate courageous action in moments of crisis and serve as role models for others, expanding our positive social impact through the awards program.



Store Manager Kang

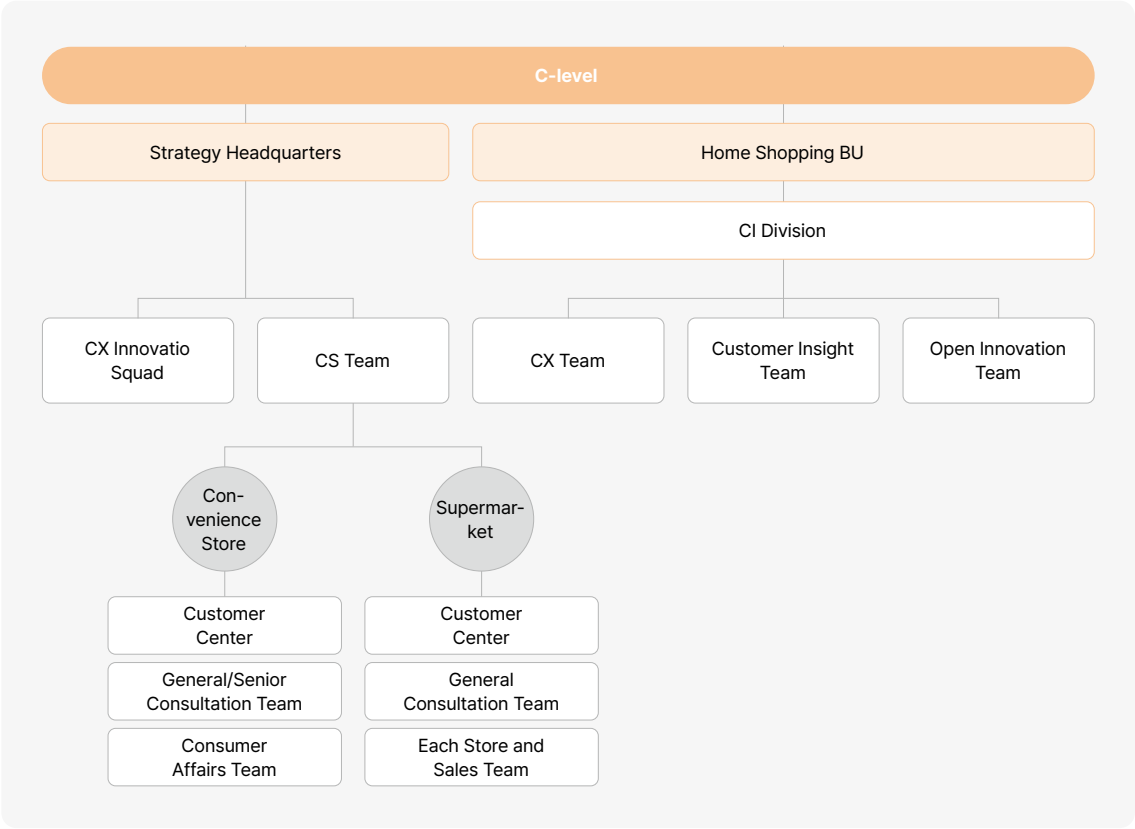
"I had learned CPR through emergency first aid videos, which enabled me to take immediate action."

Customer Satisfaction Management

Management System

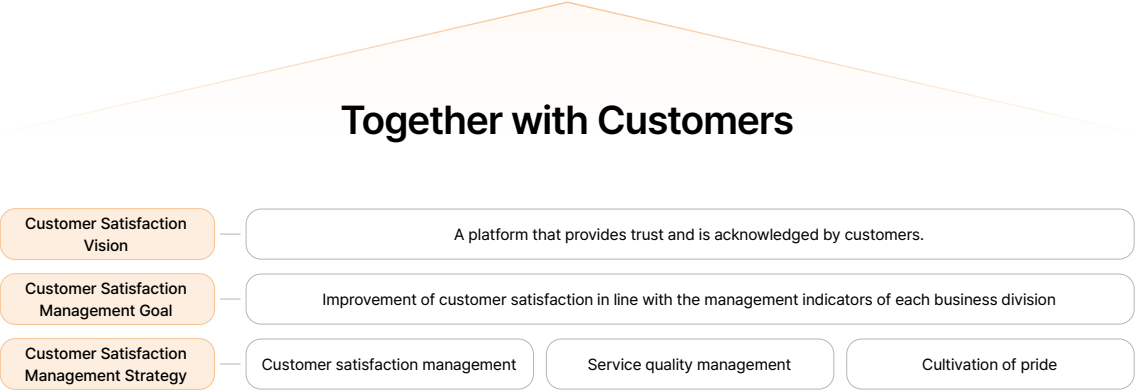
Governance

GS Retail strengthens its customer-centric management on the basis of a CRO-led framework that oversees customer satisfaction, supported by dedicated teams in each BU. In 2026, we will establish and integrate the CX Innovation Squad and the CS Team within the Strategy Headquarters to enhance customer experience management and systematically restructure our company-wide framework for improving the customer experience.



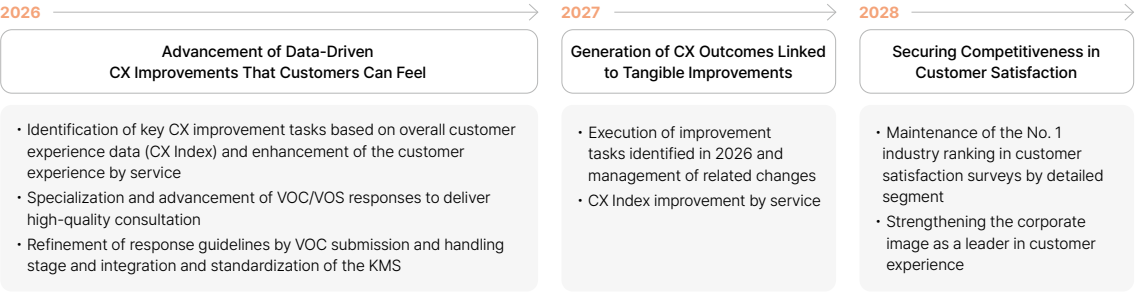
Strategic Direction

Based on the principle of "Customer First," GS Retail designs and delivers products and services from the customer's perspective and continuously identifies and carries out tasks to improve the user experience. We regularly conduct customer satisfaction surveys across our business segments and analyze VOC data collected through multiple channels to actively incorporate customer feedback into product and service quality improvements.



Mid- to Long-Term Plan

GS Retail proactively identifies key sources of inconvenience that customers may experience while using our services and systematically carries out improvement tasks. We strengthen cross-departmental collaboration, while at the same time enhancing operational convenience for franchisees, to continuously improve service quality across the entire customer experience.



Customer Satisfaction Management

Management System

Consumer Rights Protection Policy

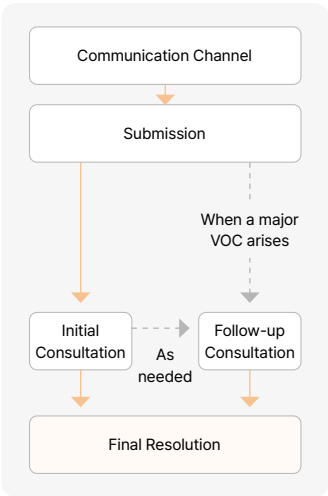
GS Retail has established a Consumer Rights Protection Policy to systematically respond to consumer rights issues that may arise across our business activities, and runs a management framework that ensures all employees can effectively carry it out.



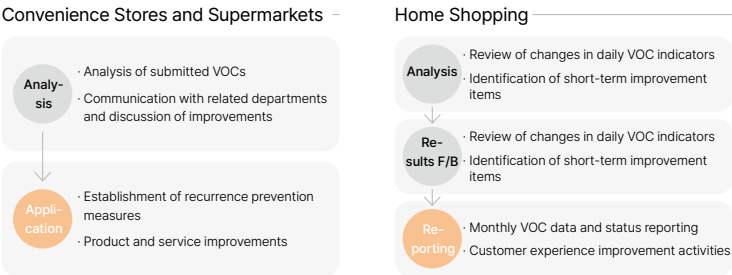
VOC-Based Customer Communication Framework

GS Retail provides tailored consultation services for VOCs received through a wide range of internal and external channels. VOCs that cannot be resolved through the initial consultation are immediately escalated to the relevant personnel and dedicated organization in line with internal criteria, enabling prompt follow-up. We also address customer inconveniences quickly through VOC management processes that reflect the characteristics of each BU and protect consumer rights through systematic damage and dispute resolution procedures. In 2025, we established a Gen-AI-based "VOC Insight Dashboard" to enable employees in the Convenience Store and Supermarket BU to rapidly identify customer feedback. Through this tool, key issues derived from VOC analysis are shared across the team and directly reflected in customer experience improvement activities. The Home Shopping BU runs a Real VOC consultative body to manage the full process from VOC submission to resolution, identifying potential issues in advance and responding proactively.

VOC Management Process



Communication Channels	
Classification	Description
Customer Chatbot	A customer chatbot available at all times on the Our Neighborhood GS app
Our Neighborhood GS	One-on-one inquiries through the Our Neighborhood GS app
Customer Center	Customer centers tailored to each BU ¹⁾
Website	A submission channel on the official GS Retail website



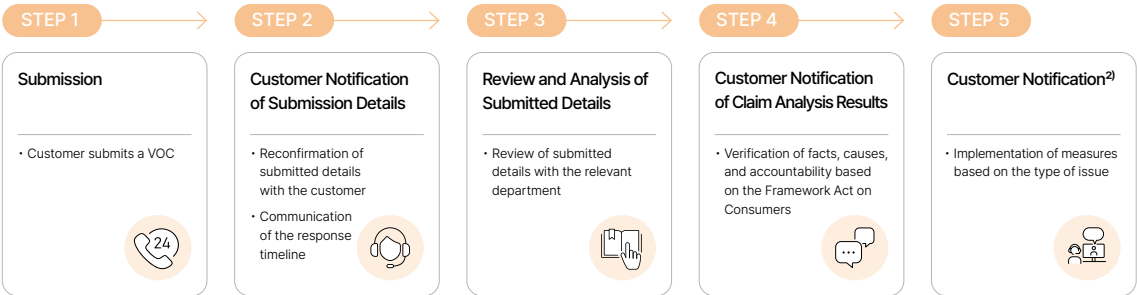
1) Convenience Store/Supermarket: dedicated CS consultants, CS Team, and related departments. Home Shopping: Consumer Affairs Team, CX Team, and related departments.

VOC Effectiveness Evaluation

GS Retail actively gathers customer feedback on its products and services and systematically links such feedback to the identification of risks to consumer rights and the development of mitigation measures. Based on VOC data and defective product return data, we classify risk types, including quality defects, safety, and service complaints, and rate the risk level by frequency and impact, applying mitigation measures through immediate response or designated improvement tasks. We also periodically assess the effectiveness of mitigation activities by comparing and analyzing changes in quality data before and after the actions.

	Case 1. Lookin's Hair Styler	Case 2. Tatu Grimo Hair Ampoule
Risk Identification	Concentration of VOCs regarding power button defects and usability complaints → identified as a quality defect risk	VOCs regarding bursting and leakage caused by content expansion under high-temperature use → identified as a safety risk
Risk Assessment	Defect rate of 2.6%	Defect rate of 0.37%
Mitigation Measures	Redesign of the power button structure and production of an instructional video on operation	Strengthening of sealing through temperature control during the tube sealing process and inclusion of storage precaution leaflets
Effectiveness Evaluation	Defect rate reduced from 2.6% to 1.5% (▼1.1%p)	Defect rate reduced from 0.37% to 0.24% (▼0.15%p)

Consumer Remedy Response Procedure



2) When GS Retail's responsibility is confirmed, compensation measures are taken in accordance with the BU's standards. When our responsibility cannot be confirmed, we strive to resolve consumer disputes promptly through means such as persuasion.

Customer Satisfaction Management

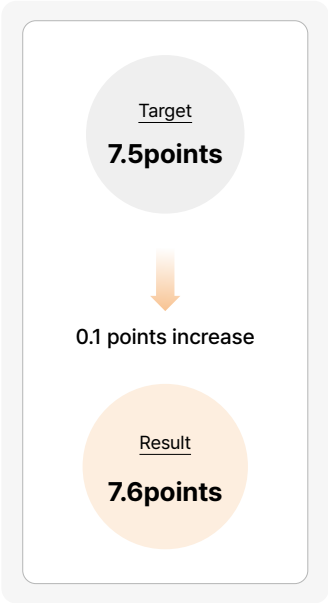
Key Activities

Achieving Customer Satisfaction

Satisfaction Surveys

GS Retail has built a customer-centric quality management system and pursues sustainable growth and customer satisfaction through innovation across our business activities. We conduct systematic satisfaction surveys of customers who submit VOCs to address key sources of inconvenience and deliver differentiated customer experiences. In 2025, customer satisfaction in the Convenience Store segment reached 7.6 points, exceeding the target of 7.5 points by 0.1 points. Going forward, we plan to separate the Convenience Store and Supermarket segments and manage customer satisfaction in line with the characteristics of each channel. The Convenience Store segment promptly gathers customer feedback by conducting CSP¹⁾ surveys and collecting customer reviews from purchasing customers. In 2025, we conducted monitoring surveys at offline stores twice a year and identified deficiencies and carried out improvements through on-site visits by the sales team. The Supermarket segment conducts CS monitoring twice a year per store using professional evaluation personnel, while the Home Shopping segment will identify improvement tasks through advanced customer satisfaction surveys and focus on product differentiation, order process improvements, and enhanced delivery accuracy.

Satisfaction Survey Results (As of 2025)



1) CSP: Customer Satisfaction and Preference Survey (Connected Service Platform)
2) FGI: Focus Group Interview, a small group interview

Satisfaction Survey Evaluation by Segment

GS25 Convenience Stores	Our Neighborhood GS Store Reviews	Customer service satisfaction evaluation for general purchasing customers
	Online Survey, FGI	Online surveys and surveys on usage patterns of the convenience store/supermarket channels
	Mobile Survey ²⁾	Reviews collected through the Our Neighborhood GS app
GS THE FRESH Supermarkets	CS Monitoring Evaluation	Store-level CS service quality evaluations conducted by professional evaluation personnel
	Mobile Survey	Surveys conducted through the Our Neighborhood GS app
	Online Survey	Online satisfaction surveys of customers purchasing GS Retail and competitor products
GS SHOP Home Shopping	FGI	Direct collection of customer feedback (quality, delivery, customer center, etc.)
	Customer Survey	Internal customer surveys by issue for service improvement and new product development

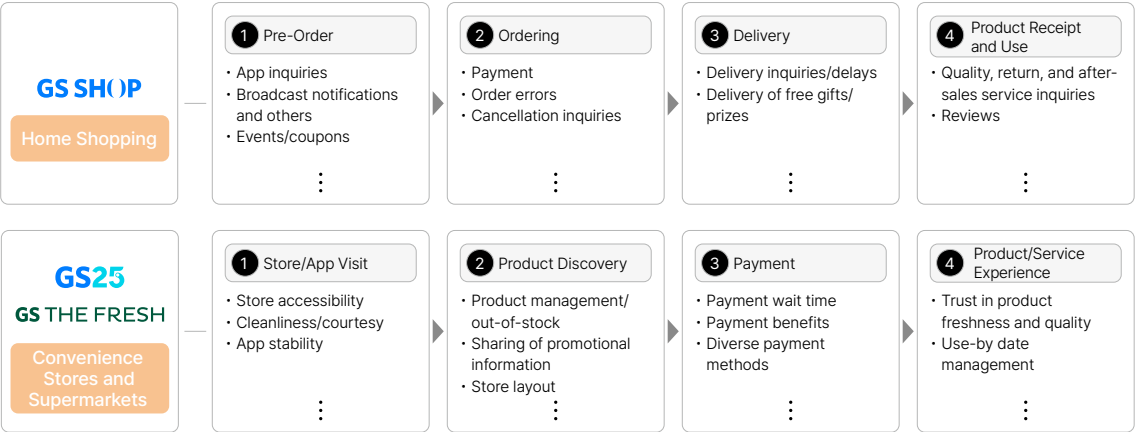
Our Neighborhood GS Store Reviews

The Convenience Store segment introduced a review system for actual purchasing customers within the Our Neighborhood GS app as part of its customer panel survey. Starting in the third quarter of 2025, we expanded the audience for the collected customer reviews from franchisees to customers, broadening the scope of customer feedback sharing and achieving an approximately 162.1% increase in the daily average number of reviews.

Customer Journey Map

GS Retail systematically manages the customer journey across each business area to enhance customer satisfaction. The Home Shopping segment has built a framework that delivers clear information and efficient service operations across the entire customer experience, while the Convenience Store and Supermarket segments collect and apply customer feedback throughout the journey, from store and Our Neighborhood GS app visits to product discovery, payment, and product or service use, in order to continuously improve the customer experience.

Customer Journey Map by Segment



Customer Satisfaction Management

Key Activities

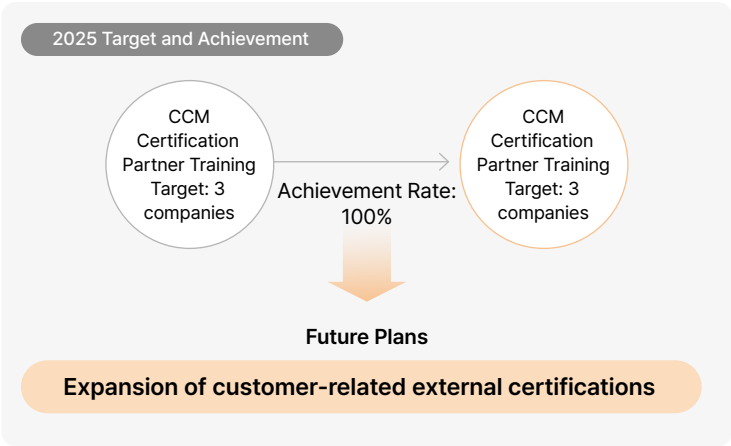
Achieving Customer Satisfaction

CCM Certification

GS Retail has obtained CCM (Consumer Centered Management) certification and continues to advance its consumer satisfaction management system by managing customer-related strategies systematically through a CCO-led framework and a dedicated secretariat. In 2025, we provided CCM training programs for three partner companies to enhance their understanding of customer-centric management and strengthen their customer service capabilities. Going forward, we plan to deliver CCM certification consulting to two more partner companies, further enhancing the customer service competitiveness of small and medium-sized partners. By building a CCM value chain in which customers, partners, and the company create value together, we will broaden the foundation for sustainable shared growth.



CCM Achievements and Plans



Key Achievements

Our Neighborhood GS

GS Retail continues to strengthen customer convenience and benefits through the "Our Neighborhood GS" app, the core channel of its O4O (Online for Offline) strategy. Following the app's launch in October 2022 and ongoing service enhancements, monthly active users (MAU) reached an all-time high of 4.31 million in November 2025. The app offers a wide range of customer-engagement features, including QR payment, automatic point accumulation, product inventory search and pick-up services, and "My Refrigerator," and pick-up services and end-of-day discount features have rapidly expanded in line with value-conscious consumption trends in a high-inflation environment. Going forward, we will continue to develop the app into a lifestyle platform that seamlessly connects every aspect of the convenience store experience, from payment to shopping and benefits, further enhancing customer satisfaction.



GS ALL Membership

GS Retail has restructured its previous integrated membership program and runs the "GS ALL Membership," which unifies the membership and point accumulation systems of GS25, GS THE FRESH, and GS SHOP. We will continue to build an integrated environment in which customers can use multiple retail channels through a single membership and to expand customer data-driven services and benefits, thereby strengthening the customer-centric experience.



Awards by Business Area

	GS25	GS THE FRESH	GS SHOP
Korean Service Quality Index (KS-SQI)	Convenience Store Segment No. 1 for 13 consecutive years (22 times in total)	Large Supermarket Segment No. 1 for 10 consecutive years (11 times in total)	Home Shopping Segment No. 1 for 4 consecutive years (12 times in total)
Other Awards	· KS-PBI · KMAC · KCSI · NCSI · NBCI	· KMAC · KCSI · KSQI · KNPS	· KSQI

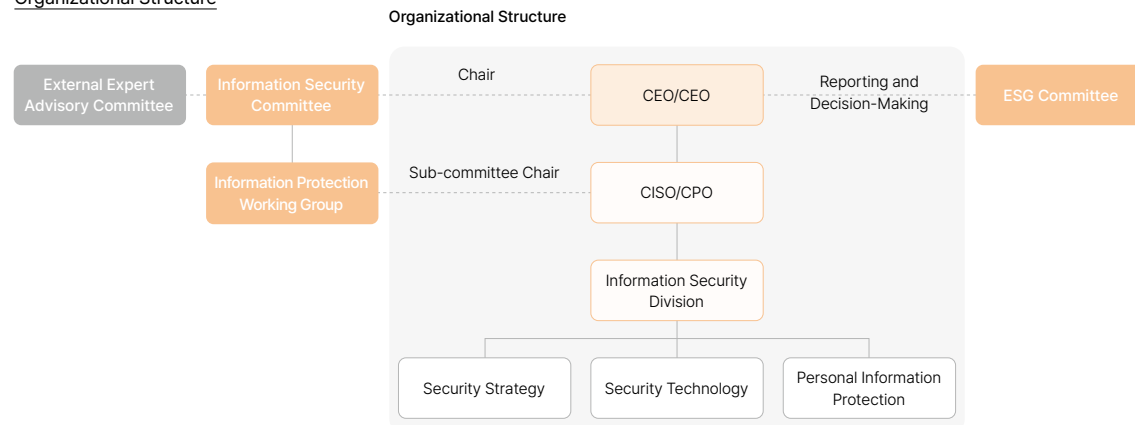
Data Security and Information Protection

Management System

Governance

To strengthen the independence and specialization of information security, GS Retail has elevated the former Information Security Office to the Information Security Division and placed it directly under the CEO, reinforcing its information security governance framework. The Chief Information Security Officer (CISO) and the Chief Privacy Officer (CPO) oversee company-wide information security and personal information protection, and the former Information Security Team has been restructured into three specialized teams: the Security Strategy and Operations Team, the Security Technology Team, and the Personal Information Protection Team. Functional expertise has been further enhanced by establishing security audit and monitoring functions within the Internal Audit Team to reinforce internal control and oversight.

Organizational Structure

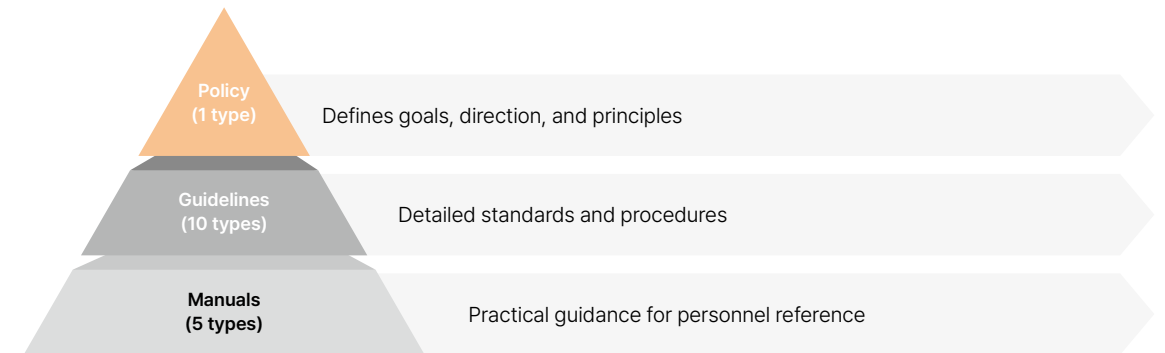


Information Protection Policy

Drawing on its information protection policies, internal guidelines, and manuals, GS Retail has established and systematically applies activity standards covering personal information protection and overall information security. These policies and guidelines are shared via the internal bulletin board, and changes to relevant laws, including the Personal Information Protection Act, are regularly reviewed and reflected in policy enactments and amendments. In 2025, we revised the Daily Security Guideline and newly established the Connected Information Protection Operations Guideline under the Network Act. We also publish the "Easy-to-Understand Privacy Policy" on our website, transparently disclosing our policies and management approaches for protecting customer personal information.

[Easy-to-Understand Privacy Policy](#) [Information Security Policy](#)

Information Protection Policies, Guidelines, and Manuals



ISMS-P Certification

To ensure the reliability of its information protection and personal information protection management system, GS Retail has obtained ISMS-P certification and validates its compliance through annual post-certification audits. On this basis, we continuously identify and mitigate risks across managerial, technical, and physical domains.



Scope of Certification	GS Retail Online Services
Validity Period	June 18, 2025 to June 17, 2028

GS Retail runs a company-wide Risk Management Council to systematically manage major risks. The Committee is convened in the event of an information breach, including the leakage of personal information, sensitive information, or unique identification information, or external hacking. Incident response is handled by the Personal Information Protection and Information Security units within the Privacy/Security Subcommittee.

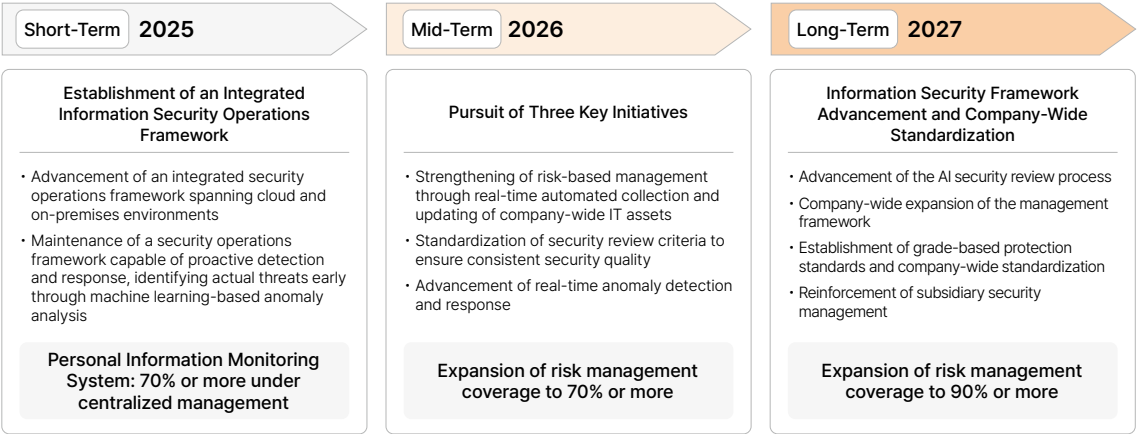


Data Security and Information Protection

Management System

Mid-to-Long-Term Plan

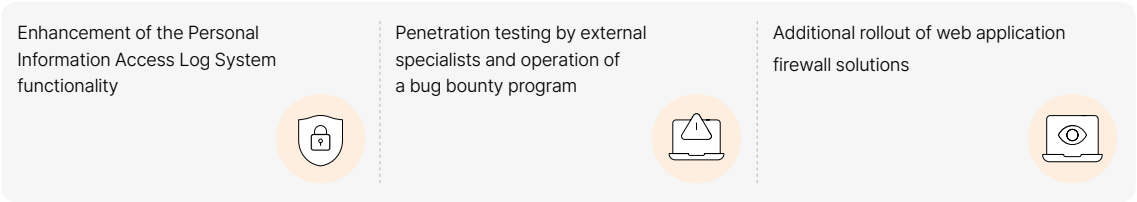
GS Retail has put in place a mid-to-long-term information security execution plan and runs an information security management framework that proactively addresses potential threats through multi-layered defense-based security solutions and effective preventive activities. Going forward, we will continue to advance our framework in response to the evolving security environment.



Information Protection Investment

GS Retail recognizes personal information protection and information security as critical matters of management and continues to allocate a defined portion of its information technology investment to information protection in line with mid-to-long-term targets. We carried out investments at a level consistent with these mid-to-long-term targets in 2025, and our related investment activities are transparently disclosed under the Information Protection Disclosure System.

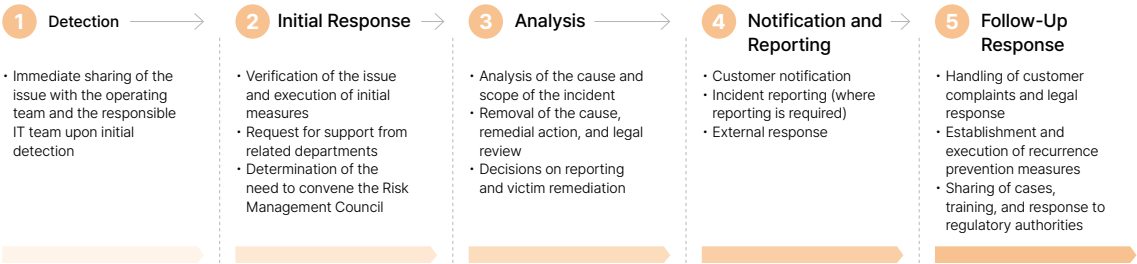
2025 Information Protection Investment Areas



Personal Information Breach Response Process

In the first half of 2025, GS Retail confirmed circumstances indicating that certain customer personal information had been exposed via unauthorized login attempts that used account credentials believed to have been leaked from third-party services. As soon as the issue was identified, we blocked the unauthorized access, notified the relevant authorities, and rapidly implemented customer protection measures. GS Retail treats this incident as a critical matter directly affecting customer trust and manage a RACI-based responsibility structure to respond effectively to personal information leaks and breach incidents. RACI, which stands for Responsible, Accountable, Consulted, and Informed, defines the roles and authorities of each relevant department in clear terms during a security incident. Upon the occurrence of an incident, the response level is set by comprehensively assessing factors such as the scale of the leak, whether sensitive information is involved, and whether the incident stems from an external attack. Relevant departments and the Crisis Response Committee then act swiftly in accordance with predefined roles. We also conducted a comprehensive reassessment of our enterprise security framework and raised our level of personal information protection through preventive measures, such as introducing additional authentication procedures and strengthening the detection and monitoring of abnormal access. GS Retail will continue to regard the protection of customer information as our top priority and steadily strengthen an environment in which customers can use our services with confidence.

Personal Information Leakage and Exposure Response Steps



Data Security and Information Protection

Management System

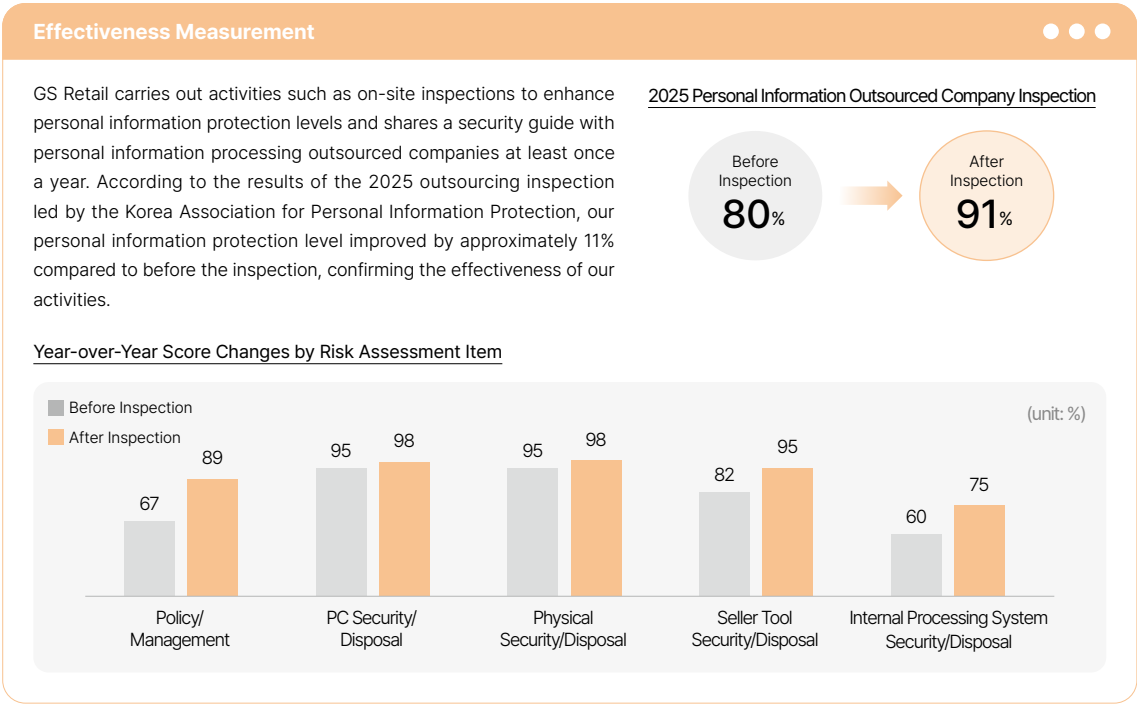
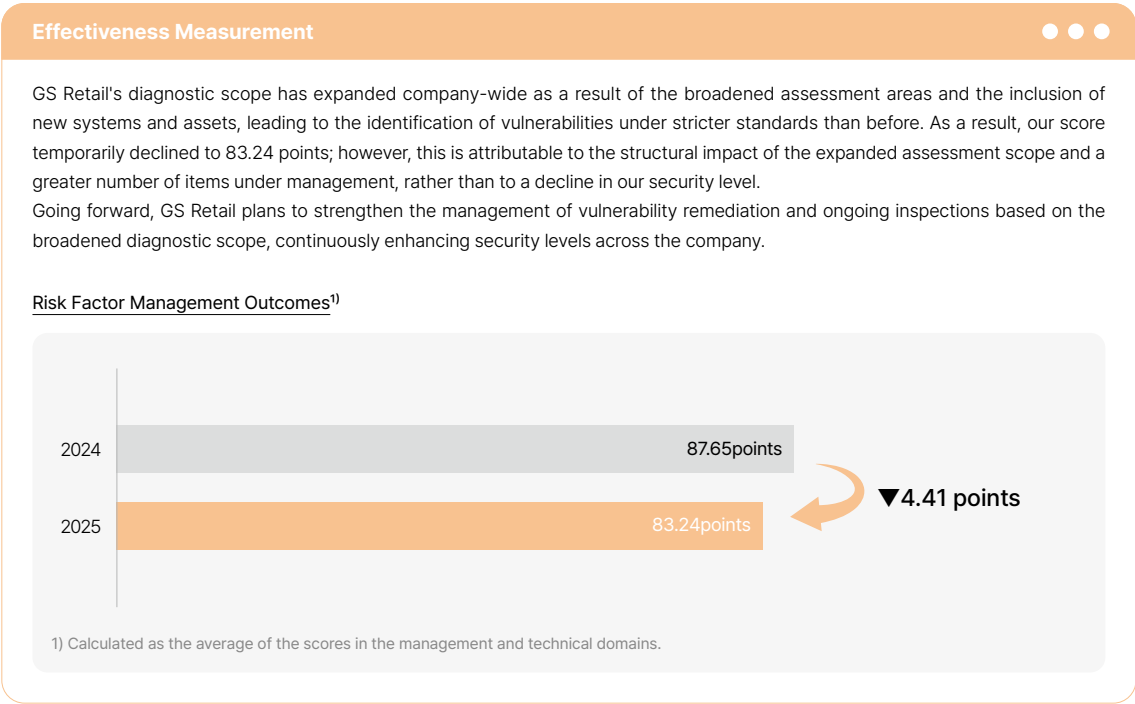
Information Security Risk Management

Company-Wide Risk Identification and Management

GS Retail regularly conducts risk identification activities across infrastructure, web, mobile, and other areas to systematically manage its information protection level. Identified risks are addressed immediately, and items requiring further action are subject to remediation within a defined timeframe. We also continuously monitor whether improvements have been carried out, and we systematically assess their effectiveness by comparing and analyzing information protection levels before and after each action.

Risk Identification and Management for Outsourced Companies

GS Retail systematically manages online mall sellers (outsourced companies) to ensure their compliance with personal information protection laws and regulations. We provide sellers with a Personal Information Protection Measures Guide and identify risk factors through on-site inspections. For shortcomings identified during inspections, we recommend improvements and provide a remediation period of up to two weeks. We then verify the implementation of improvements and assess effectiveness by comparing and analyzing personal information protection levels before and after the actions.



Data Security and Information Protection

Key Activities

Information Protection Training

GS Retail conducts regular personal information protection training for all employees and provides specialized training tailored to specific job functions for relevant employees. We also periodically evaluate the effectiveness of company-wide common training programs through assessments.

2025 Information Protection Training

Training Name	Frequency
Company-Wide Common Training (Personal Information Protection Training)	Once a year
Advanced Personal Information Protection Training for Key Employees	Twice a year
Location Information Protection Training for Location Information Handlers	Once a year
Connected Information Protection Training for Connected Information Handlers	Once a year
Information Protection Training for New and Experienced Hires	Ongoing
Information Protection Day Event: Information Protection Quiz Competition	Once a year

Information Protection Training

In 2025, GS Retail regularly conducted phishing email response trainings covering both service security and information security perspectives, continuously strengthening employees' security awareness and response capabilities to safeguard our information assets from external threats.

2025 Information Protection Drills

Drill Name	Timing	Participants
First-Half Breach Response Simulation	June	Employees
Second-Half Breach Response Simulation	November	Employees

Information Protection Awareness Campaigns

GS Retail produces and distributes tailored internal communications materials by job type to enhance employees' awareness of personal information protection. In 2025, we issued and distributed materials covering precautions when sending promotional emails, principles of personal information protection during prize events, and security rules for developers and operators. We also place personal information protection and information security guidance materials in major employee traffic areas on a quarterly basis to elevate security awareness in daily operations.

Service Security Review

GS Retail has put in place development security guidelines and manuals to manage personal information protection and information security for newly introduced or modified services, and runs a development security process based on these guidelines. Security requirements are defined through a criticality assessment at the service planning stage and reflected in each phase of the project. Prior to service launch, we conduct comprehensive security inspections, including personal information lifecycle management, development and application security, source code and infrastructure checks, and web and app vulnerability assessments, and apply remediation measures for identified vulnerabilities. For projects that handle large volumes of personal information, we conduct a privacy impact assessment through an impact assessment institution designated by the Personal Information Protection Commission.

2025 Privacy Impact Assessments

Project Name	Impact Assessment Institution
Establishment of an Integrated HR System	Daejin Information & Communication
Withnet Structural Improvement Project (Partner System)	

Information Protection Quiz Competition

GS Retail held an Information Protection Quiz Competition to assess employees' information protection capabilities and elevate security awareness. Conducted online, the competition drew 239 employees in total, with 32 information protection questions used to comprehensively evaluate employees' understanding. Through these activities, we will assess the effectiveness of our security training and awareness programs and actively reflect the findings in future training improvements.

Information Protection Quiz Competition

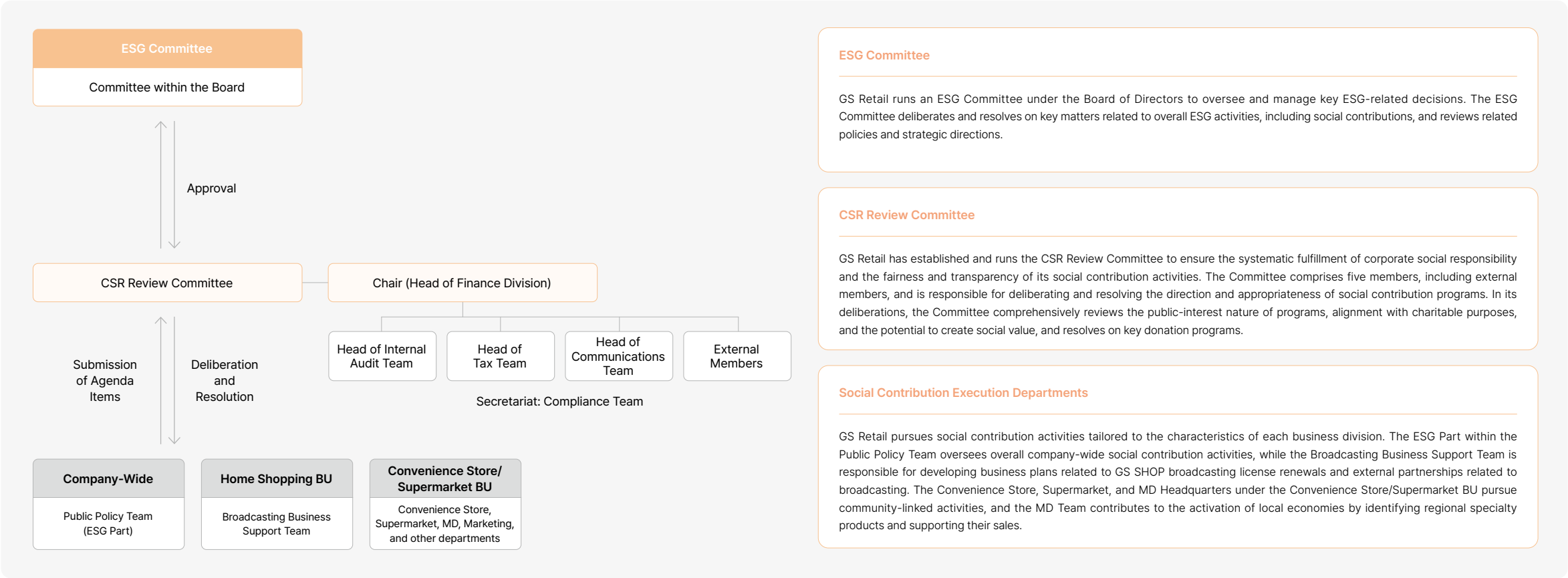
Training Content	Description	
Topic	GS Retail Online Information Protection Quiz Competition	
Number of Participants	239	
Number of Quiz Questions	32	
Overall Assessment	Correct Answer Rate	53.48%
	Incorrect Answer Rate	46.52%

Local Community

Management System

Governance

GS Retail comprehensively reviews the charitable and public-interest nature of its social contribution programs through the CSR Review Committee, which deliberates and resolves on these matters. The ESG Committee within the Board of Directors receives reports on the outcomes and plans of the social contribution programs deliberated and resolved by the CSR Review Committee, and exercises approval, management, and oversight roles over key initiatives. The Food Team, MD Support Team, ESG Part, and Broadcasting Business Support Team form dedicated organizations that participate in decision-making and execution across our social contribution activities. For the procurement of regional specialty products, we apply the activation of local economies and product quality as key review criteria.



Local Community

Management System

Goals and Plans

GS Retail has established and systematically applies a mid-to-long-term target for sustainable shared growth with local communities.

	Short-term2026	Mid-term2027	Long-term2028
Core Goal	Joint efforts to address local community issues	Expansion of community-engaged contribution activities	Spreading social value together with local communities
Local Economy Activation	- Proactively carry out social contribution projects addressing local community issues - Expand emergency relief efforts in response to disasters and calamities - Run more than 250 stores under the Shared Prosperity Platform	- Identify community-based social contribution activities - Expand the number of beneficiaries of community social contribution by over 10%	- Sustain community-based social contribution activities through GS-Nanumi - Discover community value through collaboration with the government - Increase the number of community social contribution beneficiaries by 15% or more compared to 2025
Local Community Support	- Discover at least 6 community-linked travel products each year - Source and manage at least 20 local agricultural and fishery raw and processed products each year	Expand indirect support by leveraging promotional effects through TV-linked sales of regional tourism products and local specialty processed foods	Continue providing support across six areas for the local economy, including traditional markets, SMEs, tourism and experiences, agricultural, fishery and livestock products, startups, and local governments

Performance Against Targets

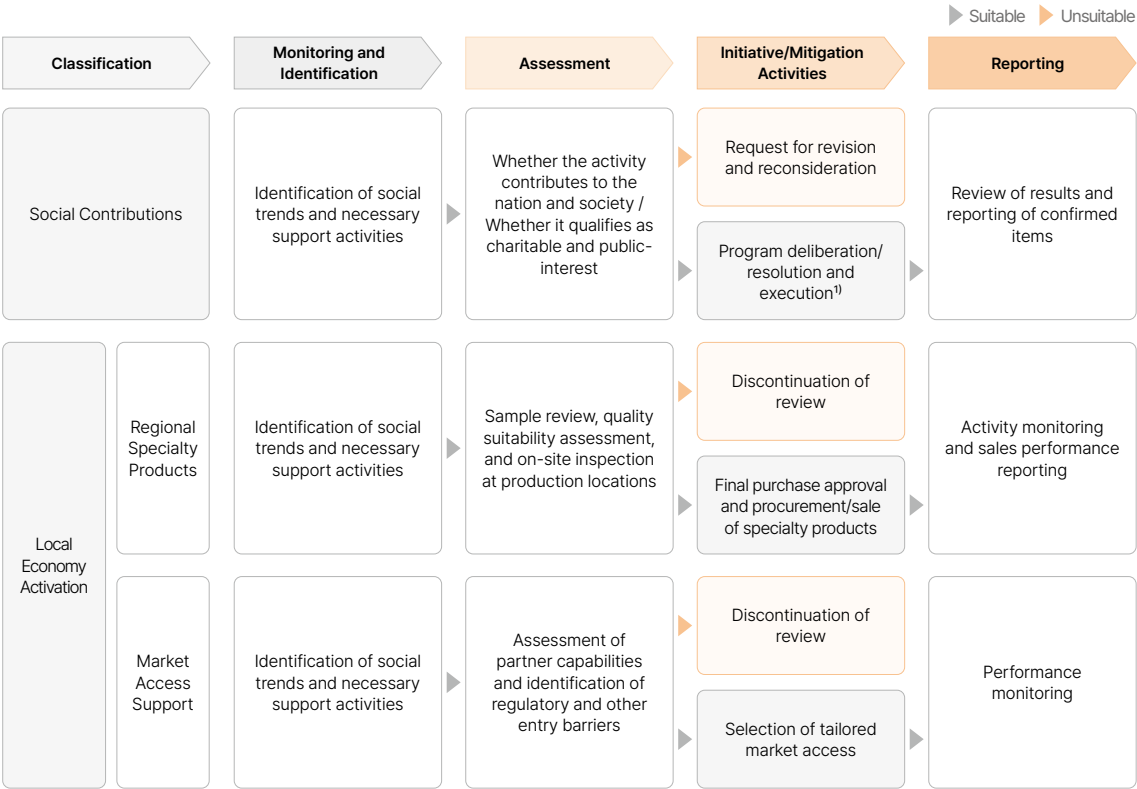
GS Retail reviews key indicators and performance annually to systematically manage the outcomes of its community contribution activities.

Classification	2025 Plan	2025 Performance
Operation of the Shared Prosperity Platform	- Shared Prosperity Platform launch target: 40 stores - Shared Prosperity Platform store operations: 220 or more	- Shared Prosperity Platform launch: 52 stores - Shared Prosperity Platform store operations: 244
Local Community Market Access Support	- New SMEs and small business owners: 15 companies - Products linked to regional agricultural, livestock, and fisheries products: 10 launches	- New SMEs and small business owners: 15 companies completed - Products linked to regional agricultural, livestock, and fisheries products: 15 products completed

Management Process

GS Retail runs its social contribution programs and local economy activation initiatives based on clear standards and procedures, pursuing both higher customer satisfaction and sustainable shared growth with local communities.

The decision to proceed with social contribution programs is made after a comprehensive review of the charitable and public-interest nature of the program, with prior approval from the ESG Committee required for donations of KRW 300 million or more. In sourcing regional specialty products, we conduct rigorous quality inspections and, where necessary, on-site checks at production locations to ensure product safety and quality. To support the growth of SME partners, we expand market access based on our internal management processes.



1) All social contribution programs are pursued through deliberation and resolution by the CSR Review Committee. Programs with annual execution amounts of KRW 300 million or more are pursued only after approval by the ESG Committee.

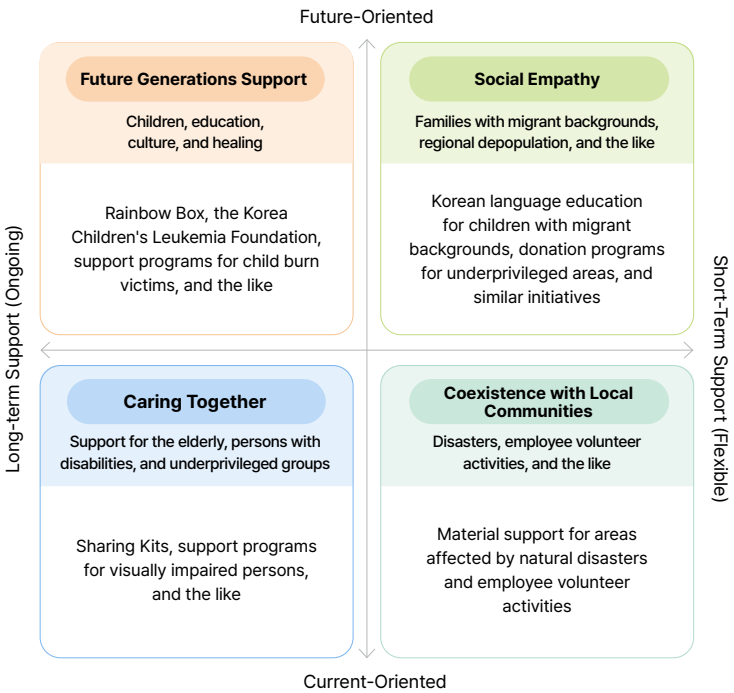
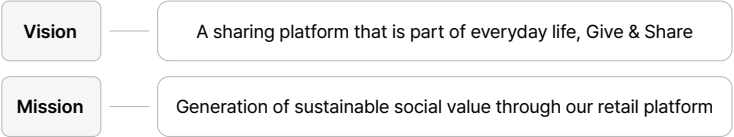
Local Community

Management System

Strategic Direction

GS Retail strives to realize a sustainable society by fulfilling its corporate social responsibility. Under our social contribution vision strategy of being "a sharing platform that is part of everyday life," we have organized our execution direction into four areas, advancing diverse social contribution activities under the themes of Future Generations, Social Empathy, Caring Together, and Coexistence with Local Communities. Starting in 2025, we have been expanding our beneficiary-centered social contribution activities to ensure that meaningful assistance reaches those who need it most.

Beneficiary-Centered Social Contribution Strategy



Local Community

Key Activities

Social Contribution Activities

Future Generations Support

Upcycling Friends Campaign

GS Retail runs the "Saving the Earth with Eco-Friendly Actions" campaign, in which items donated by employees and customers are upcycled into environmental education kits and delivered to underprivileged children. In 2025, a total of 3,790 participants donated 172,404 items, and environmental education materials were delivered to 523 children. The campaign produced an environmental impact equivalent to planting approximately 3,756 pine trees.

Eco Creator

In partnership with the Korea Green Foundation, GS Retail supports environmental video production by adolescents and the general public and carries out ESG activities in the video and media content space through diverse programs, including mentoring and expert lectures. From 2020 to date, we have provided approximately KRW 2.3 billion in support, fostering 562 eco creators, and have advanced AI-based environmental content production and environmental awareness activities through a variety of channels. We also provide educational materials to 17 metropolitan and provincial offices of education across the country, supporting the use of these videos in experiential and educational programs.

Eco-Social Impact

To foster social ventures in the sustainable eco-manufacturing sector, GS Retail identifies start-up teams and runs tailored growth support programs for each phase of commercialization. From 2018 to date, we have provided approximately KRW 1.96 billion in support to 84 start-ups under five years old, offering entrepreneurship training, prototype development funding, and mentoring by our employees and external experts. These efforts have contributed to helping small eco-manufacturers establish their brand identity, expand market access, and broaden their product line-ups. We also pursue distribution channel development together with our partners through inter-company collaboration, networking, product review sessions, and our GS Retail-linked incubation program.

Donated Items

Cumulative Performance
(2021-2025)



359,552 items

Reduced Carbon Emissions

Cumulative Performance
(2021-2025)



64 tCO₂e



Eco Creators Trained

Cumulative Performance
(2020-2025)



562 individuals

Environmental Videos Supported

Cumulative Performance
(2020-2025)



211 productions



Beneficiary Companies

Cumulative Performance
(2018-2025)



84 companies

New Product Launches

Cumulative Performance
(2018-2025)



377 products



Caring Together

Emergency Disaster Relief

GS Retail provides emergency disaster relief activities for residents in areas affected by natural disasters. We continue to deliver daily essentials and other support when disasters occur, and in 2025 we provided assistance to victims affected by the December 29 aircraft tragedy, the wildfires in Gyeongbuk, the floods in Gwangju and Jeonnam, and the drought in Gangneung.

Our Neighborhood Fire Station

Leveraging the 24/7 nature of convenience stores, GS Retail runs GS25 stores nationwide as community-focused safety hubs in everyday life. Based on a memorandum of understanding (MOU) with the National Fire Agency, we have placed fire extinguishers and other early-stage fire response equipment in stores across the country, serving as community-level safety infrastructure that supports early response in the event of a fire.

In addition, we have installed and operate automated external defibrillators (AEDs) at selected key stores, and provide an AED location search function through the "Our Neighborhood GS" app, supporting rapid community response in emergencies such as cardiac arrest.

Winter Care Kits for Underprivileged Households

In December 2025, in partnership with Neotrans, the operator of the Shinbundang Line, GS Retail rolled out a social contribution program providing winter care kits to approximately 300 underprivileged households in the Seongnam, Suwon, and Yongin areas. The kits were delivered as donations through the Gyeonggi-do branch of the Community Chest of Korea, and on the eve of the program, we held the "Happiness Sharing Mini Concert" at the Pangyo Station Sunken Plaza for local commuters, sharing the meaning of giving with the community. We will continue to expand our community-based social contribution activities through partnerships with public infrastructure operators.

Local Community

Key Activities

Social Contribution Activities

Social Empathy

Happiness Truck

Since 2024, GS Retail has run the "Happiness Truck" program, directly visiting areas with limited access to food and daily essentials due to population decline, aging, and inadequate living infrastructure to deliver needed items. In 2024, we visited Jindo in Jeonnam and Cheongju in Chungbuk, donating goods worth approximately KRW 10 million in each region, and in 2025, we provided meal kits and daily necessities to 200 senior households in Goesan, Chungbuk.

Heart-Together Fund

The "Heart-Together Fund" is a program that provides fresh food and fruit to support balanced meals for underprivileged children. Since 2016, it has been run as a matching grant program in which employees and the company contribute together, helping to foster a culture of giving within the company. In partnership with regional children's centers, GS Retail provides stable meal support to children from low-income households and those using nighttime care services, fostering their healthy development.

Rainbow Box

"Rainbow Box," a children's cultural and emotional support program now in its 21st year, provides emotional support and cultural and artistic experiences for children through music. The program supports the discovery of children's talents and broadens their cultural experiences, providing educational and cultural opportunities and various growth opportunities to a cumulative total of 755 centers and approximately 13,120 underprivileged children through 2025, helping to bridge gaps in education and culture.

Coexistence with Local Communities

GS Nanumi

Since 2007, GS Retail has run "GS Nanumi," an employee volunteer corps that brings together the CEO, employees, and franchisees to continuously carry out community sharing activities. Under the goal of fostering shared growth with local communities, the GS Nanumi volunteer corps engages in a wide range of volunteer initiatives, including environmental clean-ups, services at welfare facilities, meal support, and recreational activities. In 2025, a total of 2,128 participants from 28 volunteer teams ran a variety of programs and delivered tangible support to underprivileged groups and welfare organizations across local communities.

Storybook Recording

GS Retail has run the "Dampuk" audiobook program since 2024 to support children from migrant-background families in understanding Korean culture and developing language and Korean literacy skills. Through this program, employees and their families personally record storybooks, allowing children to learn through easy-to-follow audio content while supporting language acquisition and emotional stability. In 2025, 39 employees and family members took part in recording a total of 14 storybooks, which were delivered to 35 facilities serving children with migrant backgrounds, supporting use by approximately 994 children.

Office Donation Campaign

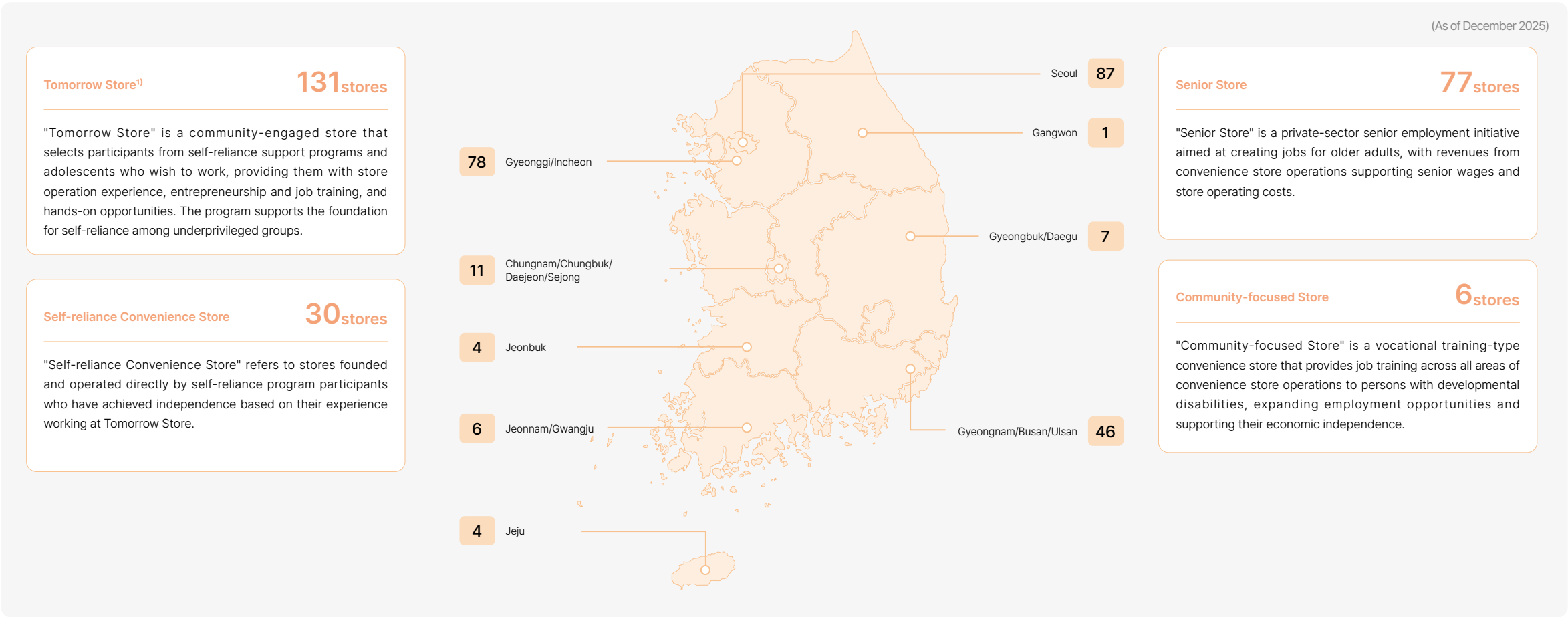
As part of the "Upcycling Friends Campaign," we run an employee office donation campaign twice a year at GS Tower and GS Gangseo N Tower. This is a participatory social contribution initiative through which employees donate items they no longer use, contributing to resource circulation and environmental protection. In 2025, 136 employees took part and donated 930 items, which were then used in upcycling activities and donation programs, contributing to resource recycling and environmental protection.

Local Community

Key Activities

Social Contribution Activities

GS Retail has built a sustainable cooperation model that supports the self-reliance of socially vulnerable groups based on its "Shared Prosperity Platform" program, fulfilling its corporate social contribution role and responsibility. We also plan to continue expanding the scope of the platform through partnerships with local governments and public institutions, generating stable revenue while realizing social value at the same time.



Local Community

Management System

Strategic Direction

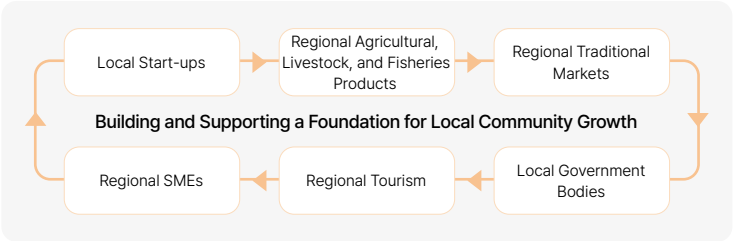
Local Community Engagement Policy

GS Retail has established a Local Community Engagement Policy and is building a foundation for shared growth with local communities through a wide range of market access support initiatives that leverage the characteristics of the retail industry.



Strategic Direction

GS Retail has put in place strategies linked to a wide range of stakeholders to activate local economies and lay the foundation for growth, and is advancing them in a systematic manner.



Key Performances

Performance Against Targets

GS Retail uses TV commercials and broadcast channels to support local promising SMEs in launching products and expanding market access, continuously monitoring its progress against targets and plans to manage the effectiveness of its initiatives.

2025	Plan	Launch of more than 50 products linked to local and outstanding SMEs and small business owners per year
	Performance	A total of 55 linked products launched

Key Activities

Community Cooperation Activities

Local Start-ups

To advance innovation in the retail industry, GS Retail has run the open innovation program "The GS Challenge Future Retail" since 2023 in collaboration with the Seoul Centers for Creative Economy and Innovation. In 2025, we selected seven start-ups, applying core digital transformation technologies on a pilot basis to retail operations, including AI-based hyper-personalized marketing, the production of AI-powered short-form and 3D videos, and data-driven decision-making automation. Over the past three years, we have collaborated with a cumulative total of 18 start-ups, validating the applicability of the technologies and their business impact in areas such as store operations efficiency and the advancement of digital marketing. GS Retail will continue to enhance innovation capabilities across the retail business through open collaboration with start-ups.



Local SMEs

GS Retail runs a wide range of market access expansion programs to support the growth and market entry of local SMEs, including broadcast-linked sales and overseas export support. Through these programs, we help SMEs secure new distribution channels and strengthen their market competitiveness.

Developmental Disability Adolescent Workplace

GS Retail continues its community shared growth activities through its partnership with "Purme Social Farm," a smart farm that supports the self-reliance of adolescents with developmental disabilities. We have been purchasing tomatoes and supporting market access since 2021, with cumulative purchases reaching 382 tons as of 2025. Procurement volumes have grown compared to the early stages of the partnership through the expansion of sales channels and stronger product competitiveness, helping to support job creation for persons with disabilities and the establishment of a stable income foundation. We also continue to support the farm site and engage with the community through employee volunteer activities, working to build a virtuous cycle in the community that connects production, distribution, and self-reliance.



Local Community

Key Activities

Community Cooperation Activities

Local Agricultural, Livestock, and Fisheries Products

GS Retail actively procures regional specialty products, including vegetables, fruit, livestock, and seafood, contributing to the activation of local economies and continuously expanding market access so that diverse consumers can easily reach these regional specialties.

In 2025, we expanded direct trade with key production regions such as Chungcheongnam-do, Jeollanam-do, and Jeju, increasing GS THE FRESH's procurement value of regional specialty products by approximately 10% year-on-year. We also conducted a KRW 5 billion advance payment to support stable distribution operations for the apple-producing region of Cheongsong, Gyeongbuk.

Key Procured Items

Vegetables		Lettuce, perilla leaves, chives, sweet potatoes, green onions, etc.
Fruit		Watermelons, apples, pears, plums, figs, mandarins, etc.
Livestock		Hanwoo beef, pork, eggs, duck, etc.
Seafood		Abalone, blue crab, dried yellow corvina, laver, hairtail, etc.
Processed Daily Goods		Private brand (PB) products, etc.

Case Co:Fishing Village Project

In partnership with the Ministry of Oceans and Fisheries and the Korea Fisheries Resources Agency, GS Retail runs the "Co:Fishing Village Project," a shared growth model in which fishing village communities and corporations grow together. The project aims to support stable income generation for local fishery workers and to strengthen the distribution competitiveness of domestic seafood.

In particular, we are leveraging GS THE FRESH's nationwide distribution network to expand market access for high-quality domestic seafood, including freshwater eel, and have introduced an advance pre-order sales system on the Our Neighborhood GS app, simultaneously enhancing consumer convenience and accessibility. Through this, we are reinforcing a distribution structure that directly connects producers and consumers and providing fresh seafood at more reasonable prices. GS Retail plans to gradually expand the scope of its partnerships, further strengthening the foundation for sustainable shared growth with fishing village communities.



Local Government Authorities

GS Retail participates in the "Hometown Love Donation" program to spread a healthy culture of giving and to invigorate local communities. Through the dedicated mobile application "Our Neighborhood GS" customers can donate to their hometown or to the local government of their choice, and each local government uses these donations as a source of funding for resident welfare and community development. Through this initiative, we expand the foundation for shared growth with local communities and contribute to the activation of local economies.

Local Tourism

To activate local tourism, in 2025 GS Retail developed travel products centered on major domestic destinations including Jeju, Ulleungdo, Yeosu, Yeonggwang, Damyang, Jangheung, Gangneung, and Yangyang, and sold them through TV home shopping. TV home shopping serves not only as a sales channel but also as a promotional channel that introduces local tourist destinations to consumers. We have also developed a wide range of travel courses in collaboration with local agricultural cooperatives and traditional markets, including festivals, food experiences, hands-on programs, and market visits, contributing to the activation of local economies.

11 Years of Partnership with the Jeollanam-do Centers for Creative Economy and Innovation

GS SHOP has continued its partnership with the Jeollanam-do Centers for Creative Economy and Innovation since 2015, building a community-based shared growth model. Over the course of approximately 11 years of collaboration through 2025, the partnership has generated total economic outcomes of approximately KRW 83.6 billion, including approximately KRW 13.6 billion in travel product sales and approximately KRW 70 billion in sales of outstanding products from Jeollanam-do enterprises. We have also developed approximately 70 travel products in partnership with 13 local governments in Jeollanam-do, identifying around 100 outstanding Jeollanam-do products in collaboration with more than 2,000 enterprises and introducing them through home shopping broadcasts.

Governance

Board of Directors	92
Shareholders	95
Ethics and Compliance Management	96
Risk Management	100

Board of Directors

Composition of the Board

Composition of the Board

The GS Retail Board of Directors is composed of seven members, including two Executive Directors, four Independent Directors, and one Non-Executive Director. This composition reflects operational efficiency as well as the rationality and fairness of decision-making. The composition of Independent Directors meets the requirement under the Commercial Act and other relevant laws that they constitute a majority of the total number of directors, and the Board includes individuals with expertise and experience in management, finance, accounting, IT, and other fields. The Board deliberates, resolves, and exercises oversight over the basic management policies and key business execution matters of the Company in accordance with applicable laws, the Articles of Incorporation, and the Board Regulations. Through this, we seek to strengthen our Board-led responsible management system and to build a stable management foundation. The Board also oversees five committees: the Audit Committee, the Independent Director Nomination Committee, the Internal Transaction Committee, the ESG Committee, and the Compensation Committee. By performing specialized review functions, each committee further enhances the expertise and operational efficiency of the Board.

Composition of the Board

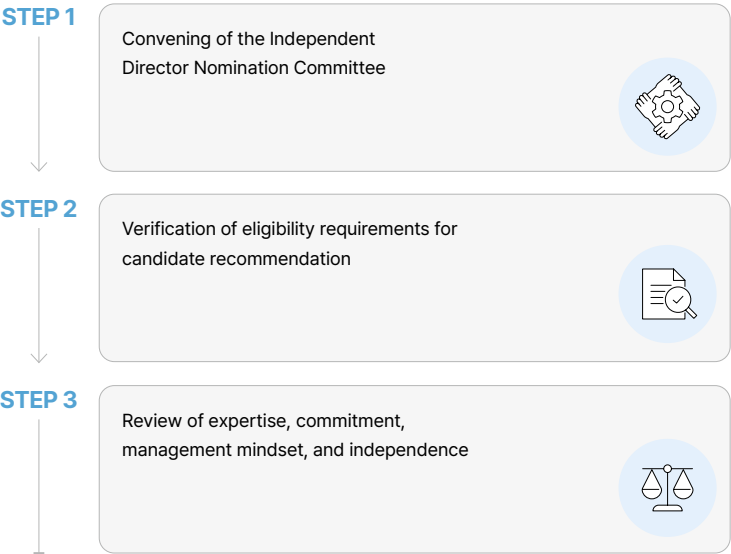
(As of March 2026)

Classification	Name	Term	Area	Key Career	Gender	Position on the Board / Committees
Executive Directors	Suh-hong Hur	March 20, 2025 – March 19, 2028	Overall company management	Former: Head of the Management Strategy Service Unit, GS Retail Co., Ltd. Current: CEO, GS Retail Co., Ltd.	Male	-
	Jin-seok Oh	March 21, 2024 – March 20, 2027	Platform business management	Former: Head of the Platform BU, GS Retail Co., Ltd. Current: Head of the Platform SU, GS Retail Co., Ltd.	Male	• Member of the Compensation Committee
Non-Executive Director	Soon-ki Hong	March 21, 2024 – March 20, 2027	Group affiliate coordination	Former: CFO, GS Co., Ltd. Current: CEO, GS Co., Ltd.	Male	• Member of the ESG Committee
Independent Directors	Sung-rak Lee	March 20, 2025 – March 19, 2028	Finance/Management	Former: Deputy President, Shinhan Bank Co., Ltd. Current: Chair of the Board of Directors, GS Retail Co., Ltd.	Male	• Chair of the Board • Member of the Audit Committee • Member of the Internal Transaction Committee • Member of the Independent Director Nomination Committee
	Yun-jin Yoon	March 20, 2025 – March 19, 2028	IT/Risk Management	Former: Non-Executive Director, Korea Authority of Land & Infrastructure Safety Current: Professor, Department of Civil and Environmental Engineering, KAIST	Female	• Chair of the Compensation Committee • Member of the Audit Committee • Member of the Internal Transaction Committee • Member of the ESG Committee
	Sang-kyu Lee	March 19, 2026 – March 18, 2029	Management/ Distribution	Former: Head of Korea Sales Headquarters and President, LG Electronics Inc. Current: Chair Professor, Sookmyung Women's University	Male	• Chair of the Internal Transaction Committee • Chair of the ESG Committee • Member of the Independent Director Nomination Committee
	Dong-hyun Ahn	March 19, 2026 – March 18, 2029	Accounting/Finance	Former: Chair, Financial Development Council Current: Professor, School of Economics, Seoul National University	Male	• Chair of the Audit Committee • Chair of the Independent Director Nomination Committee • Member of the Compensation Committee • Member of the ESG Committee

Appointment of Independent Directors

GS Retail applies a fair and transparent process to appoint Independent Directors who can contribute to the Company's sustainable growth and the enhancement of corporate value. We conduct preliminary interviews and reference checks on candidates and prioritize verifying that they meet the qualification requirements under relevant laws, including the Commercial Act and the Public Service Ethics Act. The Independent Director Nomination Committee then comprehensively reviews each candidate's expertise, management mindset, commitment, and independence, and determines the final candidates to be submitted to the General Meeting of Shareholders, taking into account the diversity of Board composition, changes in the management environment, and the role expected of newly appointed Independent Directors. Each director's term is three years, and reappointment is subject to approval at the General Meeting of Shareholders upon the expiration of the term. We also limit the consecutive service of Independent Directors at the same company to a maximum of six years to ensure the independence of the Board.

Appointment Process



Board of Directors

Composition of the Board

Board Expertise and Diversity

GS Retail continuously strives to strengthen the expertise and diversity of its Board of Directors. Key business units, including convenience stores, supermarkets, home shopping, and new businesses, are overseen by experienced executives who serve as Executive Directors, enabling business expertise and industry insight to be reflected directly in the Board's decision-making process. Independent Directors, who bring expertise across diverse areas such as management, accounting, finance, and new businesses, contribute to strengthening the Board's capabilities and expertise.

In addition, when forming its Board, GS Retail excludes any discrimination based on gender, age, political or religious leanings, or cultural background, balancing diversity and expertise. We have appointed female Independent Directors since July 2021, and Independent Director Yun-jin Yoon was newly appointed at the 54th Annual General Meeting of Shareholders.

Board Independence

To strengthen the Board's independence and the soundness of corporate governance, GS Retail has appointed an Independent Director (Independent Director Sung-rak Lee) as Chair of the Board. By electing Independent Directors as the Chair of every Board committee, we have established an Independent Director-led operating framework. Independent Directors currently account for approximately 57.1% of the Board, and we have established and run the Independent Director Nomination Committee, composed entirely of Independent Directors, to ensure the transparent and independent appointment of Independent Directors.

Board Skill Matrix

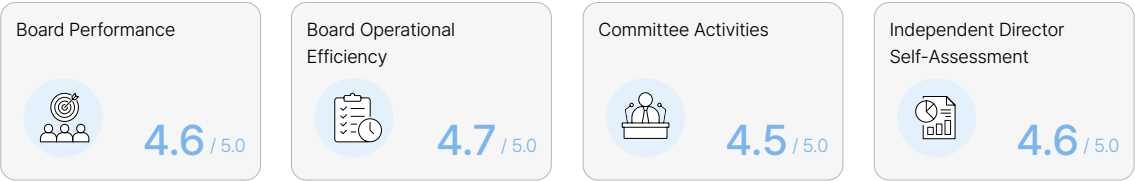
Classification		Management & Leadership	Distribution-Related Industries	Accounting & Financial Reporting	Finance	IT	Risk Management & ESG	Independence
Executive Directors	Suh-hong Hur	●	●				●	
	Jin-seok Oh	●			●		●	
Non-Executive Director	Soon-ki Hong	●		●			●	
Independent Directors	Sung-rak Lee	●			●		●	●
	Yun-jin Yoon					●	●	●
	Sang-kyu Lee	●	●				●	●
	Dong-hyun Ahn			●	●		●	●

Evaluation and Remuneration of the Board

Evaluation Process

GS Retail conducts a Board evaluation once each fiscal year to enhance the efficiency of Board operations and to identify improvement items. All Board members carry out a self-assessment of the Board-related framework and operational level, and a separate self-assessment is also conducted exclusively for the Independent Directors to support transparent and fair Independent Director-led Board operations. The results of the Board and Independent Director evaluations are reported to the Board and disclosed through this report and the Company's website. Improvement items derived from the evaluation results are actively reflected in subsequent Board operations to advance more sophisticated and effective Board management.

2025 Board Evaluation Results



Compensation Standards

Pursuant to Article 388 of the Commercial Act, GS Retail receives approval for the maximum aggregate remuneration of directors at the General Meeting of Shareholders, and pays remuneration within the approved limit, taking into consideration responsibilities, risks, and time commitment associated with directors' duties, including the strengthening of ESG implementation.

The remuneration of Executive Directors is determined within the maximum aggregate remuneration of directors approved at the General Meeting of Shareholders, taking into account the executive HR management regulations and considering each executive's role, contribution, and expertise. Performance-based bonuses are determined based on quantitative indicators such as revenue and operating profit, and qualitative assessments of financial and non-financial performance target achievement and leadership, with the final payment level determined in light of the overall management environment. Independent Director remuneration is determined by considering the scope of duties, expertise, internal and external management conditions, and remuneration levels in peer companies.

2025 General Meeting of Shareholders Approved Amount and Remuneration Paid

Classification		Notes
Number of Directors	7 Directors	Executive Directors / Non-Executive Director / Independent Directors (including Audit Committee members)
Approved Amount at General Meeting of Shareholders	KRW 5,000 million	Approved at the 2025 Annual General Meeting of Shareholders
Total Remuneration	KRW 2,058 million ¹⁾	Including remuneration paid to Independent Directors who left office mid-term and were newly appointed
Average Remuneration per Director	KRW 294 million	

1) Pursuant to Article 388 of the Commercial Act and Article 39 of the Articles of Incorporation, the Company pays directors' retirement income in accordance with the Executive Retirement Allowance Regulations. Retirement income is not included in the maximum aggregate remuneration of directors approved at the General Meeting of Shareholders.

Board of Directors

Committees Under the Board

Committee Operations

GS Retail runs a total of five specialized committees under the Board. To ensure the independence and elevate the expertise of committee operations, all committees are chaired by Independent Directors. The Audit Committee, the Independent Director Nomination Committee, and the Internal Transaction Committee are composed entirely of Independent Directors, ensuring fairness and transparency. All committees consist of three or more directors, and the majority of members in each committee are designated as Independent Directors, safeguarding the independence and objectivity of the committees. Resolutions made by the committees are reported to the Board, and where necessary, the Board reconsiders such resolutions to enhance the consistency of decision-making. For key matters that have been deliberated in depth at the committees, separate additional reporting procedures are also conducted at the Board level. However, to safeguard the independence of the Audit Committee, resolutions made by the Audit Committee are excluded from Board reconsideration.

(As of March 2026)

Committee	Members	Role
Audit Committee	• Ahn Dong-hyun, Independent Director (Chair) • Lee Sung-rak, Independent Director • Yoon Yun-jin, Independent Director	• Management and oversight of major matters such as accounting and finance, reporting on the operational status of the internal accounting control system, and approval of the assessment report on the internal accounting control system • Approval of the auditor's evaluation report on internal monitoring mechanisms
Independent Director Nomination Committee	• Ahn Dong-hyun, Independent Director (Chair) • Lee Sung-rak, Independent Director • Lee Sang-kyu, Independent Director	• Enhancement of the independence and transparency of the appointment of Independent Directors through the review and recommendation of Independent Director candidates
Internal Transaction Committee	• Lee Sang-kyu, Independent Director (Chair) • Lee Sung-rak, Independent Director • Yoon Yun-jin, Independent Director	• Prior review of transactions of a certain scale or larger with specially related persons, or transactions of a certain scale or larger conducted for the benefit of specially related persons, as defined under the Monopoly Regulation and Fair Trade Act, the Commercial Act, and other relevant laws • Prior review of transactions between the Company and its directors
ESG Committee	• Lee Sang-kyu, Independent Director (Chair) • Yoon Yun-jin, Independent Director • Ahn Dong-hyun, Independent Director • Hong Soon-ki, Non-Executive Director	• Determination and approval of the Company's ESG-related work plans, as delegated by the Board, and management, oversight, evaluation, and review of E, S, and G activities • Management of and decision-making on environmental, social, and governance activities, and minimization of the Company's potential risks
Compensation Committee	• Yoon Yun-jin, Independent Director (Chair) • Ahn Dong-hyun, Independent Director • Oh Jin-seok, Executive Director	• Review of matters related to the maximum aggregate remuneration of registered directors, the determination of base annual salary under the executive HR management regulations, and other compensation-related matters

Board Meetings

The GS Retail Board holds eight regular Board meetings per year and convenes special Board meetings on an as-needed basis to discuss key issues. Approval of agenda items requires the attendance of a majority of all directors and the affirmative vote of a majority of the directors present. However, for specific agenda items defined under relevant laws, including Article 398 of the Commercial Act (Transactions Between Directors and the Company), approval requires the affirmative vote of at least two-thirds of the directors present. Through balanced and reasonable decision-making that takes environmental (E), social (S), and governance (G) factors into account, the Board contributes to sustainable value creation, and faithfully exercises its management and oversight functions over key business activities to enhance the soundness of the Company's management.

Classification	2023	2024	2025
Number of Meetings Held	8	12	12
Items Reviewed/Reported	23/31	34/30	37/34
Average Attendance Rate	100%	98.8%	94%

Strengthening Board Capabilities

To realize Board-led management based on the active participation of Board members, GS Retail shares the full Board meeting schedule for the following year in advance at the end of each year, supporting Board members in planning their participation. In addition, prior to every Board meeting, key information on all agenda items is provided to all directors in advance, ensuring in-depth deliberation grounded in a thorough understanding of each item by Board members. Through this, we seek to drive more reasonable and accountable decision-making. GS Retail also actively supports Board members' participation in internal and external training programs to enhance their expertise and deepen their understanding of the Company's businesses. In particular, for major and new business areas, separate reports are organized in addition to the Board reporting items required by regulations, supporting Board members in continuously strengthening their professional insights into the businesses the Company runs.

Period	Description
March	Reporting on the Status of Overseas Businesses
April	Reporting on the Business Status of GS Retail Co., Ltd.
July	The 11th ACI Seminar
November	2025 Center for Good Corporate Governance Webinar
December	Audit Committee School Continuing Education

Shareholders

Enhancement of Shareholder Value

Shareholder Composition

As of the end of December 2025, the total number of issued shares of GS Retail stands at 83,607,415 common shares. We apply a single-class voting structure under the principle of one share, one vote. The ownership status of major shareholders, specially related persons, and shareholders owning 5% or more of our shares is also disclosed transparently.

(As of December 31, 2025)

Classification	Shareholder	Number of Shares Held	Ownership (%)	Notes
Shareholders Owning 5% or More	GS Co., Ltd.	49,009,387	58.62	-
	National Pension Service	6,874,258	8.22	Including entrusted management shares
Treasury Stock	GS Retail Co., Ltd.	41,825	0.05	-
Shareholders Owning 1% or More	Korean Air Lines Co., Ltd.	2,025,380	2.42	-
	NORGES BANK	1,369,876	1.64	
	Trustone Asset Management	1,135,986	1.36	
Other Shareholders	-	23,150,703	27.69	Shareholders holding less than 1%
Total		83,607,415	100	-



Shareholder-Friendly Programs

In line with the Commercial Act and relevant laws, GS Retail actively safeguards equal voting rights and the rights and interests of shareholders. Through diverse IR activities, including conferences and Non-Deal Roadshows (NDRs), as well as our public disclosures, we provide all shareholders with the necessary information in a timely manner and in a form that is easy to understand.

Enhancement of the Convenience of Shareholders' Voting Rights

- Adoption of the electronic voting system through Board resolution (December 2020)
- Solicitation of voting rights by proxy from all shareholders
- Voting rights can be exercised equally without any physical constraints



Appointment of a Director Responsible for Shareholder Communications

- Appointment of a director responsible for shareholder communications through Board resolution
- Enhancement of governance soundness and investor confidence through more active communication with shareholders and stakeholders



Enhanced Communication with Shareholders and Information Accessibility

- Disclosure of quarterly preliminary operating results through the Financial Supervisory Service's DART system and our official website
- Non-Deal Roadshows for domestic and overseas investors, participation in conferences hosted by securities firms, and IR meetings with domestic and overseas institutional investors



Other

- Adoption of a shareholder recommendation system for the appointment of Independent Directors
- Inclusion in the Articles of Incorporation of the maximum consecutive tenure of Independent Directors and the notice period for convening Board meetings
- Public disclosure of the Board and committee regulations, and establishment of the Code of Ethics for executives and employees and the Corporate Governance Charter
- Disclosure of any gaps between our corporate governance and the Best Practice Code



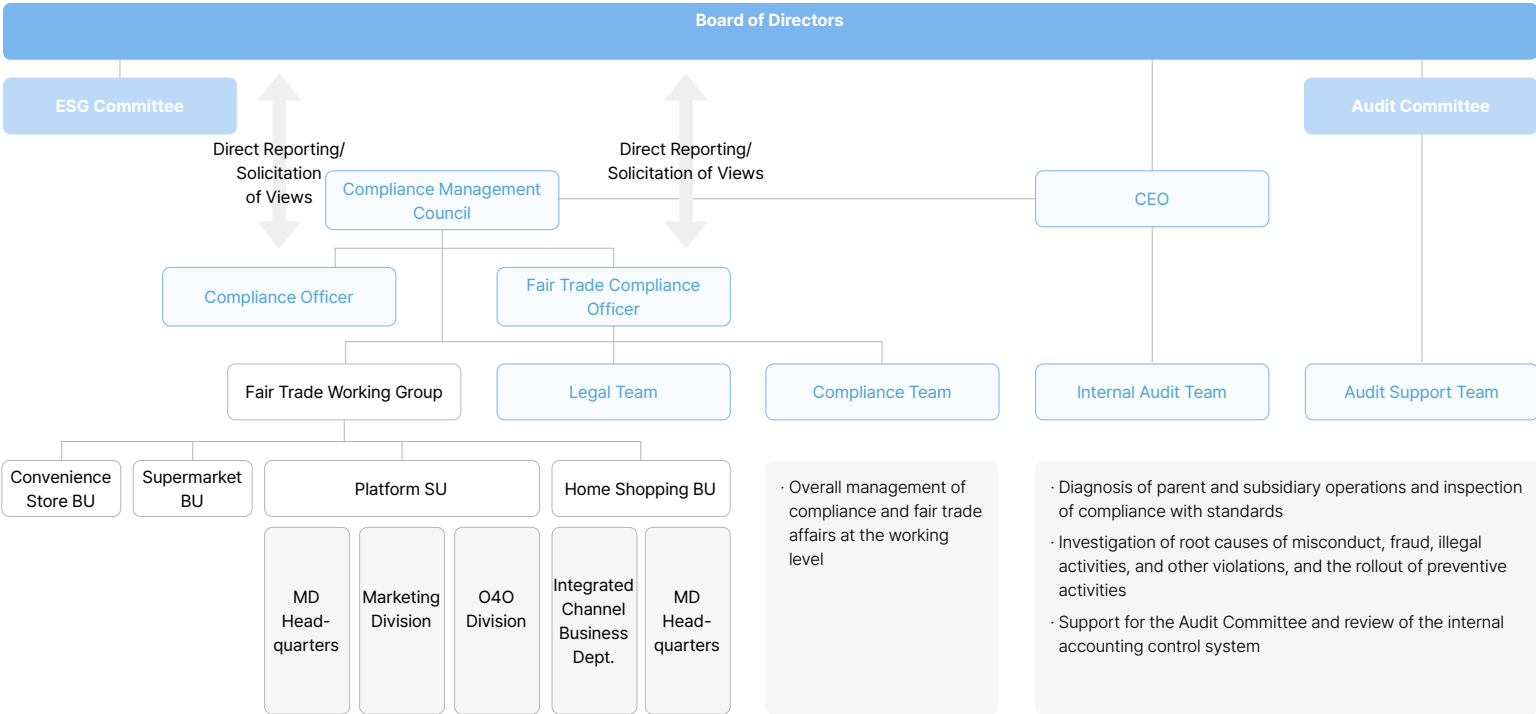
Ethics and Compliance Management

Management System

Governance

As the highest decision-making body, the Board of Directors deliberates on and oversees key compliance management matters through the ESG Committee and the Audit Committee. The Compliance Officer and the Compliance Team support the operation of the company-wide compliance framework, reinforcing internal control functions across the organization. The Compliance Management Council, chaired by the CEO, comprises 13 members of senior management and convenes on a regular basis to review compliance vulnerabilities, the outcomes of system enhancements, and forward plans. The results of the Compliance Program (CP) operations and compliance review findings are submitted as agenda items to the Board, enabling the systematic management of company-wide compliance risks.

Through working-level councils for each organization, we have strengthened pre-consultation and field-focused compliance oversight, while the Internal Audit Team, reporting directly to the CEO, and the Audit Support Team, reporting directly to the Audit Committee, are run independently to ensure the objectivity of internal controls. We also reflect compliance-related items in leader evaluations to reinforce compliance management practices across the organization, and we periodically review the operational effectiveness of the compliance system, continuously promoting the establishment of a virtuous cycle and the embedding of a compliance culture.



Linkage to Compensation

GS Retail incorporates an integrity management item, weighted at 5%, within leaders' Key Performance Indicators (KPIs) and links it to compensation, advancing the internalization of compliance across the organization.

Oversight Items

In 2025, GS Retail discussed two reporting agenda items at ESG Committee meetings, covering the results of compliance reviews and plans, as well as the performance and plans of the Compliance Program.

Date	Agenda
March 5, 2025	[Reporting Items] - Reporting on the results of the second-half 2024 compliance review and the 2025 plan - Reporting on the performance of the Compliance Program in the second half of 2024
August 7, 2025	[Reporting Items] - Reporting on the results of the first-half 2025 compliance review - Reporting on the performance of the Compliance Program in the first half of 2025

Compliance Management Council and Subcommittee Working Groups

The Compliance Management Council is a body in which the Compliance Officer and the Fair Trade Compliance Officer regularly report compliance-related issues to senior management. Working-level councils are organized by major sub-committee under the Council, holding consultations at least once a month on issues with high compliance risk. In 2025, in the area of fair trade and regulatory response, the councils discussed the observance of standards for alcohol advertising and marketing, the establishment of guidelines for sharing the costs of promotional events, improvements to GIP¹⁾ services, enhancements to the new product evidentiary process for the implementation of consent decree items, and improvements to operational processes for product categories not handled by home shopping. We continue to identify field-driven issues and share information on amendments to relevant laws and regulatory trends through ongoing communication channels with related departments.

1) GIP: GS Insight Platform

Ethics and Compliance Management

Management System

Strategic Goals and Plans

Securing Legitimacy	Laying the groundwork for social legitimacy regarding the Company's reason for being
Enhancing Competitiveness	Enhancing the long-term competitiveness of the Company and the nation
Resolving Friction and Conflict	Resolving friction and conflict among employees by providing the proper foundation for behavior

Under the management philosophy of "Dreaming of tomorrow with our customers and creating new value in life," GS Retail respects a free and fair market economy and pursues mutual benefit with all stakeholders on the basis of trust and cooperation. To enable all employees to apply the Code of Ethics as a benchmark for proper conduct and judgment, we run an Ethics Committee Secretariat composed of the CEO and a dedicated ethics management team, which establishes related programs and the framework for training and dissemination. Externally, we obtain Integrity Management Practice Pledges from stakeholders that do business with the Company, ensuring that they understand the content and encouraging their active engagement.

Goals and Direction

Classification	Description
Identification and Assessment of Legal Risks	- Regular activities for the identification and assessment of legal risks - Initiatives to enhance the accessibility and utility of the risk identification matrix
Vulnerability Inspections	- Vulnerability inspections through fair trade audits - Selection of focused inspection items for vulnerabilities on a regular basis
Program Enhancement and Establishment of Standards	- Revision of the Fair Trade Compliance Program regulations - Improvement of the home shopping contract management framework - Establishment of product operation standards to drive operational efficiency in home shopping product and system management
Compliance Training and Internalization	- Production of visualized content based on compliance cases - Enhanced effectiveness measurement of compliance awareness initiatives - Diversification of compliance campaigns to expand company-wide employee participation

Ethics Management Guidelines

To put ethics management into practice, the Company runs the "Code of Ethics and Practice Guidelines," the "Commentary on the Code of Ethics and Practice Guidelines," and the "Integrity Regulations." The "Code of Ethics and Practice Guidelines" sets out the standards for proper conduct and judgment that employees must observe, and the "Commentary" provides detailed explanations to facilitate practical application. The "Integrity Regulations" were enacted to ensure compliance with the Improper Solicitation and Graft Act, defining clear standards of conduct for matters such as the receipt of money or entertainment, congratulatory and condolence funds, and honoraria for external lectures.

 [Code of Ethics and Practice Guidelines](#)

Detailed Practice Guidelines

To support the fair performance of duties by employees, the Company defines nine categories as unethical conduct, including the receipt of gratuities from stakeholders, improper equity participation, illegal use of corporate assets, pursuit of personal gain through one's role, document and figure manipulation and false reporting, and sexual harassment and workplace harassment. We run and publicly disclose detailed practice guidelines accordingly.

 [Detailed Practice Guidelines](#)

Fair Trade Framework

GS Retail has established a Fair Trade Compliance Framework involving all employees and partners, led by the CEO, in pursuit of sustainable growth. The CEO clearly articulates the will and policies for fair trade practices. We run a dedicated organization and regulations grounded in the Four Fair Trade Guidelines and operational standards, while continuously revising the Fair Trade Compliance Manual and conducting regular compliance training to embed a fair trade culture.

 [Four Fair Trade Guidelines](#)

Internal Control System

To prevent compliance risks, GS Retail runs a continuous monitoring system that identifies abnormal indicators in key financial accounts and major management activities. We also reflect integrity management items in leader evaluations across the organization to elevate the awareness of organizational leaders regarding integrity management practices and the Code of Ethics, and to ensure their implementation. Going forward, GS Retail will continue to build an ethical environment, placing integrity management at the forefront as a core value in major decisions and actions.

Compliance Program

GS Retail runs a Compliance Program to establish a transparent trading order and embed a fair trade culture, grounded in mutual trust and cooperation.

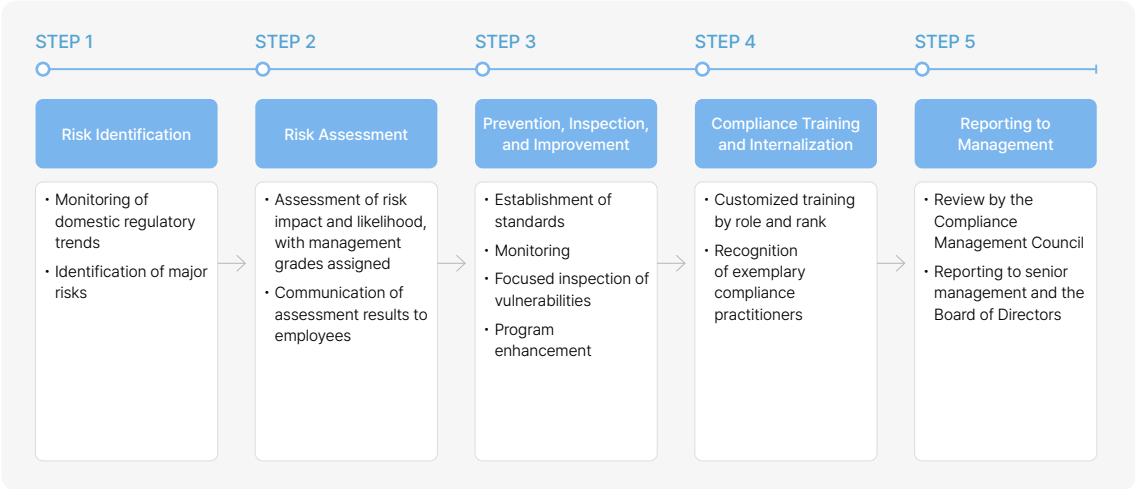
 [Fair Trade Compliance Manual](#)

1 Establishment and Implementation of CP Standards and Procedures	2 The CEO's Will and Support for Voluntary Compliance
3 Appointment of a Fair Trade Compliance Officer Responsible for Operating the CP	4 Production and Use of the Fair Trade Compliance Manual
5 Continuous and Systematic Voluntary Compliance Training	6 Establishment of an Internal Monitoring Framework
7 Sanctions Against Employees Who Violate Fair Trade Laws	8 Effectiveness Assessment and Corrective Actions

Ethics and Compliance Management

Management System

Compliance Management Process



GS Retail has reinforced its compliance management system to enhance customer trust and secure sustainable competitiveness, applying processes that include the identification and assessment of legal risks, the establishment of standards, monitoring and vulnerability inspections, program enhancement, and the internalization of compliance.

In particular, at the identification stage, the impact and likelihood of each risk are reviewed and assessed, with focused inspections and management activities applied to risks classified as high-risk. Risks classified as low-risk are also communicated to employees, reinforcing awareness of the importance of compliance management.

Management Indicators

GS Retail tracks key compliance-related indicators to advance its compliance management framework.

Key Indicator	2025 Performance
Compliance Program/Standard Improvements	16 cases
Employee Fair Trade Training Sessions	20 sessions
Legal Actions Resulting from Unfair Trade Practices	0 cases

Effectiveness Assessment

Taking the characteristics of the retail industry into account, GS Retail has identified fair trade-related risks as a major risk and runs a compliance management framework centered on the Fair Trade Compliance Program (CP). Through the Compliance Management Council and working-level councils, we review key fair trade risks at each stage of transactions, and identified issues are linked to program and operational process improvements. In 2025, we identified key fair trade risks, including contract processes, the allocation of promotional event costs, and the weakening of monitoring and internal control functions. We carried out mitigation measures across transaction management, regulations, and systems. These included revising standard contracts by transaction type, building an electronic system for fresh-food supply contracts, establishing promotional cost-sharing guidelines, and updating the Fair Trade Compliance Manual. As a result of these efforts, no sanctions, including the imposition of fines, were recorded for two consecutive years in 2024 and 2025. Building on these management achievements, GS Retail will continue to review and strengthen the effectiveness of its fair trade risk management.

Risk Inspection and Improvement Items

Identification Method	Identified Fair Trade-Related Risks	Mitigation Measures	Outcomes
Risk Monitoring	Need to optimize standard contracts by transaction type	• Revised standard contracts (Goods Supply Agreement, HBU Standard Agreement, etc.) • Reviewed appropriateness of advertising commission documentation and clarified contract terms	Improved transaction and contract management framework
	Lack of guidelines for cost sharing in promotional events	• Improved monitoring and open recruitment processes for promotional events • Established guidelines for promotional cost sharing	Strengthened management of promotional events and cost sharing
	Blind spots in compliance review	• Reviewed permits, filings, and registration items, and return processes • Reviewed the application of terms and conditions for new-type gift certificates and conducted VoP (Voice of Partner)-based reviews	Enhanced review and monitoring framework
	Inefficiency of manual contract methods and processes	• Built an electronic system for Fresh Food product supply contracts and reorganized HBU contract and merchandise operations processes • Improved new product documentation and coupon management processes	Improved business processes and systems
	Concerns over weakening internal control functions	• Established a manual for responding to OFC issues • Strengthened internal controls through information security projects	Strengthened internal control and response framework
	Need to update internal rules in line with the latest fair trade laws and regulations	• Revised the Fair Trade Compliance Manual and overall fair trade regulations • Updated key terms of use and standard contracts	Advanced regulations and systems

Ethics and Compliance Management

Employee Ethics Awareness

Ethics and Compliance Management Training

Ethics Management Training

GS Retail conducts ethics management training for all employees, focusing on key ethics issues such as the receipt of money or gifts, entertainment, and improper solicitations. In 2025, the completion rate for ethics management training reached 100%. Together with company-wide training, we deliver tailored programs for new hires, leaders, and other ranks, taking every measure to instill a culture of integrity management. We also reflect integrity management practice items in leader and executive evaluations and obtain Practice Pledges from employees once a year, reinforcing the implementation of compliance management. Through internal channels, we share training outcomes and run the Bribery Reporting Center along with campaigns such as the "No Gifts, Given or Received" campaign, applying ethics management in a systematic manner.

Fair Trade Training

GS Retail develops an annual plan to enhance employees' understanding of fair trade, running regular and ad hoc compliance training, special compliance training for high-risk departments, and compliance training for new hires and employees who have changed roles. In 2025, we conducted a total of 20 fair trade training sessions (covering affiliate transactions, the Act on Fair Labeling and Advertising, the Subcontracting Act, and other topics) tailored by rank and role, ranging from new hires to senior management. We also created and distributed a wide range of off-site content, including a quarterly compliance newsletter (four times a year) and value-sharing notes, fostering a continuous learning environment. Fair trade training plans and outcomes are reported to the Board at least once each half-year, and we will continue to advance the cultivation of a fair trade culture.

Reporting Channels

GS Retail runs reporting channels, including the "Voice of Integrity Management" hotline and Red Whistle, which applies IP-trace prevention technology, to enable all stakeholders to easily report unethical conduct. The disclosure of a reporter's identity without their consent is prohibited at every stage of the reporting and handling process, and anonymity is rigorously protected. Violations are referred to the Company-Wide Ethics Committee for strict sanctions, and we take great care to ensure that reporters do not face any disadvantages.

2025 Training

Classification		Training Name and Description	Target
Ethics Management Training	Company-wide and Rank-Specific Training	• Ethics management training focusing on key ethics issues, including the receipt of money or gifts, entertainment, and improper solicitations	All employees
	Regular Training	① Periodic distribution of off-site content • Compliance newsletter: rulings on false and exaggerated advertising, dark patterns, and pledges to practice fair trade • Value-sharing notes: the importance of compliance management and points of caution regarding dark patterns • CEO/Head of BU letters: communication of management's commitment to compliance	All employees
	Executive Training	② Decision-making risk management training for senior management • Training on amendments to the Commercial Act and directors' duty of loyalty • Trends in the new administration's fair trade policy and points of caution • Fair trade laws and ESG risks and opportunities	All executives
Fair Trade Training	Pre-Assignment Training	③ Compliance onboarding training for new hires • New hires: orientation programs in the first and second halves of 2025 (Fair Trade Act, etc.) • Experienced hires: quarterly orientation for experienced hires • Specialized roles: review and compliance training for new home shopping show hosts	New hires, experienced hires, show hosts, etc.
	Job-Specific Training	④ Tailored advanced training for high-risk groups and practitioners • MD (product planning): MD foundational and advanced courses, the Act on Fair Transactions in Large Retail Business, and the Act on Fair Labeling and Advertising • Marketing: advanced alcohol marketing (notice on alcohol advertising) and the Act on Fair Labeling and Advertising • Franchise sales: training on the Fair Transactions in Franchise Business Act (advertising and sales promotion, franchisee management issues) • Other: prevention of unfair support (affiliate transactions), the Subcontracting Act, and capability building for compliance officers	PBU/HBU MD personnel, marketing managers, franchise/store development personnel, CP officers, etc.

Reporting Channels

(Unit: cases)

Channel	Description	Number of Reports Received in 2025
Voice of Integrity Management	Reports of unfair conduct by employees and partners; collection of grievances and improvement items related to transactions	386
Red Whistle	Reports of violations of the Improper Solicitation and Graft Act and feedback on ethics management	34
Other (email, phone, etc.)	Reports of unfair conduct by employees and partners	47

Reports Received and Disciplinary Actions

(Unit: cases)

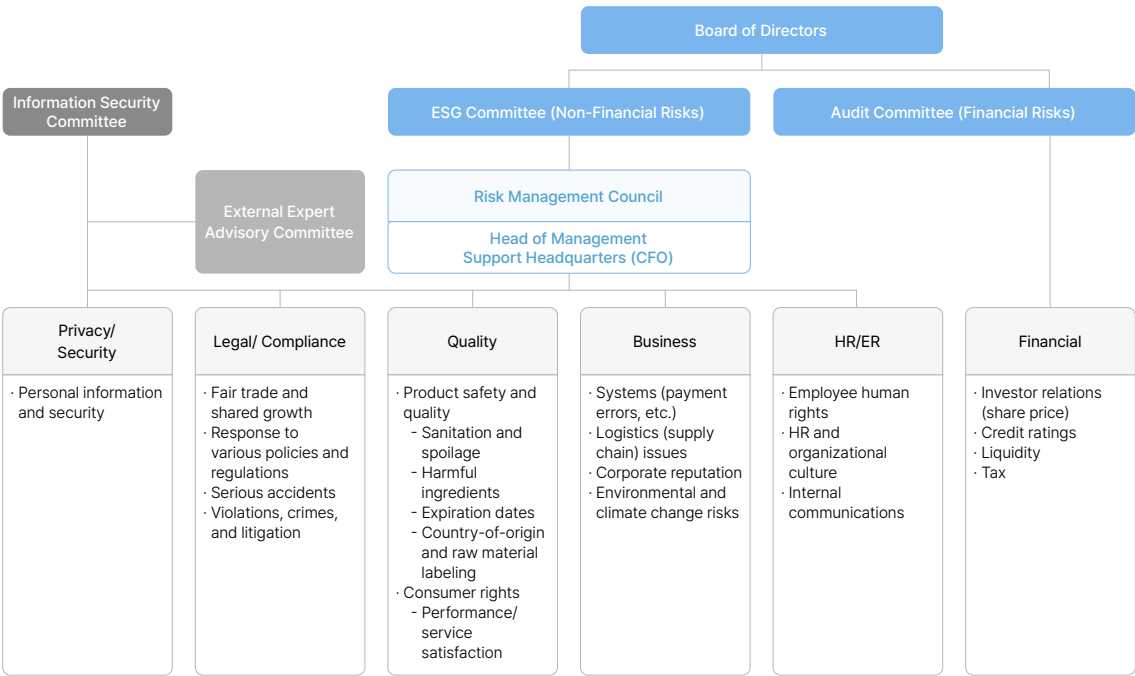
Classification	2023	2024	2025
Bribery Reports	64	72	67
Disciplinary Actions	30	28	32

Risk Management

Management System

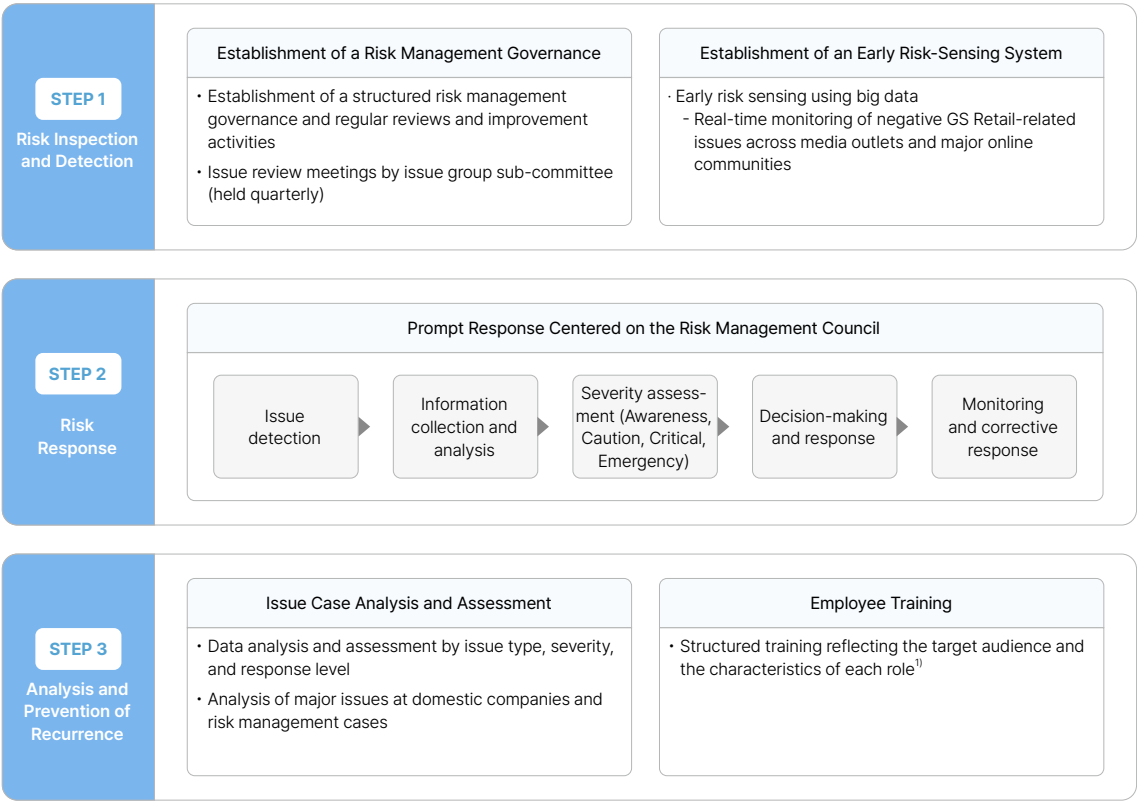
Governance

To effectively manage financial and non-financial risks, GS Retail has designated the ESG Committee and the Audit Committee under the Board of Directors as the responsible bodies for each risk type. Specifically, we systematically manage key risk areas that may arise in business operations, including Privacy/Security, Legal/Compliance, Quality, Business, HR/ER, and Financial. For non-financial risks in particular, sub-committees comprising the relevant lead departments have been formed to enhance management efficiency, and The Risk Management Working Group, composed of the Head of Sustainability Management, the Head of the Compliance Office, the Risk Management Part, the Legal Team, and the Communications Team, supports the Risk Management Council. Each risk sub-committee runs an Issue Review Committee on a quarterly basis to prepare for and continuously monitor potential risks. For privacy and security-related risks, GS Retail also runs a separate Information Security Committee that reports directly to the CEO, actively working to prevent related issues.



Risk Management Process

GS Retail runs a risk management process covering the full cycle of inspection, response, analysis, and prevention through collaboration with various related departments, doing its utmost to effectively assess and manage diverse uncertainties that may arise in business activities. We have established a framework that enables company-wide pre-emptive risk identification through sub-committee issue review meetings and a big data-based risk-sensing framework, with prompt response processes activated through the Risk Management Council. When a risk arises, we analyze the case and systematically deliver employee training to prevent recurrence, strengthening organization-wide risk response capabilities.



1) For all employees: risk management case training (held quarterly); for senior management: risk management leadership training (held one to two times per year); for marketing and design personnel: risk prevention guideline training (held semi-annually).

Risk Management

Management System

Risk Definition and Response Activities

GS Retail defines key risks across the areas of Privacy/Security, Legal/Compliance, Quality, Business, HR/ER, and Financial, and carries out systematic management activities accordingly. Non-financial risks include risks that may arise in business operations, such as privacy and security, occupational safety and health, consumer rights, logistics (supply chain), marketing and design, reputation, environment and climate change, fair trade and shared growth, policy and regulation, serious accidents, and employee human rights. Financial risks cover investor relations, credit ratings, liquidity, and tax-related risks.

Key Risk Definitions and Response Status

Classification	Risk Classification	Risk Type	Description	Response/Management Actions
Non-Financial Risks	Privacy/Security	Privacy and Security Risks	Leakage of customer personal information and data due to system errors, phishing, smishing, hacking, and similar causes	Continuous review and enhancement of customer information protection policies
	Legal/Compliance	Risks for Fair Trade and Mutual Growth	Issues related to fair trade and shared growth with stakeholders such as partners and franchisees	- Establishment of the Compliance Program (CP) framework and employee training - Enhancement of fair trade agreements and inspection of their implementation
		Policy and Regulatory Risks	Issues arising from non-compliance with key legislative policies of government agencies and violations of regulations, including environmental policies and laws	- Pre-emptive response to major regulatory items prior to their enactment - Reinforcement of capabilities for advance recognition of policy and regulatory changes
		Serious Incident Risks	Risks arising from violations under the Serious Accidents Punishment Act	- Development and active rollout of measures to prevent serious accidents - Continuous monitoring of the safety status of facilities and other assets - Embedding employee awareness of safety as a top priority
	Quality	Safety and Health Risks	Issues caused by product spoilage or sanitation, detection of harmful substances, expired use-by dates, country-of-origin errors, and similar matters	- Regular monitoring of and training on quality-related issues - Continuous enhancement of PB product quality and management processes
		Consumer Rights Risks	Consumer dissatisfaction with product performance or service	Continuation of integrated and proactive CX improvement activities centered on customer satisfaction
	Business	Logistics (Supply Chain) Risks	Logistics and supply chain issues related to accidents, disasters, strikes, and similar events	Development of contingency plans to address logistics issues and employee training
		Marketing and Design Risks	Negative issues related to marketing and design that reflect the characteristics of the retail industry	Continuous training on and communication of marketing and design operating guidelines and similar issue cases
		Reputation Risks	Negative public sentiment and deterioration of external image due to underperformance, social controversy, sensitive customer complaints, and major litigation	Continuous identification of communications content to enhance the corporate image
				Continuous monitoring of negative content (articles, SNS, online communities)
		Environmental and Climate Change Risks	Quality, logistics, and store-related issues arising from climate change and the strengthening of eco-friendly regulations	Active response to misinformation about the Company (including the issuance of corrected press releases)
	HR/ER	Employee Human Rights Risks	Infringement on the values of human dignity, freedom, and rights due to misconduct in the workplace	- Reduction in energy use through SEMS installation and the expansion and development of eco-friendly stores - Expansion of eco-friendly certifications - Installation of food waste processors and operation of the Recycle Center - Development of a greenhouse gas inventory and emissions management
Financial Risks	Financial	IR, Credit Ratings, Liquidity, Tax	Issues such as a decline in share price, deterioration of credit ratings, and tax-related matters	- Operation of misconduct reporting channels - Operation of governance for response to sexual misconduct, workplace harassment, and similar issues
				Continuous monitoring and proactive management of major financial risk factors by business division and function

APPENDIX

ESG Performance Data	103	Independent Assurance Statement	119
SASB Index	112	Contributors to the Report	121
GRI Standards Index	113	Initiatives and Memberships	121
UN SDGs Initiatives	116	Awards	121
Greenhouse Gas Verification Statement	117		

ESG Performance Data

Financial Performance

Summary of Consolidated Statement of Financial Position

Classification		Unit	2023	2024	2025
[Current Assets]		KRW million	1,857,062	1,481,156	1,797,888
	Cash and Cash Equivalents	KRW million	431,766	93,289	294,440
	Trade and Other Receivables	KRW million	896,914	847,044	935,105
	Other Current Financial Assets	KRW million	129,395	136,061	139,923
	Inventories	KRW million	304,289	307,139	337,348
	Other	KRW million	94,698	97,623	91,072
[Non-Current Assets]		KRW million	8,184,954	6,100,488	5,685,209
	Long-Term Trade and Other Receivables	KRW million	1,079,024	1,069,962	1,015,073
	Other Non-Current Financial Assets	KRW million	765,671	686,859	690,568
	Investments in Joint Ventures and Associates	KRW million	451,173	409,894	301,998
	Property, Plant and Equipment	KRW million	2,831,191	1,542,036	1,428,764
	Investment Properties	KRW million	1,067,280	474,653	458,091
	Intangible Assets	KRW million	244,146	232,544	171,435
	Right-of-Use Assets	KRW million	1,588,054	1,524,117	1,494,108
	Other	KRW million	158,415	160,423	125,171
Total Assets		KRW million	10,042,016	7,581,643	7,483,097

Classification		Unit	2023	2024	2025
[Current Liabilities]		KRW million	2,688,039	1,898,446	1,995,791
[Non-Current Liabilities]		KRW million	2,920,238	2,501,679	2,211,212
Total Liabilities		KRW million	5,608,276	4,400,124	4,207,003
[Equity Attributable to Owners of the Parent]		KRW million	4,058,375	3,206,849	3,284,403
	Issued Capital	KRW million	104,718	83,607	83,607
	Capital Surplus	KRW million	1,209,098	979,864	979,864
	Other Capital Items	KRW million	(100,778)	(691,803)	(691,803)
	Accumulated Other Comprehensive Income	KRW million	72,238	121,312	155,650
	Retained Earnings	KRW million	2,773,099	2,713,869	2,757,086
[Non-Controlling Interests]		KRW million	375,365	(25,330)	(8,308)
Total Equity		KRW million	4,433,740	3,181,519	3,276,095

Summary of Consolidated Income Statement¹⁾

Classification		Unit	2023	2024	2025
Revenue		KRW million	11,134,149	11,626,920	11,957,422
Operating Profit		KRW million	291,782	239,105	292,120
Profit from Continuing Operations		KRW million	37,654	(344)	60,680
Profit for the Period		KRW million	22,148	9,791	50,239
	Owners of the Parent	KRW million	17,678	2,548	43,433
	Non-Controlling Interests	KRW million	4,469	7,244	6,806

1) Financial performance for 2023 and 2024 has been reclassified as the related profit and loss were recognized as discontinued operations due to the divestment of equity interests and the termination of certain business divisions. For details, please refer to the Business Report.

ESG Performance Data

Non-Financial Performance

Environmental Performance

Greenhouse Gas Emissions¹⁾

Classification			Unit	2023	2024	2025
Total			tCO ₂ eq	675,016	3,145,214	2,946,636
	Scope 1	Subtotal	tCO ₂ eq	2,037,664	2,208.986	2,250.675
	Scope 2 (Location-Based)	Subtotal	tCO ₂ eq	51,686.781	50,242.011	48,649.679
	Scope 2 (Market-Based)	Subtotal	tCO ₂ eq	51,686.781	50,242.011	48,649.679
	Total Emissions (Scope 1+2)	Subtotal	tCO ₂ eq	53,718	52,444	50,891
	Scope 3	Subtotal	tCO ₂ eq	621,292	3,092,770	2,895,745
		Category 1	tCO ₂ eq	211	2,235,721	2,101,782
		Category 2	tCO ₂ eq	-	16,649	10,272
		Category 3	tCO ₂ eq	4,118	7,874	7,631
		Category 4	tCO ₂ eq	1,325	1,518	1,605
		Category 5	tCO ₂ eq	6,711	7,463	6,776
		Category 6	tCO ₂ eq	-	249	2,049
		Category 7	tCO ₂ eq	-	54	60
		Category 8	tCO ₂ eq	1,059	1,080	703
		Category 9	tCO ₂ eq	-	56,962	57,421
		Category 11	tCO ₂ eq	-	65,944	12,570
		Category 12	tCO ₂ eq	-	23,997	3,886
		Category 13	tCO ₂ eq	59	63	60
		Category 14	tCO ₂ eq	607,809	675,196	690,930
	Greenhouse Gas Intensity (Scope 1, 2)	Total (Scope 1, 2)	tCO ₂ eq/KRW billion ²⁾	4.93	4.61	4.32
		Scope 1	tCO ₂ eq/KRW billion ²⁾	0.187	0.194	0.191
		Scope 2	tCO ₂ eq/KRW billion ²⁾	4.748	4.416	4.132
Greenhouse Gas Reduction Rate (based on Scope 1, 2 intensity)			%	12.7	6.6	6.2

1) Total Emissions (Scope 1+2) are aggregated based on facility-level truncated (rounded down) figures in accordance with the Greenhouse Gas Target Management System reporting standards. As a result, the total may not exactly equal the sum of the individual line items due to truncation.

2) Following the holding company indicator definition standards, the unit for greenhouse gas emissions intensity has been changed from tCO₂eq/KRW 100 million to tCO₂eq/KRW billion, and the 2023 and 2024 figures have been restated accordingly.

Energy

Classification			Unit	2023 ¹⁾	2024 ¹⁾	2025
Total			TJ	1,110	1,081	1,052
Internal Consumption	Direct Energy	Subtotal	TJ	36.90	40.56	40.86
		Gasoline	TJ	9.66	10.66	10.54
		Diesel	TJ	0.19	0.09	0.09
		LNG	TJ	26.8	29.63	30.05
		Propane	TJ	0.25	0.18	0.18
	Indirect Energy	Subtotal	TJ	1,080.24	1,050.03	1,016.75
		Electricity	TJ	1,080.24	1,050.03	1,016.75
		Energy Intensity		TJ/KRW billion ¹⁾	0.102	0.095
Energy Reduction Rate (based on intensity)		%	12.6	6.8	6.0	
Energy Consumption Outside the Organization		TJ	12,752	14,980	15,304	
Renewable Energy Generation and Consumption		TJ	0.450	0.477	0.760	

1) Following the holding company indicator definition standards, the unit for energy intensity has been changed from TJ/KRW 100 million to TJ/KRW billion, and the 2023 and 2024 figures have been restated accordingly.

ESG Performance Data

Non-Financial Performance

Environmental Performance

Waste

Classification		Unit	2023 ¹⁾	2024 ¹⁾	2025
Total		ton	23,032	21,176	19,085
General Waste (Processed by Outsourced Vendors)	Recycled	ton	6,283	13,024	10,978
	Incinerated	ton	2,116	2,427	1,825
	Landfilled	ton	1,066	2,156	2,629
	Other	ton	3,567	3,569	3,653
Waste Recycling Rate		%	71	62	58
Waste Intensity		ton/ KRW 100 million	0.212	0.186	0.162

1) The 2023 and 2024 figures have been restated due to changes in the calculation scope.

Water Withdrawal and Wastewater

Classification		Unit	2023	2024	2025
Total		ton	893,824	896,864	740,866
Withdrawal/Use	Municipal Water	ton	890,923	894,326	737,451
	Freshwater	ton	0	0	0
	Groundwater	ton	2,901	2,538	3,415
Discharge Volume		ton	893,824	896,864	740,866
Total Water Reused (Reuse Volume)		ton	N/A	N/A	N/A
Total Water Reused (Reuse Rate)		%	N/A	N/A	N/A
Water Intensity		ton/ KRW 100 million	8.210	7.882	6.292

Environmental Management

Classification		Unit	2023	2024	2025
Environmental Training	Training Completion (Persons)	person	5,294	2,617	233 ¹⁾
Environmental Regulatory Violations	Number of Environmental Regulatory Violations	case	-	-	-
	Total Fines for Environmental Regulatory Violations	KRW 10,000	-	-	-
	Administrative Penalties	case	-	-	-

1) Following the realignment of the company-wide mandatory ESG and environmental training program, the rollout of certain training content was scaled down compared with the previous year.

Green Products and Services

Classification		Unit	2023	2024	2025
Purchase of products and services	Total ¹⁾	KRW 100 million	999.4	1,059.9	617.8
	Green Purchasing ²⁾³⁾	KRW 100 million	226.6	216.0	120.7
Sales of green products and services ⁴⁾		KRW 100 million	5,227.9	6,390.2	6,538.4

1) Scope of total purchasing costs: office supplies, office equipment, consumables, refrigeration equipment, shopping bags, envelopes, containers, and other consumables

2) Scope of eco-friendly purchasing costs: office supplies, office equipment, consumables, refrigeration equipment using refrigerant (R290), shopping bags, envelopes, containers, and other consumables

3) The Home Shopping BU amount included in eco-friendly revenue is based on shipment value

4) 2023 and 2024 data have been restated due to data aggregation errors

Green Stores

Classification		Unit	2023	2024	2025
SEMS	Stores with SEMS Installed	number	14,994	16,938	17,227
Green Stores	Number of Green Stores	number	27	27	16

ESG Performance Data

Non-Financial Performance

Social Performance

Employees¹⁾

Classification			Unit	2023	2024	2025
Total			person	7,370	7,460	7,306
Gender	Male		person	4,167	4,184	4,094
	Female		person	3,203	3,276	3,212
	Korea		person	7,359	7,448	7,294
Region	Thailand		person	1	1	1
	China		person	1	1	1
	Malaysia		person	0	0	0
	Indonesia		person	4	3	2
	Vietnam		person	3	4	3
	Mongolia		person	2	3	5
	Age	Under 30 years old		person	1,433	1,467
30-50 years old		person	4,572	4,437	4,545	
Over 50 years old		person	1,365	1,556	1,467	
Employment Contract	Permanent	Male	person	3,591	3,522	3,315
		Female	person	1,583	1,543	1,494
	Fixed-Term and Temporary	Male	person	576	662	779
		Female	person	1,620	1,733	1,718
	Permanent	Domestic	person	5,163	5,053	4,797
		Overseas	person	11	12	12
	Fixed-Term and Temporary	Domestic	person	2,196	2,395	2,497
		Overseas	person	0	0	0
Employment Type	Full-Time	Male	person	3,653	3,592	3,422
		Female	person	1,712	1,725	1,678
	Part-Time	Male	person	514	592	672
		Female	person	1,491	1,551	1,534
Non-Affiliated Workers	Dispatched Employees		person	6	20	6

Classification			Unit	2023	2024	2025
Gender Diversity	Executives ¹⁾	Number of Executives	person	33	36	32
		Male Executives	person	27	30	27
		Female Executives	person	6	6	5
	Independent Directors	Number of Independent Directors	person	4	4	4
		Male Independent Directors	person	3	3	3
		Female Independent Directors	person	1	1	1
		Female Independent Director Ratio	%	20	20	20
	Managers ²⁾	Total Number of Managers	person	572	613	661
		Male Managers	person	536	585	629
		Female Managers	person	36	28	32
		Female Manager Ratio	%	6.3	4.6	4.8
	Non-Managers	Total Number of Non-Managers	person	6,798	6,847	6,645
		Male Non-Managers	person	3,631	3,599	3,465
		Female Non-Managers	person	3,167	3,248	3,180
Employees with Disabilities	Reference Headcount ³⁾		person	6,973	6,751	6,267
	Employees with Disabilities ⁴⁾		person	217	210	195
	Ratio of Employees with Disabilities		%	3.1	3.1	3.1

1) Excludes Independent Directors and other non-standing directors
2) Team Leaders and above, excluding executives (including full-time Division Heads)
3) Calculated based on regular workers
4) Based on filings with the Korea Employment Agency for Persons with Disabilities

ESG Performance Data

Non-Financial Performance

Social Performance

New Hires¹⁾

Classification			Unit	2023	2024	2025
Total			person	585	274	217
	Gender	Male	person	368	170	93
		Female	person	217	104	124
	Region	Domestic	person	585	274	217
		Overseas	person	0	0	0
	Age	Under 30 years old	person	400	201	145
		30-50 years old	person	177	69	66
		Over 50 years old	person	8	4	6

1) Figures are based on permanent, professional, professional contract, and contract employees, excluding those without dedicated assignments

Years of Service

Classification			Unit	2023	2024	2025
Male			year	8.1	8.4	9.5
Female			year	5.5	5.5	6.3

Turnover¹⁾

Classification			Unit	2023	2024	2025
Total			person	523	325	306
Gender	Male		person	366	247	220
	Female		person	157	78	86
Region	Domestic		person	523	325	306
	Overseas		person	0	0	0
Age	Under 30 years old		person	129	57	66
	30-50 years old		person	365	207	191
	Over 50 years old		person	29	61	49
Voluntary Turnover Rate			%	7.1	4.4	3.1

1) Figures are based on regular employees, professionals, specialized contract employees, and contract employees, excluding part-time staff.

Talent Development

Classification			Unit	2023	2024	2025
Training ¹⁾	Hours	Number of Participants Completed	person	4,368	4,281	4,538
		Total Training Hours Completed	hour	230,740	218,761	202,135
		Training Hours per Employee	hour/person	31	29	28
	Investment	Total Training Expenses	KRW million	5,832	5,876	5,465
		Average Training Expenses per Employee	KRW million/person	0.79	0.79	0.75
Regular Performance Reviews ²⁾³⁾	Gender	Male (Number)	person	2,985	2,869	2,811
		Male (Ratio)	%	78	77	77
		Female (Number)	person	866	850	840
		Female (Ratio)	%	22	23	23
	Position	Managers (Number)	person	378	362	390
		Managers (Ratio)	%	10	10	11
		Staff (Number)	person	3,473	3,357	3,261
		Staff (Ratio)	%	90	90	89

1) Includes employees of GS Retail subject to the BU-specific training systems, such as permanent, contract, professional, professional contract, and dispatched workers, and excludes part-time, short-term, and freelance personnel
2) Regular performance reviews are conducted for permanent employees; permanent employees may be excluded from the review depending on their hire date
3) 2024 data have been restated due to a data aggregation error

Leave and Benefits

Classification			Unit	2023	2024	2025
Maternity/ Paternity Leave	Self		person	63	67	79
	Spouse		person	170	148	168
Parental Leave ¹⁾	Number of Users	Male	person	90	46	82
		Female	person	93	61	84
	Number of Returnees	Male	person	41	100	131
		Female	person	68	121	218
	Number of return-to-work employees who worked at least 12 months after returning from parental leave (total)		person	234	275	349
Reduced Working Hours	Reduced Working Hours During Pregnancy		person	44	16	84
	Reduced Working Hours During Childcare		person	18	18	44
Re-Employment After Retirement	New Start Program		person	6	4	3
	Re-Employed Retirees		person	36	59	92

1) Based on the Business Report

ESG Performance Data

Non-Financial Performance

Social Performance

Work Council

Classification	Unit	2023	2024	2025
Number of Meetings	number	16	16	16
Agenda Items Addressed	case	141	181	143

Human Rights¹⁾

Classification	Unit	2023	2024	2025
Training	Completion Rate	%	100	100
	Number of Participants Completed	person	4,737	6,999
	Total Training Hours	hour	9,882	17,730
	Training Hours per Employee	hour/person	2.1	2.5

1) Based on employees subject to legally mandated training (full-time employees at the manager level or above), excluding interns

Equal Opportunity

Classification	Unit	2023	2024	2025
Female Compensation Ratio	Compared to Male	%	71.9	75.3
	Compared to Organizational Average	%	79.8	80.8
Average Compensation per Person	Male	KRW million	71.2	76.9
	Female	KRW million	51.4	59.0

Occupational Safety and Health

Classification	Unit	2023	2024	2025
Industrial Accidents	Number of Industrial Accidents	case	36	46
	Industrial Accident Rate ¹⁾	%	0.00	0.00
	Fatality Rate per 10,000 Workers	%	0.00	0.00
Training	Completion Rate	%	100	100
	Number of Participants Completed	person	3,181	3,307
	Total Training Hours	hour	47,768	53,044
	Training Hours per Employee	hour/person	15	16

1) Rounded to the second decimal place

Supply Chain Assessment

Classification	Unit	2023	2024	2025
Impact Assessment	Newly Contracted Suppliers ¹⁾	number	1,518	1,603
	Suppliers Subject to ESG Assessment ²⁾	number	1,469	1,878
	Suppliers Subject to Environmental and Social Impact Assessment ³⁾	number	207	159
	Suppliers Whose Contracts Were Not Concluded Due to Identified Negative Environmental and Social Impacts	number	0	0
	Suppliers with Identified Negative Impacts	number	7	7
	Suppliers That Agreed to Implement Corrective Measures ⁴⁾	number	7	7
	Suppliers Whose Contracts Were Terminated Due to Identified Significant Negative Impacts	number	0	0

1) From 2023 onwards, figures are based on the Home Shopping BU; the Platform SU completed system enhancements and no longer manages separate figures

2) Number of newly contracted suppliers that participated in the ESG self-assessment, on a company-wide basis

3) Number of suppliers inspected for environmental, sanitation, and safety conditions

4) Number of suppliers generally subject to re-assessment after receiving a Grade C or D in the environmental and social impact assessment

ESG Performance Data

Non-Financial Performance

Social Performance

Shared Growth

Classification			Unit	2023	2024	2025
Financial Support	Win-Win Fund	Support Amount ¹⁾	KRW 100 million	1,403.7	1,508.1	917.5
	Broadcasting Commission Refund Program	Refunded Commission	KRW 100 million	7.7	4.7	4.1
		Beneficiary Partners	partner	113	116	76
Sales Channel Development	I Love SMEs	Transaction Amount	KRW 100 million	32.6	46.2	37.4
		Number of Broadcasts	time	472	472	466
		Beneficiary Partners	partner	62	42	54
	Prime Time Program-ming Preference	Data Home Shopping	%	60.3	65	65.9
		TV Home Shopping ²⁾	%	51.3	52.6	58.0
	Broadcasting Prepara-tion Support	Support Amount	KRW 100 million	10.6	10.6	9.2
	Competitive-ness Enhance-ment Support	Productivity Innova-tion Partnership	Support Amount	KRW 100 million	3	3.3
Beneficiary Partners			partner	9	10	20
CCM Certification Support		Support Amount	KRW 100 million	0.3	0.3	0.3
		Beneficiary Partners	partner	3	3	3
Inspection Cost Reduction Support		Support Amount	KRW 100 million	6.6	6.7	7.6
		Beneficiary Partners	partner	621	441	452
ESG Training for Part-ner Employees		Support Amount	KRW 100 million	0.13	0.13	0.13
		Beneficiary Partners	partner	588	580	578

1) The 2023 and 2024 data have been restated based on the recalculation of support amounts on an execution basis.

2) 2024 data have been restated due to a data aggregation error.

Corporate Citizenship

Classification			Unit	2023	2024	2025
Program Performance	Public Interest Programs		KRW 100 million	35.1	34.1	91.2
	Shared Growth		KRW 100 million	13.8	17.4	9.3
	Employee Volunteers		person	3,861	4,725	2,128

Products and Services

Classification			Unit	2023	2024	2025
Safety and Health	Violations of Laws and Internal Regulations	Cases of Administrative Penalties	case	0	0	0
		Cases of Warnings	case	0	0	0
		Cases of Regulatory Violations	case	19	4	20
Marketing and Labeling	Information and Labeling Violations	Cases of Administrative Penalties	case	1	0	0
		Cases of Warnings	case	1	0	0
		Cases of Regulatory Violations	case	14	12	11
	Marketing Communication Violations	Cases of Administrative Penalties	case	0	0	0
		Cases of Warnings	case	0	0	0
		Cases of Regulatory Violations	case	0	0	0

Customer Satisfaction

Classification			Unit	2023	2024	2025
Critical VOC	Convenience Store BU, Supermarket BU and Company-Wide Support ¹⁾		cases	7,330	8,733	1,635
SR	Home Shopping BU ²⁾		%	5.6	5.6	5.5

1) The 2025 figure decreased due to a change in the aggregation methodology, as data is now compiled separately by BU.

2) Home Shopping BU manages this metric as SR (Service Request).

Information Security

Classification			Unit	2023	2024	2025
Information Security Certifications			-	ISMS, ISMS-P	ISMS-P	ISMS-P
Training ¹⁾	Completion Rate		%	100	100	100
	Number of Participants Completed		person	4,661	6,999	6,929
	Total Training Hours		hour	4,661	3,500	6,929
	Training Hours per Employee		hour/person	1	0.5	1

1) Figures exclude on-site store personnel without dedicated assignments.

ESG Performance Data

Non-Financial Performance

Governance Performance

Board of Directors

Classification			Unit	2023	2024	2025
Total			person	7	7	7
Composition	Gender	Executive Directors	person	2	2	2
		Non-Executive Directors	person	1	1	1
		Independent Directors	person	4	4	4
		Male	person	6	6	6
	Age	Female	person	1	1	1
		Under 30 years old	person	0	0	0
		30 to under 50 years old	person	0	0	1
		50 years old and above	person	7	7	6
Operations	Average Attendance Rate of Independent Directors		%	100	99	96
	Number of Meetings Held		number	8	12	12
	Number of Agenda Items	Resolutions	case	23	34	37
		Reports	case	31	30	34

Committees Under the Board

Classification			Unit	2023	2024	2025
Audit Committee	Percentage of Independent Directors		%	100	100	100
	Number of Meetings Held		number	6	8	8
	Agenda Items	Resolutions	case	6	10	12
		Reports	case	17	17	20
Internal Transaction Committee	Percentage of Independent Directors		%	100	100	100
	Number of Meetings Held		number	7	7	9
	Agenda Items	Resolutions	case	13	9	21
		Reports	case	0	0	0
Independent Director Nomination Committee	Percentage of Independent Directors		%	100	100	100
	Number of Meetings Held		number	1	2	2
	Agenda Items	Resolutions	case	1	2	2
		Reports	case	0	0	0
Compensation Committee	Percentage of Independent Directors		%	67	67	67
	Number of Meetings Held		number	2	3	2
	Agenda Items	Resolutions	case	2	3	2
		Reports	case	0	0	0
ESG Committee	Percentage of Independent Directors		%	75	75	75
	Number of Meetings Held		number	4	4	5
	Agenda Items	Resolutions	case	7	8	7
		Reports	case	4	9	10

ESG Performance Data

Non-Financial Performance

Governance Performance

Compliance

Classification		Unit	2023	2024	2025
General	Damages from Monetary Sanctions (Fines, etc.)	KRW 100 million	16	0.07 ¹⁾	0
	Number of Non-Monetary Sanctions (Administrative Actions, etc.)	case	3	1 ¹⁾	0
	Number of Cases Raised Through Dispute Resolution Mechanisms	case	96	86	67
Environmental	Damages from Monetary Sanctions (Fines, etc.)	KRW million	0	0	0
	Number of Non-Monetary Sanctions (Administrative Actions, etc.)	case	0	0	0
	Number of Cases Raised Through Dispute Resolution Mechanisms	case	0	0	0

1) The 2024 data has been restated from the prior year's disclosure to reflect the figures as finalized

Ethical Management¹⁾

Classification		Unit	2023	2024	2025
Training	Completion Rate	%	99.8	100	100
	Number of Participants Completed	person	7,050	6,999	6,929
	Total Training Hours	hour	3,416	3,725	2,881
	Training Hours per Employee	hour/person	0.5	0.5	0.4

1) Includes anti-corruption training results

Anti-Corruption and Fair Trade

Classification			Unit	2023	2024	2025
Number of Partner Companies That Signed the Anti-Corruption Code of Ethics			partner	1,454	1,407	1,337
Corruption (Code of Ethics Violation) Cases	Disciplinary Actions		case	30	28	32
	Partner Contract Terminations		case	0	0	0
	Legal Actions		case	0	0	0
Anti-Competitive Behavior	Legal Actions	Ongoing ¹⁾	case	1	1	1
		Closed	case	0	0	0
Reports	Voice of Integrity Management ²⁾	Reports Received	case	271	260	386
		Resolution Rate	%	100	100	100
	Red Whistle	Reports Received	case	21	12	34
		Resolution Rate	%	100	100	100
	Voice of Partners	Reports Received	case	57	46	7
		Resolution Rate	%	100	100	100
	Other (In-Person, Telephone, etc.)	Reports Received	case	11	14	47
		Resolution Rate	%	100	100	100

1) This case is the same matter that had been ongoing since 2023 and was finally concluded in 2026.
2) Number of integrity management cases involving employees and partner company workers, including unfair practices and human rights issues such as sexual harassment and workplace bullying

SASB Index

Sustainability Disclosure Topics(Food Retailers & Distributors)

Classification	Code	Item	Reporting Page	Note
Energy Management	FB-FR-130a.1	Energy Consumption	41, 47, 117	1,052TJ
		Percentage grid electricity		1,016.75TJ
		Percentage renewable		0.760TJ
Food Waste Management	FB-FR-150a.1	Amount of food waste generated	42, 105	
		Percentage diverted from the waste stream		
Data Security	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	79-82	
Product Health & Nutrition	FB-FR-260a.2	Discussion of process to identify and manage products and ingredients related to nutrition and health concerns among consumers	50-53	
Product Labeling & Marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labeling or marketing codes	109	
	FB-FR-270a.2	Total monetary losses from legal proceedings associated with marketing or labeling	109	
Labor Practices	FB-FR-310a.1	Average Hourly Wage	N/A	KRW 10,030
		Percentage of store and distribution center employees receiving the minimum wage	N/A	100%
	FB-FR-310a.2	Percentage of employees covered by collective bargaining agreements	N/A	0%
	FB-FR-310a.3	Number of Strikes	N/A	0 times
		Total days idle due to strikes	N/A	0 days
	FB-FR-310a.4	Labor Law Violations	N/A	0 times
		Total monetary losses from legal proceedings related to employment discrimination	N/A	KRW 0
Management of Environmental & Social Impacts in the Supply Chain	FB-FR-430a.1	Revenue from products third-party certified to environmental or social sustainability sourcing standards	14, 44, 105	Eco-Friendly Revenue: KRW 653.8 billion
	FB-FR-430a.2	Percentage of revenue from cage-free eggs	49, 53	Sales of animal welfare-certified products: Approximately KRW 5.40 billion
		Percentage of revenue from pork produced without the use of gestation crates		
	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	69	
	FB-FR-430a.4	Discussion of strategy to reduce the environmental impact of packaging	45	

Activity Metrics

Classification	Code	Item	Reporting Page	Note
Activity Metrics	FB-FR-000.A	GS 25	14	
		GS THE FRESH	14	

GRI Standards Index

Item		Description
Statement of Use	GS Retail has prepared the "2025 GS Retail Sustainability Report" in accordance with GRI Standards 2021, focusing on ESG performance from January 1, 2025 to December 31, 2025 and including selected data from the first half of 2026.	
GRI 1 Used	GRI 1: Foundation 2021	
Applicable GRI Sector Standards	As of the publication of this report in June 2026, GRI Sector Standards applicable to GS Retail's business have not yet been issued. Accordingly, GS Retail has independently identified material topics by closely analyzing the characteristics of the retail industry and its own business structure, and has reflected the related performance in this report. Further details are available on page 19 of this report.	

Universal Standards

General Disclosures (GRI 2)

Classification			Indicator	Page	Note
The organization and its reporting practices	2-1	Organizational details		6	
	2-2	Entities included in the organization's sustainability reporting		2	
	2-3	Reporting period, frequency, and contact point		2	
	2-4	Restatements of information		103-111	
	2-5	External assurance		117-120	
Activities and Workers	2-6	Activities, value chain, and other business relationships		6-9, 14	
	2-7	Employees		58-59, 106-107	
	2-8	Workers who are not employees		106	
Governance	2-9	Governance structure and composition		92, 110	
	2-10	Nomination and selection of the highest governance body		92	
	2-11	Chair of the highest governance body		92, 94	
	2-12	Role of the highest governance body in overseeing the management of impacts		94	
	2-13	Delegation of responsibility for managing impacts		94	
	2-14	Role of the highest governance body in sustainability reporting		11, 94, 100-101	
	2-15	Conflicts of interest		92	
	2-16	Communication of critical concerns		11, 94, 96, 100	
	2-17	Collective knowledge of the highest governance body		93	
	2-18	Evaluation of the performance of the highest governance body		93	
	2-19	Remuneration policies		93	
	2-20	Process to determine remuneration		93	

Classification			Indicator	Page	Note
Strategy, Policies, and Practices	2-21	Annual total compensation ratio		93	
	2-22	Statement on sustainable development strategy		5	
	2-23	Policy commitments		35-36, 63, 68, 76, 79, 89, 97	
	2-24	Embedding policy commitments		35-36, 63, 68, 76, 79, 89, 97	
	2-25	Processes to remediate negative impacts		62, 76	
	2-26	Mechanisms for seeking advice and raising concerns		20, 62	
	2-27	Compliance with laws and regulations		112	
	2-28	Membership associations		121	
	2-29	Approach to stakeholder engagement		20	
	2-30	Collective bargaining agreements		112	

Material Topics (GRI 3)

Classification			Indicator	Page	Note
Disclosures on material topics	3-1	Process to determine material topics		18-19	
	3-2	List of material topics		18-19	

GRI Standards Index

Topic Standards

Material Topics

Classification			Indicator	Page	Note
Sustainable Products					
Material Topics	3-3	Management of material topics		18-19	
Non-GRI				18-19	
Data Security and Privacy Protection					
Material Topics	3-3	Management of material topics		18-19	
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		112	
Supply Chain Management					
Material Topics	3-3	Management of material topics		18-19	
Supply Chain Environmental Assessment	308-1	New suppliers that were screened using environmental criteria		69, 108	
	308-2	Negative environmental impacts in the supply chain and actions taken		69, 108	
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria		69, 108	
	414-2	Negative social impacts in the supply chain and actions taken		69, 108	
Human Resources					
Material Topics	3-3	Management of material topics		18-19	
Employment	401-1	New employee hires and employee turnover		106-107	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		58-59	
	401-3	Parental leave		107	
Training and Education	404-1	Average hours of training per year per employee		107	
	404-2	Programs for upgrading employee skills and transition assistance programs		56-57	
	404-3	Percentage of employees receiving regular performance and career development reviews		107	

Classification			Indicator	Page	Note
Ethics and Compliance Management					
Material Topics	3-3	Management of material topics		18-19	
Anti-Corruption	205-1	Operations assessed for risks related to corruption		Information incomplete	To be managed going forward
	205-2	Communication and training about anti-corruption policies and procedures		96~99, 111	
	205-3	Confirmed incidents of corruption and actions taken		111	
Anti-Competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		111	

Non-material Topics

Classification			Indicator	Page	Note
Biodiversity	101-1	Policies to halt and reverse biodiversity loss		36, 38	
	101-2	Management of biodiversity impacts		36, 38	
	101-3	Access and benefit-sharing		-	Not applicable
	101-4	Identification of biodiversity impacts		-	Not applicable
	101-5	Locations with biodiversity impacts		-	Not applicable
	101-6	Direct drivers of biodiversity loss		-	Not applicable
	101-7	Changes to the state of biodiversity		-	Not applicable
	101-8	Ecosystem services		-	Not applicable
Economic Performance	201-1	Direct economic value generated and distributed		14, 103	
	201-2	Financial implications and other risks and opportunities due to climate change		24-34	
	201-3	Defined benefit plan obligations and other retirement plans			Refer to Business Report p.153
	201-4	Financial assistance received from the government			Refer to Business Report p.43
Market Presence	202-1	Ratios of standard entry-level wage by gender compared to local minimum wage		112	
Tax	207-2	Tax governance, control, and risk management		100-101	

GRI Standards Index

Topic Standards

Non-material Topics

Classification			Indicator	Page	Note
Water and Effluents	303-1	Interactions with water as a shared resource		105	
	303-3	Water withdrawal		105	
	303-4	Water discharge		105	
	303-5	Water consumption		105	
Emissions	305-1	Direct (Scope 1) GHG emissions		104	
	305-2	Indirect (Scope 2) GHG emissions		104	
	305-3	Other indirect (Scope 3) GHG emissions		104	
	305-4	GHG emissions intensity		104	
	305-5	Reduction of GHG emissions		12, 34, 104	
	305-6	Emissions of ozone-depleting substances (ODS)		40	
Waste	306-1	Waste generation and significant waste-related impacts		42	
	306-2	Management of significant waste-related impacts		39, 42	
	306-3	Waste generated		105	
	306-4	Waste diverted from disposal		105	
	306-5	Waste directed to disposal		105	
Labor/ Management Relations	402-1	Minimum notice periods regarding operational changes		-	A prior notice period is in place in accordance with the collective bargaining agreement and the Labor-Management Council regulations.
Occupational Health and Safety	403-1	Occupational health and safety management system		63-67	
	403-2	Hazard identification, risk assessment, and incident investigation		63-67	
	403-3	Occupational health services		63-67	
	403-4	Worker participation, consultation, and communication on occupational health and safety		63-67	
	403-5	Worker training on occupational health and safety		67, 108	
	403-6	Promotion of worker health		59	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships		63-67	
	403-8	Workers covered by an occupational health and safety management system		63-67	
	403-9	Work-related injuries		108	
	403-10	Work-related ill health		108	

Classification			Indicator	Page	Note
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees		93, 106, 110	
	405-2	Ratio of basic salary and remuneration of women to men		108	
Non-Discrimination	406-1	Incidents of discrimination and corrective actions taken		108	
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		20, 108	
Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor		-	Not applicable
Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		-	Not applicable
Security Practices	410-1	Security personnel trained in human rights policies and procedures		60-61	
Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples		-	Not applicable
Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs		20, 35, 37, 48-52	
	413-2	Operations with significant actual and potential negative impacts on local communities		-	Not applicable
Public Policy	415-1	Political contributions		-	Not applicable, as the Political Funds Act of Korea prohibits political contributions by corporations.
Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labeling		109, 112	
	417-3	Incidents of non-compliance concerning marketing communications		109, 112	

UN SDGs Initiatives

As a member of the UN Global Compact, GS Retail supports the achievement of the UN Sustainable Development Goals (SDGs). We prioritize goals closely aligned with our business and implement initiatives across our entire value chain to advance these objectives.

UN SDGs Strategic Direction	Key Activities
2 식량안보와 농촌·농어촌의 활성화 End Hunger, Achieve Food Security and Improved Nutrition and Promote Sustainable Agriculture	• Sourcing of certified raw materials • Radiation safety inspections of seafood • Launch of products in response to high inflation
3 건강하고 번영하는 삶 Ensure Healthy Lives and Promote Well-Being for All at All Ages	• Employee benefit programs, including health check-ups and medical expense support • Workplace safety inspections and risk assessments • Raw material safety management and development of healthy food products
5 성평등 보장 Achieve Gender Equality and Empower All Women and Girls	• Talent development programs • Family-Friendly Company certification (childbirth support payments, parental leave, and on-site daycare)
6 건강하고 깨끗한 물 안락 Ensure Availability and Sustainable Management of Water and Sanitation for All	• Introduction of water-saving mixing faucets
7 깨끗하고 안락한 에너지 Ensure Access to Affordable, Reliable, Sustainable and Modern Energy for All	• Installation and operation of solar panels • Expansion of stores with SEMS, refrigeration equipment using eco-friendly refrigerants, swing doors, and eco-covers for open showcases • Conversion to eco-friendly LED lighting
8 좋은 일자리와 경제성장 Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All	• Job creation for vulnerable groups • Partner company support programs • Win-win agreements with franchisees • Sales channel support for partner products
9 산업혁신과 지속가능한 성장 Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation	• Operation of innovative stores and outlets • Expanded role of offline stores as part of the social safety net • Operation of smart logistics systems
10 불평등 감소 Reduce Inequality Within and Among Countries	• Job creation for vulnerable groups • Human rights impact assessments and mitigation/effectiveness evaluations • Operation of dedicated human rights grievance channels

UN SDGs Strategic Direction	Key Activities
12 책임 있는 소비 Ensure Sustainable Consumption and Production Patterns	• Operation of digital studios • Development and expansion of eco-friendly products • Recycling of synthetic resin waste and used electronic products from stores • Operation of Recycle Centers • Closing-time discount services • Composting of food waste • Upcycling and donation campaigns • Participation in the Carbon Neutral Points program • Unmanned empty bottle collection machines
13 기후행동 Take Urgent Action to Combat Climate Change and Its Impacts	• Operation of an environmental management system certified to ISO 14001 • Expansion of stores with SEMS and Auto DR participating outlets • GHG reduction activities by Scope • Operation of green logistics systems
14 해양생태계 보존 Conserve and Sustainably Use the Oceans, Seas and Marine Resources for Sustainable Development	• Environmental protection campaigns • Marine biodiversity conservation campaigns in partnership with the Ministry of Oceans and Fisheries and marine NGOs (Badasum Project)
15 육상생태계 보존 Protect, Restore and Promote Sustainable Use of Terrestrial Ecosystems, Sustainably Manage Forests, Combat Desertification, and Halt and Reverse Land Degradation and Halt Biodiversity Loss	• Expanded sales of certified products, including animal welfare and organic items • Biodiversity conservation activities • Use of FSC-certified paper boxes
16 평화와 강한 사회 Promote Peaceful and Inclusive Societies for Sustainable Development, Provide Access to Justice for All and Build Effective, Accountable and Inclusive Institutions at All Levels	• Psychological counseling support for abused children and their families
17 파트너십을 강화하다 Strengthen the Means of Implementation and Revitalize the Global Partnership for Sustainable Development	• Social contribution activities in collaboration with the Korea Food for the Hungry International, Good Neighbors, and others • Participation in the Earth Hour campaign organized by the World Wide Fund for Nature (WWF) • Operation of social contribution stores in cooperation with the Ministry of Health and Welfare

Greenhouse Gas Verification Statement (Scope 1, 2)

PURPOSE & SCOPE

The purpose of this verification is to present an independent verification opinion on the greenhouse gas emissions report and the scope of the verification is as follows.

- Verification of places of business and emissions facilities under the control of GS Retail Co.,Ltd.

STANDARDS

- Guidelines on Emission Reporting and Certification under the Greenhouse Gas Emissions Trading Scheme (Ministry of Environment Notice No.2025-64)
- Verification Guidelines for the Operation of the GHG Emissions Trading Scheme (Ministry of Environment Notice No.2025-165)
- Guidelines on the Operation of Greenhouse Gas and Energy Target Management System (Ministry of Environment Notice No.2025-165)
- IPCC Guidelines for National Greenhouse Gas Inventories (2006)

PROCEDURE

The assurance was conducted by the KMR based on a risk analysis approach and data evaluation.The data and factors applied to the calculation of GHG emissions were determined to be appropriate based on objective evidence.

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.

LIMITATION

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.

OPINION

- The assurance engagement was performed to satisfy a reasonable assurance level, and no significant distortions were found in the verification results.
- 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.
- Criticality: meets the criterion, which is less than 5%

GHG emissions & Energy Consumption by business sites

NO.	Sites	GHG emissions (tCO2 eq.)			Energy consumption (TJ)			
		Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total	Fuel	Electricity	Steam	Total
1	Head Office	1,148.297	1,298.534	2,446	19.169	27.135	0	46
2	GS Gangseo Tower	656.965	2,881.176	3,538	12.944	60.206	0	73
3	Gangseo N Tower	396.757	833.69	1,230	7.817	17.571	0	25
4	Training Center	3.56	93.331	96	0.061	1.95	0	2
5	Leased Office Buildings	18.218	390.754	408	0.359	8.165	0	8
6	Gunpo Logistics Center	19.892	1,073.856	1,093	0.392	22.44	0	22
7	Icheon Logistics Center	6.986	484.743	491	0.12	10.129	0	10
8	GS25	0	4,924.623	4,924	0	102.907	0	102
9	GS THE FRESH (Seoul)	0	7,485.875	7,485	0	156.427	0	156
10	GS THE FRESH (Gyeonggi)	0	9,231.95	9,231	0	192.914	0	192
11	GS THE FRESH (Incheon)	0	3,734.997	3,734	0	78.048	0	78
12	GS THE FRESH (Gangwon)	0	1,484.091	1,484	0	31.012	0	31
13	GS THE FRESH (Chungcheong)	0	4,840.899	4,840	0	101.157	0	101
14	GS THE FRESH (Jeolla)	0	0	0	0	0	0	0
15	GS THE FRESH (Gyeongsang)	0	9,891.16	9,891	0	206.689	0	206
Total		2,250.675	48,649.679	50,891	40.862	1,016.751	0	1,052

RESULTS

Based on the above assurance criteria, we did not identify any inappropriate calculations or errors for the emissions of major emitting facilities.

As a result, we express “unmodified” opinion.

- * The entity shall be responsible for preparing the verification materials in accordance with relevant laws and standards, and KMR's responsibility shall be limited to the parties to the verification contract under the terms and conditions agreed upon, and shall not be responsible for any other decisions, such as investments based on this verification opinion.
- * The company shall comply with the use of accreditation and logo marks under the agreement agreed with KMR.

May 7, 2026



CEO E J Hwang

Greenhouse Gas Verification Statement (Scope 3)

PURPOSE & SCOPE

The purpose of this verification is to present an independent verification opinion on the greenhouse gas emissions inventory and the scope of the verification is as follows.

- Verification of places of business and emissions facilities under the control of GS Retail Co.,Ltd.

STANDARDS

- ISO 14064-3:2019
- ISO 14064-1:2018
- WRI/WBCSD GHG Protocol(2013)
- IPCC Guidelines for National Greenhouse Gas Inventories (2006)
- Guidelines on Emission Reporting and Certification under the Greenhouse Gas Emissions Trading Scheme (Ministry of Environment, 2025-64)

PROCEDURE

The assurance was conducted by the KMR based on a risk analysis approach and data evaluation.The data and factors applied to the calculation of GHG emissions were determined to be appropriate based on objective evidence.

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.

LIMITATION

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.

OPINION

- The assurance engagement was performed to satisfy a limited assurance level, and no significant distortions were found in the verification results.
- According to KMR's approach, nothing was found that would lead to a finding that GS Retail Co.,Ltd. failed to disclose data and information that was accurate and reliable in all material respects.
- Criticality: meets the criterion, which is less than 5%

Scope 3 GHG Emissions

Category	Scope 3	Emissions(tCO ₂ eq)
Category 1	Purchased goods and service	2,101,782
Category 2	Capital goods	10,272
Category 3	Fuel and energy-related activities (not included in scope 1 or scope 2)	7,631
Category 4	Upstream transportation and distribution	1,605
Category 5	Waste generated in operations	6,776
Category 6	Business travel	2,049
Category 7	Employee commuting	60
Category 8	Upstream leased assets	703
Category 9	Downstream transportation and distribution	57,421
Category 10	Processing of sold products	-
Category 11	Use of sold products	12,570
Category 12	End-of-life treatment of sold products	3,886
Category 13	Downstream leased assets	60
Category 14	Franchises	690,930
Category 15	Investments	-
Total		2,895,745

* Note : Total amount and sum of emissions by item may differ by rounding

RESULTS

Based on the above assurance criteria, we did not identify any inappropriate calculations or errors for the emissions of major emitting facilities.

As a result, we express “unmodified” opinion.

- * The entity shall be responsible for preparing the verification materials in accordance with relevant laws and standards, and KMR's responsibility shall be limited to the parties to the verification contract under the terms and conditions agreed upon, and shall not be responsible for any other decisions, such as investments based on this verification opinion.
- * The company shall comply with the use of accreditation and logo marks under the agreement agreed with KMR.

Apr 20, 2026

Independent Assurance Statement

Introduction

Korea Management Registrar (KMR) was engaged to conduct an independent assurance of 2025 GS Retail Sustainability Report for the year ending December 31, 2025. The preparation, information and internal control of the report are the sole responsibility of GS Retail 's the management. KMR's responsibility is to comply with the agreed engagement and express an opinion to GS Retail 's management.

Subject Matter

The reporting boundaries included the performance and activities of sustainability-related organizations as described in GS Retail 's report:

- 2025 GS Retail Sustainability Report

Reference Standard

- GRI Standards 2021

Assurance criteria

KMR applied the quality management system in accordance with ISO 17029 and KMR EDV 01, and carried out the verification in accordance with the assurance criteria of AA1000AS v3 and KMR's proprietary SRV1000. Under AA1000AS v3, we assessed the adherence to the four principles presented in AA1000AP:2018—Inclusivity, Materiality, Responsiveness, and Impact—and evaluated the reliability and quality of the data and information using. Under SRV1000, we conducted a multidimensional review aimed at zero data errors, applying expert judgment to determine the materiality criteria.

- ISO 17029 : 2019, ISO 14065 : 2020, AA1000AS v3 : 2020 (AccountAbility), AA1000AP : 2018 (AccountAbility), SRV 1000 : 2022 (KMR), KMR EDV 01 : 2024 (KMR)
- Levels of assurance/materiality: AA1000AS v3 – Type 2/moderate

Scope of assurance

The information subject to verification in the sustainability report is as follows.

- GRI Standards 2021 reporting principles
- Universal Standards
 - GRI 2 General Disclosures 2021
 - GRI 3 Material Topics 2021
- Topic Specific Standards
 - GRI 101: Biodiversity,
 - GRI 201: Economic Performance, GRI 202: Market Presence(202-1), GRI 205: Anti-corruption, GRI 206: Anti-competitive Behavior, GRI 207: Tax(207-2),
 - GRI 303: Water and Effluents(303-1, 303-3, 303-4, 303-5), GRI 305: Emissions(305-1, 305-2, 305-3, 305-4, 305-5, 305-6), GRI 306: Waste, GRI 308: Supplier Environmental Assessment,
 - GRI 401: Employment, GRI 402: Labor/Management Relations, GRI 403: Occupational Health and Safety, GRI 404: Training and Education, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination, GRI 407: Freedom of Association and Collective Bargaining, GRI 408: Child Labor, GRI 409: Forced or Compulsory Labor, GRI 410: Security Practices, GRI 411: Rights of Indigenous Peoples, GRI 413: Local Communities, GRI 414: Supplier Social Assessment, GRI 415: Public Policy, GRI 417: Marketing and Labeling(417-2, 417-3), GRI 418: Customer Privacy

As for the reporting boundary, information external to the organization was excluded from the scope of assurance.

KMR's Approach

Our Assurance Team undertook the following activities for the agreed scope of assurance using the standard outlined above:

- Evaluating the appropriateness of the reference standard used as a basis for preparing sustainability information and the reliability of the materiality assessment process and its findings;
- Conducting inquiries to understand the data management and control environment, processes, and information systems (the effectiveness of controls was not tested);
- Evaluating the appropriateness and consistency of the methodology for estimation (note that the underlying data was not tested and KMR has not made any estimates);
- Visiting the headquarters, determining visit sites based on the site's contribution to sustainability and the possibility of unexpected changes since the previous period and sampling data, and carrying out due diligence on a limited number of source records at the sites visited;
- Interviewing people in charge of preparing the report;
- Considering whether the presentation and disclosures of sustainability information are accurate and clearly defined;
- Identifying errors through comparison and check against underlying information, recalculation, analyses, and backtracking; and
- Evaluating the reliability and balance of information based on independent external sources, public databases, and press releases.

Independent Assurance Statement

Limitations and Recommendations

The absence of generally accepted reporting frameworks or well-established practices on which to draw to evaluate and measure non-financial information allows for different measures and measuring techniques, which can affect comparability between entities. Therefore, our assurance team relied on professional judgment. In a limited assurance engagement, the scope of the risk assessment procedures and the subsequent procedures performed in response to the assessed risks are limited than in a reasonable assurance engagement. Our assurance team conducted our work to a limited extent through inquiries, analysis, and limited sampling based on the assumption that the data and information provided by GS Retail are complete and sufficient. To overcome these limitations, we confirmed the quality and reliability of the information by referring to independent external sources and public databases, such as DART and the National GHGs Management System (NGMS).

Conclusion and Opinion

Based on the document reviews and interviews, we had several discussions with GS Retail on the revision of the Report. We reviewed the Report's final version in order to make sure that our recommendations for improvement and revision have been reflected. We found that the report was prepared in accordance with the criteria presented by GS Retail, and nothing comes to our attention to suggest that the evidence obtained regarding its content is insufficient to provide a basis for our opinion. Our opinion on the principles is as follows:

Inclusivity

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

Materiality

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

Responsiveness

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

Impact

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

Reliability of Specific Sustainability Performance Information

In addition to the adherence to AA1000AP (2018) principles, we have assessed the reliability of sustainability performance data, including natural and environmental capital, carbon neutral points program, renewable energy transition, energy consumption reduction and energy efficiency, energy saving through SEMS utilization, recycle center operations, disposal of waste electronics, disposal of waste synthetic resin, disposal of waste cooking oil, progress against short-term targets, introduction of IoT lighting systems, our neighborhood delivery service, delivery route optimization, energy, waste, water and wastewater, employee status, persons with disabilities, new hires, years of service, and employee turnover data. We interviewed the in-charge persons and reviewed information on a sampling basis and supporting documents as well as external sources and public databases to confirm that the disclosed data is reliable. Any intentional error or misstatement is not noted from the data and information disclosed in the Report.

KMR's Competence, Independence, and Quality Control

orea Management Registrar (KMR) is a verification body for the Republic of Korea Emissions Trading Scheme (K-ETS), accredited to ISO/IEC 17029:2019 (Conformity Assessment - General principles and requirements for validation and verification bodies), ISO 14067, the additional accreditation criteria ISO 14065, and ISO/IEC 17021:2015 (Requirements for bodies providing audit and certification of management systems). Additionally, KMR maintains a comprehensive quality control system that includes documented policies and procedures of the KMR EDV 01:2024 (ESG Disclosure Assurance System) based on ISO/IEC 17029 requirements and compliant with IAASB ISQM1:2022 (International Standard on Quality Management 1 by the International Auditing and Assurance Standards Board). Furthermore, KMR adheres to the ethical requirements of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior in accordance with the IESBA Code:2023 (International Code of Ethics for Professional Accountants). Our assurance team consists of sustainability experts. Other than providing an independent assurance, KMR has no other contract with GS Retail and did not provide any services to GS Retail that could compromise the independence of our work.

Limitations of Use

This assurance statement is made solely for the management of GS Retail for the purpose of enhancing an understanding of the organization's sustainability performance and activities. We assume no liability or responsibility for its use by third parties other than the management of GS Retail. As this assurance statement may be subject to revision after the assurance date below, we recommend verifying whether this is the latest version.

June 25, 2026



SRV1000
Sustainability Committee Assurance



AA1000
Licensed Report
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CEO E. J. Hwang

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Public Policy Team - ESG Part

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Initiatives and Memberships

Initiatives and Memberships (As of May 2026)			
1	Federation of Korean Industries	7	Korea Exchange (KRX)
2	Korea Enterprises Federation	8	Korea Distribution Law Association
3	Korea Association of Convenience Store Industry	9	Korea Academic Society of Franchising
4	Korea Chain Store Association	10	Korea Distribution Association
5	Korea Listed Companies Association	11	Carbon Disclosure Project (CDP) Environment
6	Korea Chamber of Commerce and Industry	12	Biz N Biodiversity Platform (BNBP) Environment

Awards

2025.12	Achieved "AA" Grade in the Compliance Program (CP) Rating Assessment	Korea Fair Trade Commission
2025.12	Received the "USD 10 Million Export Tower" at the 2025 Trade Day	Ministry of Trade, Industry and Energy
2025.11	Received "Best" Grade for GS25 and "Excellent" Grade for GS SHOP in the Win-Win Growth Index	Korea Commission for Corporate Partnership (KCCP)
2025.11	Achieved "A+" Overall ESG Rating	Korea Institute of Corporate Governance and Sustainability
2025.09	GS SHOP Received the Presidential Citation for Outstanding Contribution to the Promotion of Statistical Affairs	Statistics Korea
2025.09	Received the Prime Minister's Citation on Resource Circulation Day for Establishing the Foundation of a Circular Economy	Ministry of Environment
2025.09	Ranked No. 1 in the Convenience Store Sector of KCSI for 21 Consecutive Years (26 times in total) for GS25	Korea Management Association Consultants
2025.09	Ranked No. 1 in the Large Supermarket Sector of KCSI (12 times in total) for GS THE FRESH	Korea Management Association Consultants
2025.07	2025 Korean Standard Service Quality Index (KS-SQI) (GS25, 13 consecutive years, 22 times in total)	Korean Standards Association
2025.07	2025 Korean Standard Service Quality Index (KS-SQI) (GS SHOP, 11 times in total)	Korean Standards Association
2025.07	2025 Korean Standard Service Quality Index (KS-SQI) (GS THE FRESH, 10 consecutive years, 11 times in total)	Korean Standards Association
2025.02	Ranked No. 1 in the Convenience Store Sector of Korea's Most Admired Companies 2025 (22 consecutive years)	Korea Management Association Consultants
2025.02	Ranked No. 1 in the Supermarket Sector of Korea's Most Admired Companies 2025 (2 consecutive years)	Korea Management Association Consultants

