

Better Energy for Us & Earth

2025 KNOC ESG Highlights Book



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Interactive PDF

This report has been published as an interactive PDF, featuring functions such as navigation to related pages within the report and direct links to relevant web pages.

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CEO Message



“**KNOC will take another step forward as a sustainable public institution leading the future energy industry.**”

To the esteemed citizens and all our valued stakeholders

First and foremost, I would like to express my sincere gratitude for your continued interest in and unwavering support of the Korea National Oil Corporation (KNOC). For the past 46 years, we have faithfully fulfilled our national responsibility of ensuring South Korea's energy security and sustainable development, overcoming many challenges and achieving significant accomplishments along the way. In recent years, the international energy landscape has changed rapidly because of the global proliferation of carbon neutrality initiatives, advancements in artificial intelligence (AI) technology, the increasing climate crisis, and the resulting uncertainties in energy supply chains. In the midst of epochal shifts, we are redefining our strategy and strengthening our foundation to proactively address the dual challenges of enhancing national energy security and achieving carbon neutrality.

● **First, we will dedicate our utmost efforts to create a safe worksite where everyone feels secure.**

With the lives and safety of South Korean citizens as our top priority, in line with our commitment to zero serious accidents, we are establishing a safety culture centered on prevention, one that is embraced by our employees and partner companies alike. Furthermore, to strengthen efficient and systematic safety management, we have built an Integrated 'Smart Safety Management' System. We are also using AI and smart technologies to improve our smart safety management system, which detects and prevents risks in advance. Additionally, we are solidifying our 'Business Continuity Management System (BCMS)' to ensure that core operations continue uninterrupted during unforeseen crises, such as natural disasters and social calamities.

● **Second, we will persistently pursue financial soundness and enhance our risk management capabilities.**

Despite challenging domestic and international conditions, including declining international oil prices and a global economic slowdown, we have achieved net profits for three consecutive

CEO Message

years and have consistently improved our financial structure. We have also made sustained and intensive efforts toward self-reliance, such as selling non-core assets and improving management efficiency. Going forward, we will enhance our Enterprise Risk Management (ERM) system to improve the effectiveness of our risk management processes. At the same time, we will proactively respond to global market volatility to secure financial stability and sustainability.

● **Third, we will strengthen low-carbon new businesses and eco-friendly management activities in alignment with the net-zero era.**

Leveraging the capabilities and experiences accumulated in resource development sector, we are implementing South Korea's first carbon capture and storage (CCS) demonstration project. We are collaborating with domestic and international private companies on cross-border CCS projects, as well as accelerating joint research to identify promising storage sites in South Korea. Meanwhile, we have systematically implemented floating offshore wind farm projects to lay the groundwork for entering the field of low-carbon new businesses. Moving forward, we aim to contribute substantially to achieving national carbon reduction targets by successfully executing the 'H2-Nexus Project', which involves a clean energy hub that is linked to securing overseas supply chains for hydrogen and ammonia and establishing domestic infrastructure. Moreover, we are contributing to improving atmospheric environment by installing eco-friendly equipment, such as the Vapor Recovery Unit (VRU) or Vapor Recovery System (VRS) at domestic petroleum stockpile sites and economical gas stations, while operating eco-friendly stockpile sites, which include operating effluent recycling systems.

Further, all employees practice carbon emission reduction in their daily lives by participating in energy conservation and resource recycling programs. We promote the importance of eco-friendly activities among local communities through programs such as joint logging events with local citizens and the 'KNOC Dream Solar Energy Project'.

● **Fourth, we will concentrate on strengthening our oil development and stockpiling projects to enhance national resource security.**

As part of the 'Gwanggaeto Project'—our mid-to-long-term domestic continental shelf exploration plan—we have recently completed exploratory drilling in the East Sea. This secured the technological foundation for developing deep-sea resources. We are also enhancing the project's credibility and international cooperation base by attracting investment from leading global oil companies. Further, we are actively participating in oil field development projects both domestic

and overseas to safeguard national energy security.

Additionally, we have established a multi-layered response system for energy security crises, encompassing strategic stockpiling, private stockpiling, international joint stockpiling, and imports of crude oil from overseas production sites. Currently, approximately 100 million barrels of crude oil are stockpiled across nine stockpile sites in South Korea. In addition, we have secured a total of 23 million barrels through international joint stockpiling, including 13.3 million barrels stockpiled jointly with major Middle Eastern oil-producing nations, such as Saudi Arabia, Kuwait, and the UAE. We will solidify energy security to ensure the public's sense of security, even amid international instability and supply chain shocks.

● **Fifth, in partnership with local communities, we will take the lead in realizing shared-growth-oriented cooperation and integrity management practices.**

We are expanding our support for small business owners and job creation for socially vulnerable groups to vitalize the local economy. Through the economical gas station business, we are also contributing to alleviating the financial burden for the public. Further, we are strengthening transparent organizational operations by improving our ESG disclosure framework, while establishing a foundation for responsible management by securing the expertise and independence of our Board of Directors. Additionally, we will foster a culture of integrity throughout the organization by practicing ethical management, improving internal control systems, and further solidifying public trust.

Dear citizens and stakeholders,

KNOC will faithfully fulfill its national responsibilities in the rapidly changing global energy environment and take another step forward as a sustainable public institution leading the future energy industry. We will harmoniously balance the realization of the two pillars of energy security and carbon neutrality, and work with the public to open a new energy future for South Korea. We ask for your continued interest and support.

Thank you.

2025. 10.
CEO, Korea National Oil Corporation
Dong Sub Kim



About KNOC

Overview of KNOC

KNOC was established in 1979 to contribute to oil supply stability and national economic development by implementing projects related to oil resources development, oil stockpiling, oil distribution structure improvement, carbon neutrality, and greenhouse gas (GHG) emission reduction. Since its establishment, KNOC has contributed to the development of the national economy by ensuring stable acquisition and supply of petroleum resources. Recently, we have been accelerating the transition to low-carbon and eco-friendly energy. We strive to build a foundation for a sustainable future and strengthen our competitiveness in the global energy market by actively promoting low-carbon new businesses such as CCS¹⁾, floating offshore wind farm, hydrogen and ammonia projects. This will allow us to fulfill our role as a responsible energy company.

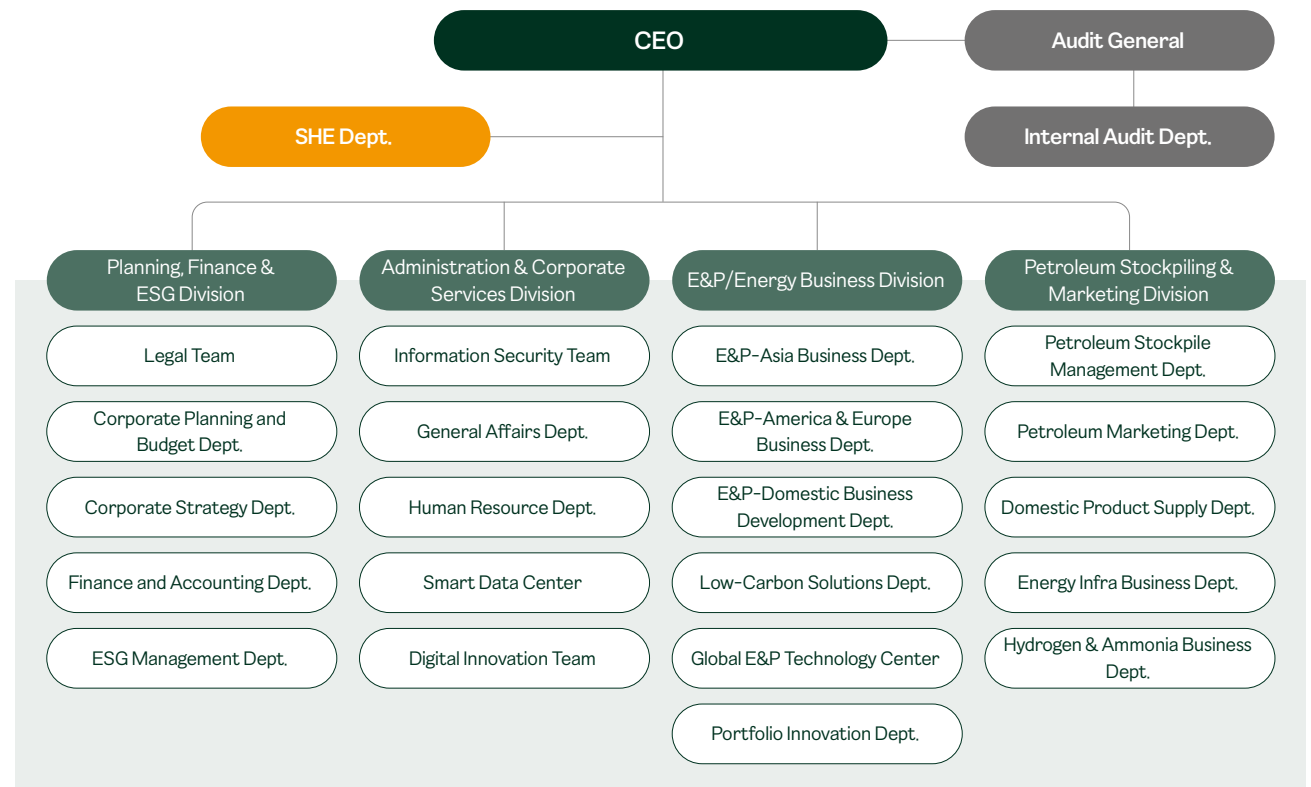
1) CCS: Carbon Capture and Storage

General Information

(As of the end of 2024)

Company name	Korea National Oil Corporation
CEO	Dong-sub Kim
Establishment date	March 3, 1979
Number of employees	1,329 (Current employee)
Headquarters	305 Jongga-ro, Jung-gu, Ulsan
Legal basis	Korea National Oil Corporation Act
Paid-in capital	10.9089 trillion KRW
Operating profit	1.2734 trillion KRW

Organization Chart



Domestic Stockpile Sites

- Yeosu Office
- Seosan Office
- Geoje Office
- Ulsan Office
- Pyeongtaek Office
- Guri Office

- Yongin Office
- Gokseong Office
- Donghae Office

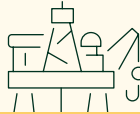
Overseas Subsidiaries

- Dana Petroleum Ltd.
- KNOC Eagleford Corp.
- Harvest Operations Corp.
- KNOC Kaz B. V.
- KADOC Ltd.
- ANKOR E&P Holdings Corp.
- KNOC Trading Singapore Pte. Ltd.

Major Businesses

Oil E&P Business

(End of December 2024)



Business in progress (Domestic)

**Domestic continental
shelf exploration,
East Sea Deep-sea
Gas Field**

Business in progress (Overseas)

**19 projects in
14 countries**

Reserves

931.2 million barrels

Daily production volume

136,000 barrels

Major Achievements

Increase production volume

- Annual production: 49,777,000 barrels

Gwanggaeto project

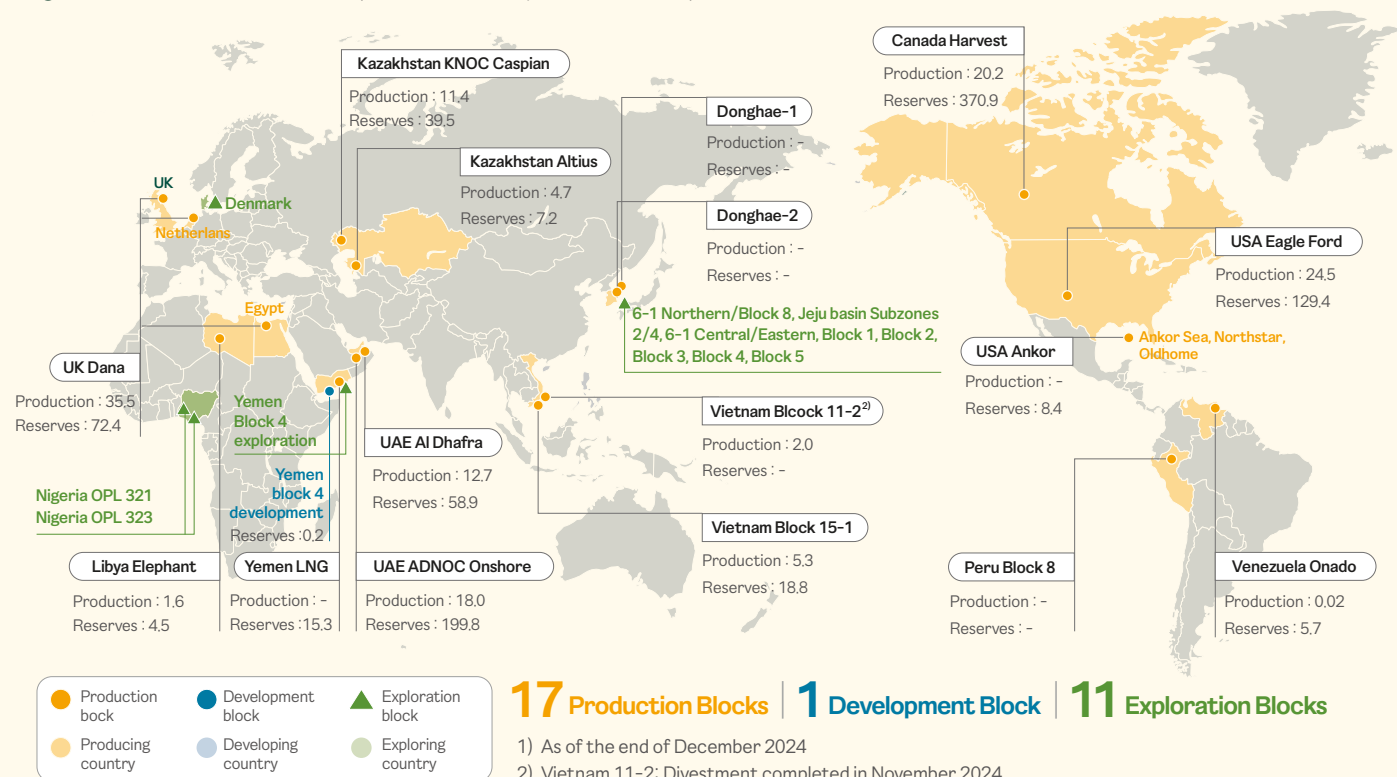
- Completed exploratory drilling in the deep-sea area of the East Sea

Leveraging business know-how

- By enhancing the production efficiency of existing assets, production increased compared to the previous year without large-scale equity investment
- Participated in three new exploration projects near existing assets in the UK North Sea and successfully discovered 5.6 million boe of gas

KNOC pursues oil development projects as a core strategy to strengthen energy security. We are conducting various exploration and production (E&P) activities to secure stable resources and strengthen our independent E&P capabilities. Domestically, with the goal of securing sustainable resources, we have strongly commenced the continental shelf exploration and deep-sea gas field development in the East Sea (Gwanggaeto Project) projects, completing exploratory drilling. For the overseas oil development projects, we were participating in 19 projects in 14 countries by the end of December 2024, producing an average of approximately 136,000 barrels of crude oil per day and securing reserves amounting to approximately 931.2 million barrels. KNOC had continuously expanded its production and reserves through successful field development and commercial production, as well as strategic asset acquisitions. By establishing bases in key energy regions such as the Middle East, North America, Europe, and Central Asia, KNOC has laid the foundation for long-term growth. Through these efforts, KNOC aims to strengthen its presence in major oil-producing countries by enhancing its international recognition, while also continuously expanding its cooperation with global energy companies.

Overseas Oil E&P Businesses¹⁾ (Production: Mboed / Reserves: MMboe)



Major Businesses

Oil Stockpiling Business



Strategic Stockpile Sites

9 sites nationwide

Storage Capacity

146 million oil barrels

Strategic Oil Reserves

99.49 million oil barrels

Major Achievements

Joint oil reserves from three major oil-producing countries in the Middle East

- Secured 13.3 million barrels of crude oil, equivalent to 4.8 days' worth of domestic imports

Trading profits

- Generated 230.3 billion KRW, a 40.2% increase compared to the previous year

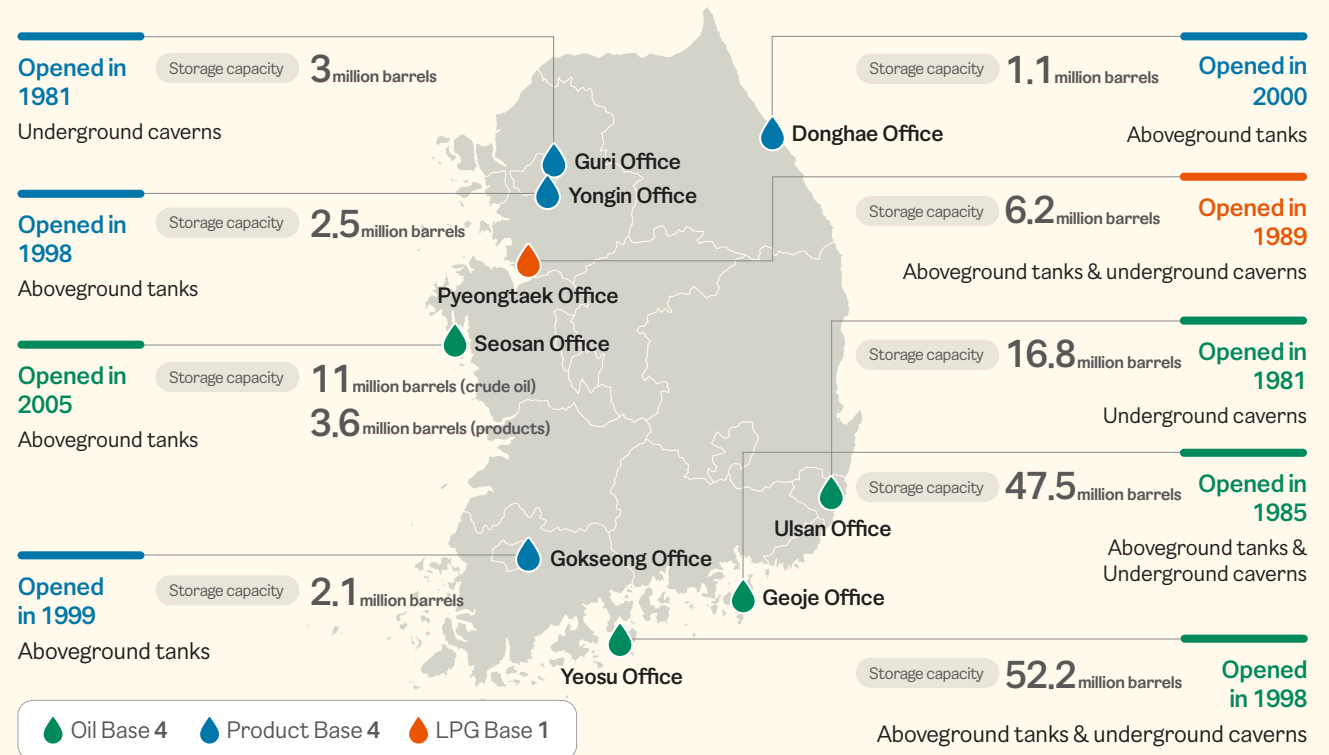
Official operation of northeast asia energy hub

- Completion and commercial operation of the Ulsan North Port KET*

*KET: Korea Energy Terminal

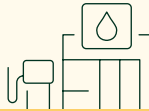
KNOC is implementing a national-level oil stockpiling project to proactively respond to fluctuations in the international oil market and supply chain crises. As of the end of December 2024, we operated nine strategic oil stockpile sites, with a total storage capacity of 146 million barrels and a strategic petroleum reserve of 99.49 million barrels (excluding joint reserves). Additionally, we are strengthening our crisis response capabilities to prepare for oil supply and demand instability through international joint stockpiling projects. After three years of joint stockpiling negotiations with three major oil-producing countries in the Middle East, we signed agreements with the national oil companies of the UAE and Saudi Arabia in 2023. In 2024, we signed a joint stockpiling agreement with Kuwait Petroleum Corporation (KPC), and we are currently operating a joint stockpiling project with a total capacity of 23.13 million barrels, including 13.3 million barrels of Middle Eastern crude oil. Additionally, we completed the construction of the nation's first integrated energy terminal (KET) in Ulsan North Port, officially commencing the storage and supply of petroleum products and liquefied natural gas (LNG). Through system improvements and facility conversions, we laid the foundation for commercial operations and signed contracts with global clients. Consequently, we achieved annual sales of over 100 billion KRW, solidifying our position as an energy hub.

Operation Status of Stockpile Sites (Unit: Barrel)



Major Businesses

Oil Distribution Structure Improvement Business



Independent Economical Gas Stations

387 stations nationwide
(As of June 2025)

Oil Information Services (As of the end of 2024)

Opinet users

(Oil price information service)

230

million users/year

Petronet users

(Total oil information network)

1.04

million users/year

Major Achievements

Contribution to oil price stability

- As of 2024, the average selling price of gasoline at economical gas stations is 44 KRW per liter cheaper than the national average, and diesel is 49 KRW cheaper

Promotion of competition in the distribution market

- Increase consumer benefits by reducing the market share gap between oil refiners and alleviating the oligopoly structure through the promotion of competition

Achievement of 'Excellent' customer satisfaction rating for public institutions

Timely reflection of international prices

- The supply price for economical gas stations is linked to international product prices (MOPS*), which helps minimize the price difference between the international petroleum product and domestic markets, and serves as a 'benchmark price' for the market

*MOPS (Mean of Platt's Singapore): The benchmark price for international oil trading, based on the daily spot market trading prices in Singapore published by Platts

KNOC has been operating the 'Economical Gas Station' program since 2011 to promote competition in the domestic oil distribution market, alleviate the oligopoly structure centered on refineries, and stabilize prices. Economical gas stations currently serve as the benchmark price in the domestic petroleum market. They contribute to promoting competition in the distribution market and stabilizing domestic oil prices by supplying low-cost petroleum products to the domestic market through joint purchasing and utilizing storage facilities. Moreover, VRS (Vapor Recovery System) is installed at KNOC-operated Economical Gas Stations, contributing to the improvement of air quality. In addition, we conduct in-depth research and analysis of international oil market trends and domestic oil supply, demand, and price information, making it accessible to approximately 170 related organizations. We also transparently and promptly disclose this information to the public through Opinet¹⁾ and Petronet²⁾. These data are widely used as basic data for the government's energy policy formulation and implementation, including improving the oil distribution structure. These activities play a significant role in enhancing the transparency of the oil distribution market and strengthening resource security based on relevant information.

1) Opinet: <https://www.opinet.co.kr/>

2) Petronet: <https://www.petronet.co.kr/>



Inspection of Economical Gas Stations to Stabilize Oil Price during the Holidays



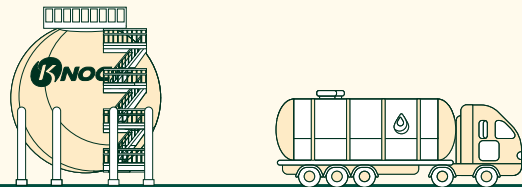
Opinet Site



Petronet Site

Major Businesses

Low-Carbon New Business



CCS Project

CCS Demonstration Project Using the Donghae Gas Field

Carbon Capture and Storage (CCS) is a technology that captures carbon dioxide and safely stores it underground and is key in reducing greenhouse gas (GHG) emissions. KNOC is currently advancing a CCS demonstration project utilizing the Donghae gas field with an annual capacity of 1.2 million tons, preparing for commercialization by concurrently conducting storage site evaluations and technological development. We also aim to contribute to the dissemination of CCS technology and the realization of carbon neutrality through cooperation with domestic and international private companies.

Main Activities

- Government preliminary feasibility study in progress
- Pursuing the acquisition of additional domestic and international repositories

Key Achievements

- Preliminary basic design completed for the CCS demonstration project
- Secured large-scale additional storage structure



Floating Offshore Wind Farm Project

Donghae 1 Floating Offshore Wind Farm Project

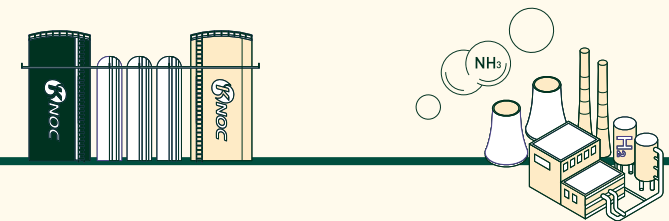
KNOC is building a floating offshore wind farm in the Ulsan Donghae area. This project is planned to be located approximately 58 km east of the Ulsan Port, within a 5 km radius of the Donghae gas field offshore platform. Preparation and construction are scheduled to be completed from 2023 to 2030, respectively, with operations planned for 20 years, from 2031 to 2050. KNOC will continue to promote the expansion of clean energy based on the marine resources and infrastructure of the Donghae.

Main Activities

- Special Purpose Company (SPC) investment and organizational structure completed
- Proceeding with permit procedures such as EIA (Environmental Impact Assessment)

Key Achievements

- Secured the foundation for power generation project operation by completing SPC investment and organizational structure



Hydrogen and Ammonia Projects

A Pilot Project to Establish a Clean Hydrogen Compound Distribution Infrastructure and Oversea Supply Chain Base

KNOC is promoting the construction of terminals capable of receiving, storing, and distributing ammonia in three regions near coal-fired power plants: the West, East, and South Seas, to establish the distribution infrastructure, which is a key means of introducing clean hydrogen. We are also collaborating with domestic companies to promote production and import projects aimed at securing stable ammonia production bases and import sources in the Middle East, North America, Australia, and Southeast Asia.

Main Activities

- FEED (Front End Engineering Design) and business model development for ammonia overseas supply chains and domestic infrastructure
- Participation in the fuel supply bidding for the CHPS (Clean Hydrogen Portfolio Standard)

Key Achievements

- Participated in FEED for overseas production and built domestic distribution infrastructure

Major Businesses

Low-Carbon New Business

✓ Status of Low-Carbon New Businesses

CCS¹⁾ projects

- Preparation of Korea's first CCS demonstration project
- Completion of preliminary basic design
- Acquisition of new physical exploration data in the West Sea (300 km²)
- Discovery of additional large-scale potential storage structures in the East Sea
- Cooperation on the construction of regional (Southeast, Southern, West Sea) hub terminals
- Establishment of a cooperation system, including MOUs for private sector CCS projects (Three cases)

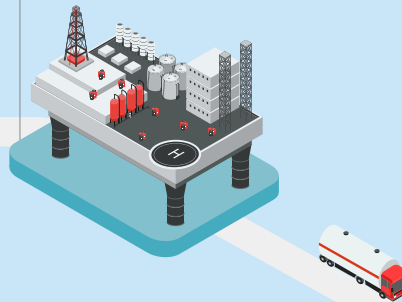
1) CCS (Carbon Capture and Storage):
A technology that permanently and safely stores CO₂ captured from emission sources in underground geological formations

Offshore wind farm projects

- SPC investment and equity acquisition
- Presentation of direction based on EIA plan
- Strengthened funding base through additional capital contributions

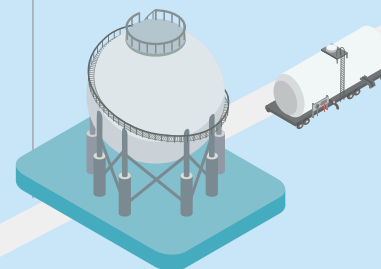
• Donghae demonstration project

Donghae Gas Field 1.2 million tons per year CCS Demonstration Project



• Domestic storage exploration

Assessment of Storage Potential near the Donghae Gas Field



• Overseas CCS storage project

Promotion of Cross-Border Storage Projects to Secure Overseas Storage Sites



• Power generation

Scheduled to Produce 200 MW of Electricity Starting in 2031



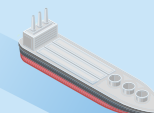
• Permissions and design

Simultaneous Progress in Site selection, Marine survey, Design, and Permitting Processes



Hydrogen and ammonia projects

- FEED and business model development for ammonia overseas supply chains and domestic infrastructure
- Fuel supply bidding for the CHPS



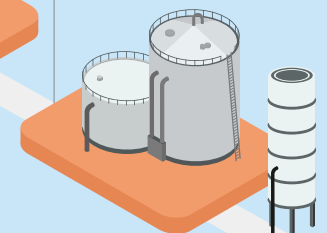
• Building overseas supply chains

Securing Overseas Production Bases by Leveraging Oil Development Capabilities



• Domestic infrastructure construction

Building Storage and Distribution Terminals and Strategic Stockpile Sites



Major Businesses

Promoting Domestic and International CCS Projects to Lay the Foundation for the CCS Business

Carbon capture and storage (CCS) technology is emerging as a major carbon reduction method, with the International Energy Agency (IEA) considering it impossible to achieve the 2050 carbon neutrality target without the application of CCS technology, highlighting its importance. KNOC is actively promoting domestic and international CCS projects as a core strategy to contribute to the government's carbon neutrality goals and secure new growth engines. KNOC is preparing Korea's first large-scale CCS demonstration project with an annual capacity of 1.2 million tons. The company has completed the preliminary basic design for the transportation and storage sectors and is conducting related technical reviews, including assessments of storage capacity and injection stability. Through joint research with domestic and international private companies, KNOC has identified additional large-scale promising storage structures within the Donghae-Ulleung Basin and is conducting further studies for potential integrated development with the CCS demonstration project. Recognizing that domestic storage capacity alone is insufficient to achieve the Korean government's 2050 carbon neutrality goal, KNOC is establishing a cooperative foundation by signing a business agreement with private sector partners to promote cross-border CCS projects.

✓ CCS Business Mid-to-Long-Term Roadmap

2025 - 2026

- CCS demonstration project design and permits securing
- Additional domestic storage evaluation
- Cross-border CCS projects feasibility study

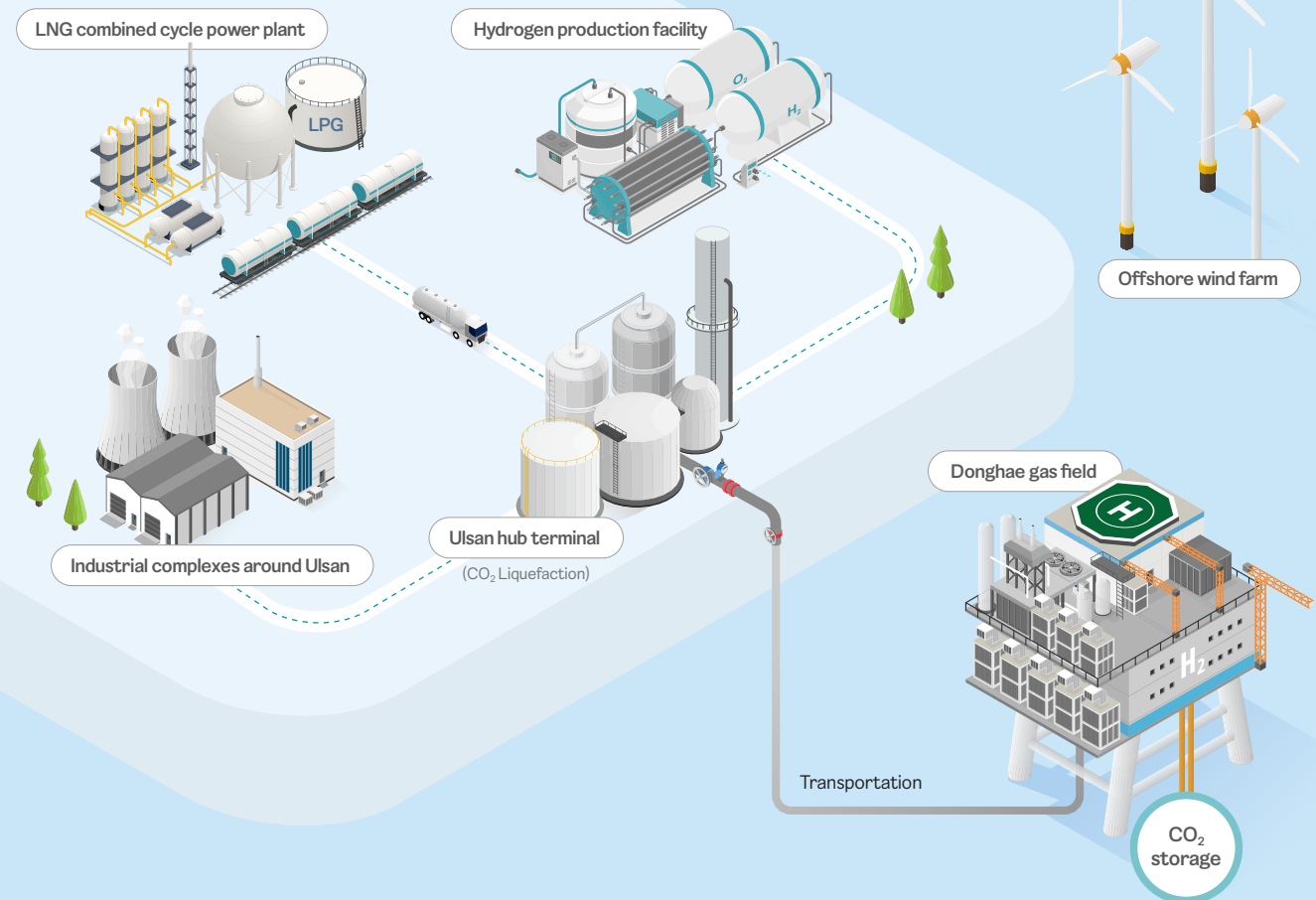
2027 - 2028

- Commencement of CCS demonstration project Engineering, Procurement, and Construction (EPC)
- Acquisition of additional domestic storage
- Formation of cross-border CCS operators and promotion of EPC

2030

- Operation of CCS demonstration project (1.2 million tons per year)
- Promotion of CCS demonstration -linked development and business expansion
- Commencement of CCS project operations for border crossings

✓ Conceptual Diagram of the Donghae Gas Field CCS Demonstration Project



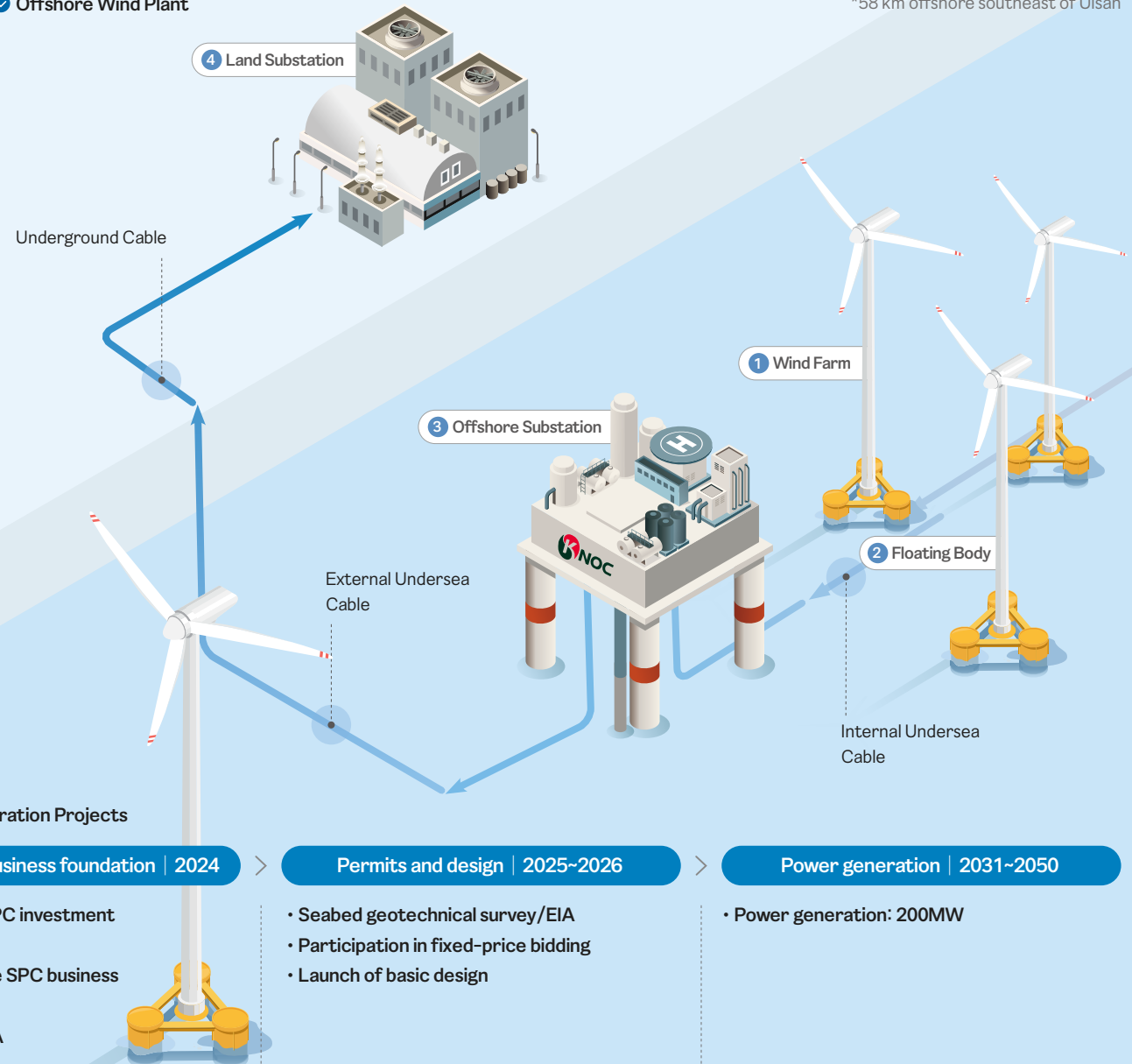
Major Businesses

Establishing an Operational Base for Floating Offshore Wind Farm Project

KNOC is actively pursuing eco-friendly energy projects, such as floating offshore wind farms, by repurposing existing facilities in the Donghae gas field and integrating oil development technology. This is a 200MW floating offshore wind farm to be installed within a 5 km radius area around the Donghae gas field offshore platform, 58 km east of Ulsan Port. The project is planned to produce electricity from 2031 to 2050, following preparation and construction work from 2023 to 2030. To ensure stable business operations, KNOC acquired a 50% stake in the SPC, securing a leading position. We also completed key permitting procedures, such as an EIA, in preparation for long-term investment and strengthened our funding base through additional government investment. Additionally, to enhance SPC's business drive, we have established an implementing organization and allocated relevant personnel, and we are systematically preparing the execution foundation of the project, including reviewing the bid guidelines, reexamining business feasibility, and collaborating on the supply chain. Through this, we are further strengthening the responsibility and legitimacy of environmentally friendly development projects, such as protecting marine ecosystems and ensuring community acceptance.

Offshore Wind Plant

*58 km offshore southeast of Ulsan



Mid-to-Long-Term Roadmap for Floating Offshore Wind Farm Generation Projects

Business preparation | ~2023

- Approval of the power generation project permit review
- Secure connection points within KEPCO's Dangwol substation

Establishing a business foundation | 2024

- Acquisition of SPC investment and equity
- Formation of the SPC business organization
- Setting up an EIA

Permits and design | 2025~2026

- Seabed geotechnical survey/EIA
- Participation in fixed-price bidding
- Launch of basic design

Power generation | 2031~2050

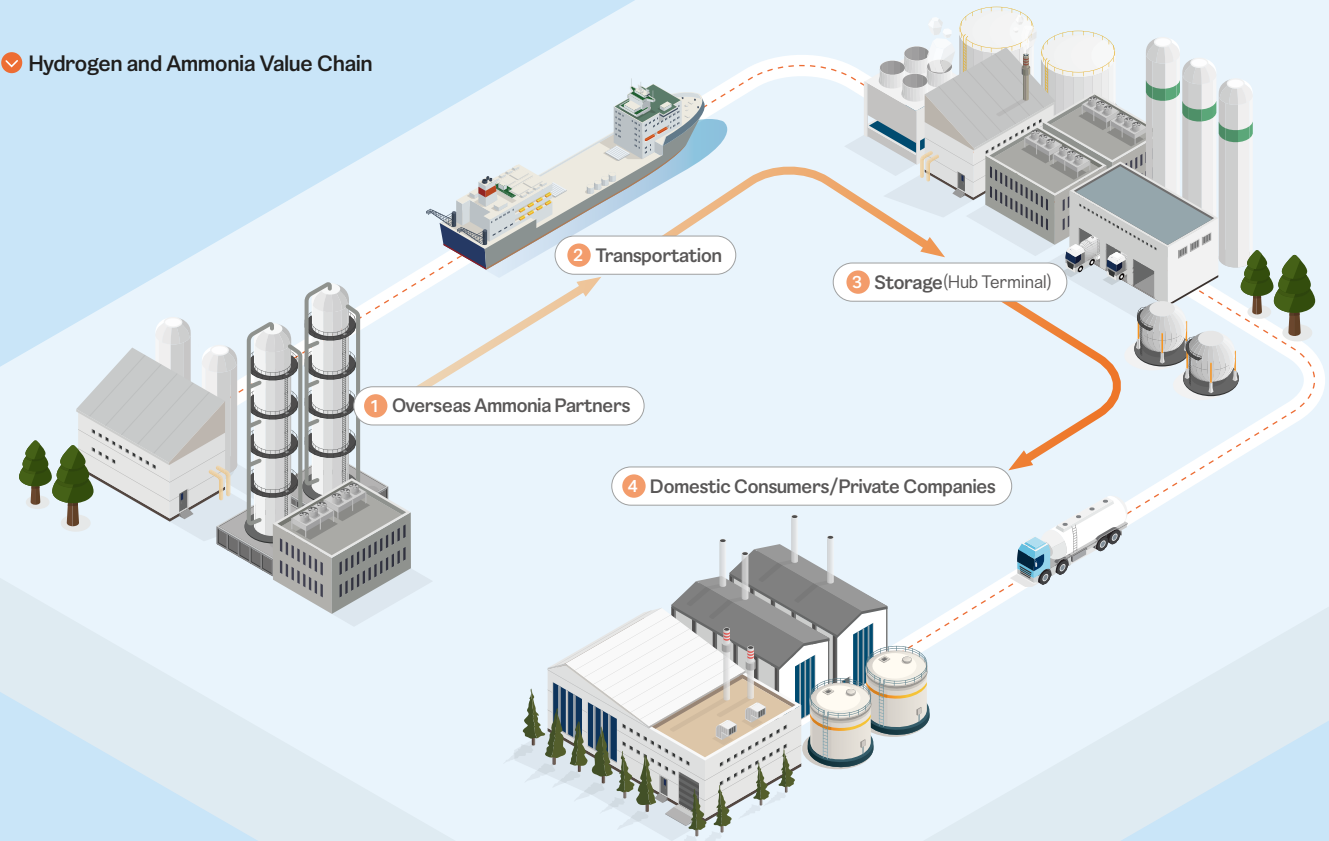
- Power generation: 200MW

Major Businesses

Building Hydrogen and Ammonia Supply Chain and Infrastructure

In line with the government's policy of creating a clean hydrogen ecosystem, KNOC is leveraging its oil development and stockpiling capabilities to establish a clean ammonia overseas supply chain and domestic import infrastructure. First, we are establishing a supply chain system to import clean hydrogen produced using renewable energy or CCS technology, synthesized into ammonia. Additionally, leveraging our experience and capabilities in oil stockpiling and energy infrastructure construction, we are also promoting the establishment of domestic infrastructure to expand the clean hydrogen and ammonia economy. We are conducting projects to establish acquisition and distribution infrastructure, focusing on regional hubs in the West, South, and East Sea areas where demand for power generation, industrial use, and other purposes is expected to increase. Through this project, we plan to gradually build ammonia logistics hubs to expand the clean hydrogen economy in the future.

Hydrogen and Ammonia Value Chain



Hydrogen and Ammonia Business Roadmap

Business Planning | 2022 - 2023

- Planning the clean hydrogen-ammonia businesses
- Establishment of a business foundation through domestic and international networking

Embodiment | 2024 - 2025

- Execution of FEED for overseas ammonia import supply chains and domestic infrastructure
- Participation in the fuel supply bidding for CHPS

Full-scale Implementation | 2026~

- Continuation of participation in CHPS and commencement of production facilities and domestic infrastructure construction
- Promotion of supply chain diversification and ammonia stockpiling plans

Major Businesses

Low-Carbon Fuel Conversion Business

The domestic SAF¹⁾ industry is still in its early stages, with insufficient investment in production facilities. It is a time when policy support from the government and the increased private investment are needed. In response to the global trend of SAF adoption, KNOC is working to establish an industrial foundation for achieving carbon neutrality in the domestic aviation sector. To this end, we are strengthening public-private partnerships and pursuing a global market entry strategy based on international certifications. In particular, we are supporting SAF exports by leasing unused stockpile sites to private refineries and providing storage and export infrastructure to facilitate private sector entry into the industry. Additionally, we are securing international certification (ISCC-EU²⁾) for our stockpile site, laying a foundation for entry into the global market. The SAF industry forms a value chain across its entire lifecycle, from raw material supply to production and distribution, and KNOC is solidifying the foundation for creating a sustainable industrial ecosystem within this structure.

- 1) Sustainable Aviation Fuel: Environmentally friendly bio-jet fuel that replaces conventional fossil fuel-based jet fuel
- 2) International Sustainability and Carbon Certification – European Union: An international certification system that certifies the sustainability and carbon emission reduction of biomass, biofuels, recycled raw materials, etc., in accordance with the EU Renewable Energy Directive



Supporting Exports of Private Oil Refineries by Utilizing KNOC's Stockpile Sites

KNOC's Support

Lease Unused Strategic Petroleum Reserve Tanks to Private Refineries, for Them To Use as Aviation Fuel Storage Facilities

Public-Private Partnership Management Performance

South Korea's First SAF Production and Export Using KNOC's Stockpile Sites

Efficient Utilization of Public Infrastructure, Strengthening Carbon Neutrality and Export Competitiveness of Private Industries, and Establishing a Public-Private Partnership Model for Energy Transition

Achievements of SAF Business

Results

Construction of a global SAF supply chain

Signed MOUs for raw material procurement and SAF export with the world's top two traders.

Securing raw materials



Overseas export of SAF

Domestic supply of raw materials



Securing SAF sales channels

Support for the first export of domestic SAF

Exported domestically produced SAF overseas for the first time using its stockpile sites



Achievements

- KNOC laid the foundation for the nascent domestic SAF industry by reflecting the global trend of expanding SAF adoption
- KNOC's stockpiling division has accumulating know-how related to SAF in preparation for the spread of SAF

ESG Management

KNOG is strengthening its ESG management across environmental, social, and governance dimensions to establish a foundation for sustainable growth. Through double materiality assessments and active communication with stakeholders, we proactively identify and address key issues, while pursuing responsible management to realize the social value of the public institution.

ESG Highlight 16

KNOG ESG Management 17

Double Materiality
Assessment 18

ESG Highlight



Environmental

Resource Upcycling Activities

Reduced Greenhouse Gas Emissions by 855 kg

(704 kg in 2023 ► 855 kg in 2024)

Strategic Stockpile Sites

ZERO Environmental Accidents and Complaints

Energy Award

Received an Award from the Ministry of Trade, Industry and Energy

(Renewable energy category)

For 13 Consecutive Years

Achieved Greenhouse Gas Reduction Targets

Through the Resource Circulation System Agreement,

Reduced Scope 3 Emissions by 2,777 kg

Provided Support for Installing Solar Power Systems at Social Welfare Facilities

(8 kW in 2023 ► 10 kW in 2024)



Social

For 7 Consecutive Years

Achieved ZERO Serious Accidents

At The Highest Level In Korea

Maintained the Process Safety Management(PSM) System

(Achieved a P-grade acquisition rate of 89%, compared to the national average of 5%.)

Received a

Korea Volunteer Award for the Second Half of 2024

(Hosted by the United Nations Volunteers Korea)

Received a 2024 Korea Human Resource Development Grand Award

(Hosted by the Korea HRD Association)

For 14 Consecutive Years (2012-2025)

Received a Family-Friendly Certification by the Ministry of Gender Equality and Family

Received a 'Gender Equality in Employment and Work-Life Balance'

Award from the Ministry of Employment and Labor in 2024

in Government Assessments ('Safe Korea' Drill and National Critical Infrastructure Disaster Management Assessment),

Received the 'Highest' Rating



Governance

Ethical Violation Cases

ZERO Achieved

(19 cases in 2023 ► 0 cases in 2024)

For 3 Consecutive Years, Conflict of Interest Act Violation Cases

ZERO Achieved

Comprehensive Evaluation of Information Disclosure by the Ministry of the Interior and Safety Shows Improvement for

3 Consecutive Years

(97.4 points in 2023 ► 98.6 points in 2024)

Comprehensive Integrity Rating

Grade 2 Achieved

(Grade 3 in 2023 ► Grade 2 in 2024)

In the 'Leadership Commitment and Effort' Indicator of the 2024 Integrity Assessment by the ACRC,

Achieved a Perfect Score of 100

At the 2024 Korea Audit Conference

Received the Best Institution Award

KNOC ESG Management

At KNOC, we have adopted 'A Trusted KNOC Creating a Clean Environment and a Warm Society' as our ESG vision, practicing sustainable management to respond to climate change and enhance the quality of life for South Korean citizens. Through transition to low-carbon new businesses, carbon reduction, and eco-friendly management, we are strengthening our environmental responsibility and systematically implementing our ESG management strategy centered on social values, including safe organizational operations, regional co-prosperity, and public benefit enhancement.

ESG Management Strategy

ESG Vision

A Trusted KNOC Creating a Clean Environment and a Warm Society

Strategic Directions

Leading low-carbon
new businesses

Efforts to reduce
carbon emissions

Embedding eco-
friendly management
into daily operations

Operating safe and
healthy organization

Strengthening
shared-growth-
oriented cooperation
with local communities

Improving public
benefits

Transparent
governance

Strategic Tasks

Establishing hydrogen
and ammonia
stockpiling
infrastructure

Establishment of a CCS
demonstration project
Foundation

Improving the
environment in
collaboration with local
communities

Improving the
worksite safety
management level

Expanding social
contributions in
linkage with the KNOC
businesses

Providing valuable oil
information

Strengthening
communication
with the public

Successfully
implement the offshore
wind farm project

Continuously effort to
reduce GHG

Improving the
environmental
management level at
domestic and overseas
worksites

Advancing security and
protection measures

Vitalizing the creation
of local jobs

Improving the price
benefits of thrifty oil

Strengthening integrity-
ethical management

Creating an optimal
working environment

Establishing and
spreading human rights
management

Establishing energy
security

Vitalizing the Board of
Directors

Environmental

Social

Governance

Achievement Targets



Contribution to National Carbon Neutrality

Carbon Reduction: 1.53 million tons/year



Fulfillment Social Responsibility

Public Benefit: KRW 147.7billion/year

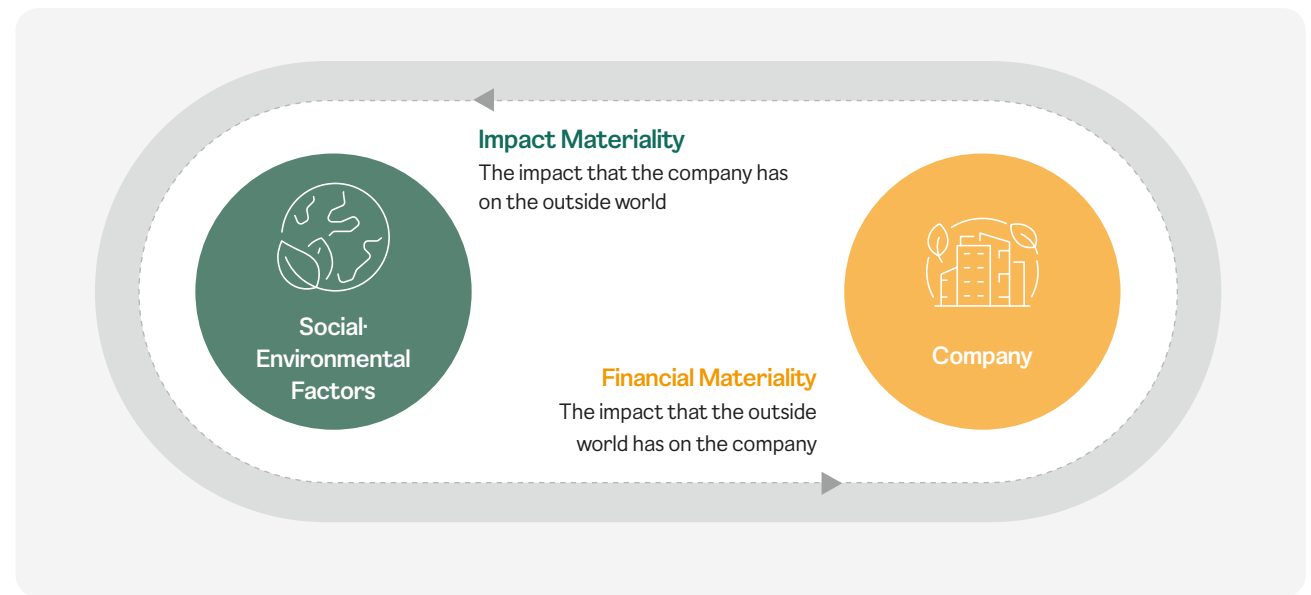


Gaining Public Trust

No. 1 Integrity Company

Double Materiality Assessment

KNOC conducted a double materiality assessment to identify sustainability issues that require management prioritization. Through the assessment, we selected key material issues by considering the social and environmental impact (Social/environmental impact materiality) of corporate activities and the impact of social and environmental factors on corporate finances (Financial impact materiality). The 2024 assessment adhered to the materiality assessment guidance outlined in the European Sustainability Reporting Standards (ESRS) 1 and European Financial Reporting Advisory Group Implementation Guidance 1 (EFRAG IG 1). It was conducted from an IRO (Impact, risk, and opportunity) perspective. During the assessment process, diverse opinions were gathered from internal and external stakeholders.



Double Materiality Assessment Process

Step 1 | Derive an issue pool

Based on ESRS 1 and IG 1, we compiled a long list of issues. We then derived a short list comprising 27 issues by incorporating KNOC's existing material issues, ESG disclosure standards, key management indicators from a major assessment agency, and issues from benchmarked companies.

- Global disclosure standards (SASB, ESRS, etc.)
- ESG assessment agency (MSCI)
- KNOC's material issues of the previous year
- Domestic and international benchmarking

Step 2 | Identify IRO

Based on the short-listed issues, we systematically identified the risks (R) and opportunities (O) faced by the company from a financial perspective, as well as the positive and negative impacts (I) from a social and environmental perspective. To ensure consistency throughout this process, stakeholders, such as relevant department employees and external experts in sustainable management, reviewed the identified IRO. We finally selected the key IRO most relevant to KNOC.

Step 3 | Assess the IRO

For each identified IRO, we conducted a comprehensive assessment using a five-point scale by dividing financial impacts (Risks and opportunities) and social/environmental impacts (Positive and negative) into the categories of magnitude, scope, likelihood of occurrence, and irrecoverability.

- **Assessment Participants**
 - Internal Stakeholders: ESG department, departments related to IRO
 - External Stakeholders and Experts: Partners, customers, government officials, academic scholars, analysts, ESG experts

Assessment Factors

Financial Impacts		Social/Environmental Impacts	
Risks	Opportunities	Positive	Negative
Magnitude, likelihood of occurrence	Magnitude, likelihood of occurrence	Magnitude, scope, likelihood of occurrence	Magnitude, scope, likelihood of occurrence, irrecoverability

Step 4 | Select material issues

From the IRO assessment results, a total of eight issues exceeding the threshold in at least one of the financial or impact materiality areas were selected as material issues. The threshold was set at greater than or equal to 10% of the average financial and impact materiality scores.

Double Materiality Assessment

Double Materiality Assessment Results

A total of eight material issues were derived as a result of the double materiality assessment. Climate change mitigation, energy, health and safety in worksites, and human resources management and competency development were re-selected as material issues from the previous year. Reflecting industry characteristics, latest trends, regulatory changes, and stakeholder demands, we added biodiversity loss, community impact and conflict management, job creation and sharing, and corruption and bribery as new material issues. Material issues included all those corresponding to the high or medium rating among the matters that scored above the threshold in at least one of the financial or impact materiality areas.

Eight Material Issues Selected in 2024

Category	Issue Name	Compared to the Previous Year
E	Climate Change	
	Climate change mitigation	Same as the previous year
	Energy	Same as the previous year
Biodiversity and Ecosystem	Biodiversity loss	New
S	Workers at Worksites	
	Health & safety at worksites	Same as the previous year
	Human resources management & competency development	Same as the previous year
Local Community	Community impact & conflict management	New
	Job creation & sharing	New
G	Business Implementation Approach	
	Corruption & bribery	New

Materiality Assessment Matrix of KNOC



Double Materiality Assessment

Material Issues in 2024

Category	Issue	Key IRO	Materiality*			Occurrence Period	Response Measures	Report Page
			Likelihood of Occurrence	Impact in Case of Occurrence	Materiality			
Environmental	Climate change mitigation	Increased investment and operational costs (e.g., the introduction of carbon reduction facilities) due to the government's policy strengthening for carbon reduction and public institutions' carbon neutrality implementation requirements	3.4	3.7	High	Long-term	<ul style="list-style-type: none"> Promote upcycling and resource circulation activities Increase the purchase and lease ratio of zero-emission vehicles Complete preliminary basic design for the CCS demonstration projects Introduce vapor recovery units (VRUs) 	24-25, 34-36, 41
	Energy	Risk of declining oil demand and profitability due to the spread of oil phase-out policies and accelerated low-carbon energy transition	3.2	2.9	Medium	Long-term	<ul style="list-style-type: none"> Promote energy efficiency enhancement activities at petroleum stockpile sites Establish a long-term growth foundation through low-carbon new businesses 	35, 40
	Biodiversity loss	Risk of permit delays or rejections due to concerns about potential ecosystem damage during project implementation	3.3	2.6	Medium	Mid-term to Long-term	<ul style="list-style-type: none"> Implement G9 KNOC Plogging campaign Hosting the EM (Effective Microorganisms) mud ball throwing event, a biodiversity conservation activity Conducted environmental impact analysis across all business sites 	37, 38
Social	Health & safety at worksites	Production disruptions, increased recovery costs, and liability for damages in the event of worksite safety accidents	3.3	3.3	High	Short-term to Mid-term	<ul style="list-style-type: none"> Build an integrated smart safety management system Establish and implement safety management strategies Build climate and earthquake response infrastructure 	26-27, 46-52
	Human resources management & competency development	Fostering specialized personnel and enhancing organizational productivity through expanded job training and competency development	3.2	3.3	Medium	Short/mid/long term	<ul style="list-style-type: none"> Operate an education system aligned with a job-centric organizational structure Support practical career development through customized training by career stage and job aptitude assessments 	53-55
	Community impact & conflict management	Potential for resident conflicts and project delays due to accident risks during the construction and operation of oil production and storage infrastructure	3.2	3.0	High	Short-term to Mid-term	<ul style="list-style-type: none"> Gather opinions through community stakeholder meetings Establish and operate local community field offices Develop an action manual for responding to delays in local community projects 	28-29, 38
	Job creation & sharing	Securing top talent and creating mutually beneficial outcomes with local communities by creating private-sector jobs in South Korea and expanding local hiring	2.6	3.6	Medium	Short/mid/long term	<ul style="list-style-type: none"> Directly create jobs across major business areas, including domestic exploration, new energy businesses, data openness, and system/facility operations Indirectly create jobs through local human resource development, tailored training for vulnerable groups, and support for SMEs' global expansion 	65-70
Governance	Corruption & bribery	Legal sanctions (Litigation, fines, etc.) and corporate reputation damage if corruption or unethical acts occur, driven by strengthened compliance requirements, such as the Improper Solicitation and Graft Act	2.0	3.4	Medium	Short-term to Mid-term	<ul style="list-style-type: none"> Systematically identify ethical risks Classify and manage common risks and inherent risks that may arise during organizational operations 	76-82

*Based on a 5-point scale

Double Materiality Assessment

Voices of Stakeholder on Critical Issues

Environmental

Climate and Energy Expert

As uncertainty surrounding the achievement of the Nationally Determined Contributions (NDC) grows, the government's strong commitment to carbon reduction is likely to be translated into concrete policy. Accelerating the energy transition may lead to reduced demand for fossil fuels and increased risks for stranded assets, making a mid-term industrial transition to prepare for it imperative. Bold investment and transition efforts in low-carbon new business are required in the next five years.



Citizen Supporters Representative

To strengthen ESG, KNOC should establish an actionable carbon neutrality roadmap in the environmental domain, expand renewable energy investments, and pursue the phased introduction of Carbon Capture, Utilization, and Storage (CCUS) and hydrogen technologies. We expect this to accelerate our eco-friendly transition strategy and build a foundation for sustainable growth.



Internal Employee A

KNOC is pursuing low-carbon new businesses such as CCS and offshore wind farm simultaneously, alongside crude oil and gas development, to ensure resource security and achieve carbon neutrality. However, given the high economic uncertainty relative to large-scale investments, the success of these businesses hinges on government policy and support. KNOC needs to continuously monitor policy trends, swiftly incorporate them into strategy, and focus its capabilities on securing national policy support from a mid-to-long-term perspective.



Journalist

Within the government's policy direction, it is crucial to seek a balance between decarbonization/carbon neutrality and resource security enhancement. We hope that KNOC will continue ESG efforts without forgetting the fundamental purpose of resource security alongside climate crisis response. We particularly request sufficient consideration of environmental risks when implementing the CCS demonstration projects for the Donghae-1 and Donghae-2 gas fields and domestic/international resource development projects.



Social

Korea Occupational Safety and Health Agency Official

Given KNOC's industry and business characteristics, its environmental impacts, such as climate change, and their resulting damages must be considered the top priority in ESG management. Further, a comprehensive review and field operability assessment are needed for the management of relationships with local communities and governments following the new administration's inauguration, as well as the establishment and implementation of occupational safety and health management systems to prevent worksite accidents.



Internal Employee B

The likelihood of safety incidents occurring that could impact local communities or the nation is judged to be very low. However, considering the severity of their potential impact, thorough preparedness and prevention are essential. This is a crucial matter that must always be managed as a priority.



An Expert from a Global ESG Agency

From a social perspective, KNOC must fulfill its social responsibilities, including shared growth with local communities, creating safe working environments, expanding diversity and inclusion, and realizing energy welfare. These efforts enhance trust in KNOC as a public institution and support sustainable growth.



Internal Employee C

To strengthen ESG management, KNOC must focus on preventing and strictly addressing misconduct such as worksite harassment, sexual violence, and abuse of power. Unnecessary leniency toward perpetrators damages organizational culture, worsens working conditions, and causes internal conflict. Further, institutional improvements to protect victims and provide substantive recovery must be actively pursued.



Governance

ESG Management and Governance Expert

As a public institution, KNOC should exercise caution with respect to corruption and fair trade risks. KNOC achieved a Grade 2 rating in the 2024 Comprehensive Integrity Assessment for Public Institutions, but the increase in the number of ethics violations and improvement guidance cases necessitates continued risk management.



Material Issues

KNOC has identified climate change response, worksite safety and health, and community impact management as its material issues. Through these priorities, the company pursues environmental responsibility, social trust, and safe business operations in parallel. The management of these material issues establishes the strategic priorities of KNOC's ESG management and serves as a foundation for a sustainable future.



Material Issue 1 •

Climate Change Response

Recognizing climate change response as an essential corporate task, KNOC is reviewing its importance comprehensively to establish a sustainable management system. However, the government's strengthened carbon reduction policies and the requirement for public institutions to achieve carbon neutrality create additional investment and operational burdens for our operations. Consequently, large-scale investments are unavoidable, such as introducing carbon reduction facilities and expanding eco-friendly equipment. These investments could lead to increased management costs and financial burdens in the short term. To respond to intensifying carbon emission regulations, we are strategically investing in the development of greenhouse gas reduction technologies, such as carbon capture, utilization, and storage (CCUS) and offshore floating wind farm projects. These investments aim to contribute to global climate change mitigation. Accordingly, regulatory tightening and cost increases due to climate change have become major issues for the stable operation of KNOC.

Materiality Score (Based on a 5-point scale)

Financial Impact

3.40

Social & Environmental Impact

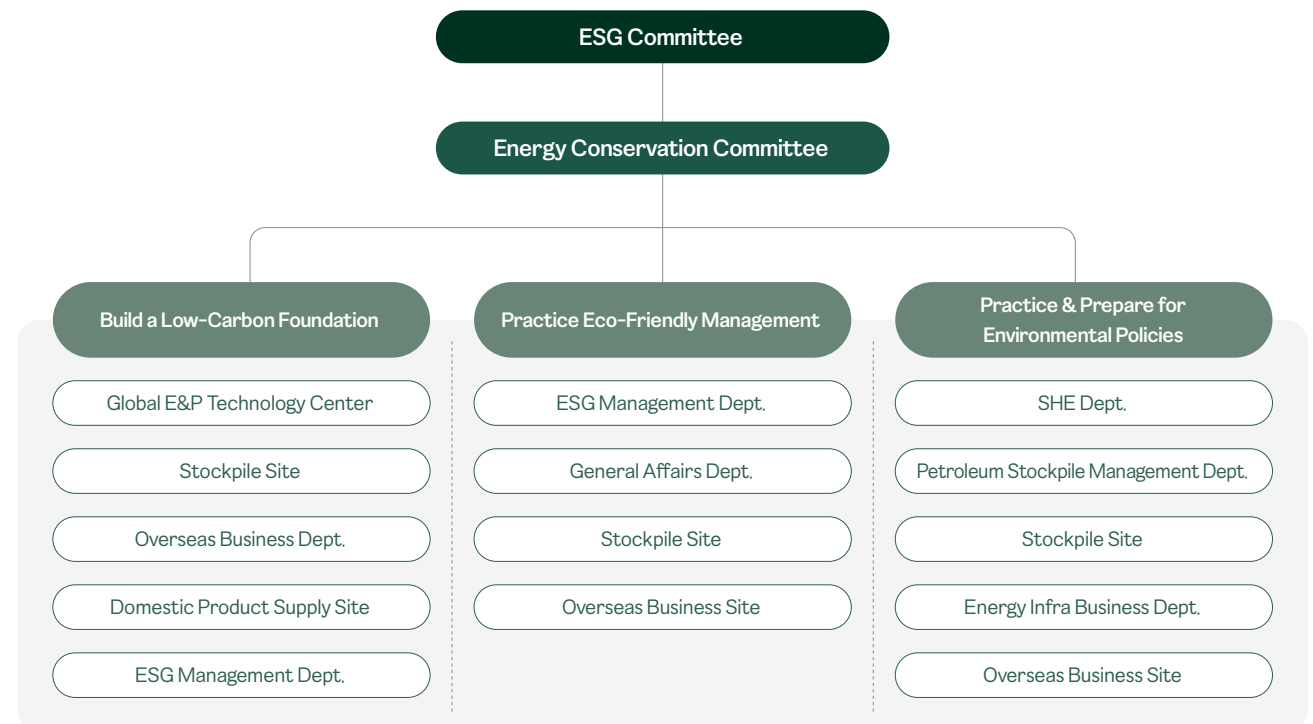
3.70



Governance | Climate Management and Oversight System

KNOC has established an organizational system centered on the ESG Committee and supplemented by an Energy Conservation Committee. This system strengthens our capabilities for establishing and executing policies in response to climate change. Further, we have enhanced efficiency and execution by creating an integrated management system for tasks that were previously managed separately by each department. By identifying and implementing action items on our own, we contribute to achieving the national net-zero goal. Through this integrated operation, we strengthen the foundation for internal cooperation and actively consider various perspectives to expand our climate change response capabilities at a higher level.

Climate Management and Supervision System Organization Chart



Strategy | Climate Change Response Strategy

In response to strengthened regulations and demands for carbon neutrality stemming from climate change, KNOC is implementing systematic low-carbon management activities. We have enhanced our eco-friendly management practices by achieving the energy-saving target for our headquarters building and realizing 100% adoption of zero-emission vehicles. Moreover, we have established an upcycling and resource circulation system through our waste electrical and electronic product resource circulation program and the signing of a memorandum of understanding (MOU) for the 'E-Waste Zero'¹⁾. Additionally, we are enhancing energy efficiency by installing insulation film at petroleum stockpile sites and improving geothermal facilities. We are also expanding the 'KNOC Dream Solar Energy Project' to increase renewable energy adoption. Through these efforts, KNOC aims to address the climate crisis, achieve the national carbon neutrality goal, and lead the way in sustainable energy transition.

1) An agreement to build a resource circulation system with a social enterprise

Major Response Activities

Upcycling Resource Circulation Activities

- Introducing a waste electrical and electronic product resource circulation program
- Signing a Memorandum of Understanding (MOU) to build 'E-Waste Zero' (A resource circulation system)
- Providing support with eco-friendly products to contribute to achieving carbon neutrality in local communities

Eco-Friendly Management

- Achieving the energy-saving target for the HQ building (An outcome of 940 TOE compared to a target of 962 TOE)
- Achieving 100% for the zero-emission vehicle purchase and lease ratio

Efforts to Spread Carbon Neutrality Implementation

- Engaging in activities to increase energy efficiency in stockpile sites (A saving of 0.5tCO₂/year based on the installation of insulation film in buildings)
- Increasing geothermal power production by improving facilities
- Expanding the KNOC Dream Solar Energy Project

Risk Management | Climate Risk Management

KNOC operates and maintains an ISO 14001-certified environmental management system (EMS) to systematically manage risks arising from climate change and strengthened environmental regulations. Through this system, we identify environmental impacts proactively, monitor compliance with relevant laws and regulations continuously, and minimize potential environmental risks. Further, the system prevents environmental accidents by preemptively blocking factors that cause water, soil, and air pollution. The system also enhances facility safety and environmental protection by upgrading environmental equipment at petroleum stockpile sites and strengthening inspection standards.

Maintaining and operating an ISO 14001-certified Environmental Management System

Improving environmental equipment at stockpile sites and strengthening inspection standards

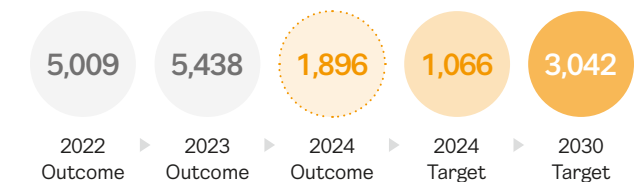
Preventing environmental accidents by blocking factors that cause water, soil, and air pollution

Metrics & Targets | Climate Change Response Outcomes and Targets

We set quantitative performance indicators, such as GHG reduction, green product purchase expansion, and economical integrated refueling station operation, to systematically manage our annual target achievement. Further, we plan to expand climate change response outcomes by setting mid-to long-term targets, such as reducing GHG by 3,042 tCO₂eq and increasing the number of multi-fuel charging stations to eight by 2030.

GHG Reduction Targets

(Unit: tCO₂eq)



Achieved the GHG reduction targets for

13 Consecutive Years



Implemented an annual 1.2 million ton

CCS Demonstration Project Utilizing the Donghae Gas Field



Material Issue 2 •

Worksite Safety and Health

The 2025 Materiality Assessment confirmed that safety and health are key elements that must be managed to ensure stable operations at KNOC's business sites. Recently, revisions to the Occupational Safety and Health Act and the trend toward stricter regulations across the energy industry further highlight the importance of safety and health management. The crude oil and gas industry inherently carries risks of serious accidents such as fires, explosions, and hazardous gas leaks. Accidents can directly disrupt production and supply activities, potentially incurring significant costs in the short term. Consequently, 'safety and health', which was a material issue last year, was selected again this year. Accordingly, safety and health are core areas for our sustainable management, requiring continuous and systematic monitoring.

Materiality Score (Based on a 5-point scale)

Financial Impact

3.30

Social & Environmental Impact

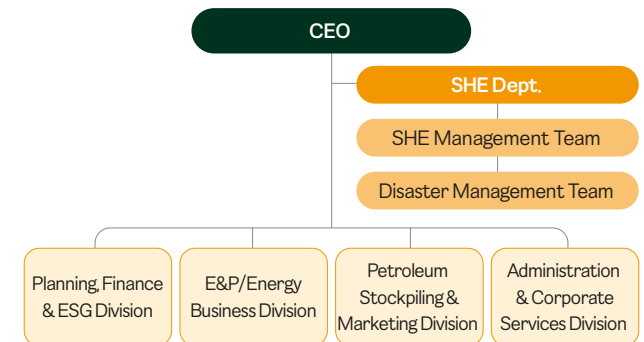
3.30



Governance | Safety and Health Management-Oversight System

At KNOC, the CEO is the highest decision-maker, with the SHE Department positioned beneath to oversee company-wide safety management. The SHE Department, centered around the Chief Safety Officer (CSO), consists of the SHE Management and Disaster Management Teams, responsible for company-wide safety management and disaster response. It operates a system-and technology-based disaster management framework to enhance effectiveness and plans to link performance indicators with the execution of safety management strategies.

✓ Safety and Health Management and Supervision System Organization Chart



Strategy | Safety and Health Response Strategy

KNOC is implementing systematic management activities to proactively prevent occupational safety and health risks, which include production disruptions, restoration costs, and liability for damages resulting from safety accidents in worksites. To this end, we are strengthening our safety management system by obtaining the Korea Occupational Safety and Health Agency's Management System (KOSHA-MS) certification and upholding the highest standard of the Process Safety Management (PSM) certification (our ratio is 89%, compared with the national average of 5% for excellent grade: Pass (P)). Additionally, by establishing safety management strategies and building an integrated smart safety management system, we are expanding our management infrastructure to enable real-time monitoring and rapid response. In addition to safety management, we are strengthening our disaster management capabilities to prepare for unpredictable disasters, such as earthquakes and climate events. For instance, we are preemptively eliminating risk factors at petroleum stockpile sites and expanding response infrastructure. These efforts minimize the possibility of accidents occurring throughout all work processes and ensure stable business operations.

✓ Major Response Activities

Enhancing Safety Management System

- KOSHA-MS certification
- Maintaining Grade P for PSM

Strengthening Safety Management Infrastructure

- Establishing and operating safety management strategies
- Building an integrated smart safety management system

Strengthening Disaster Management Infrastructure

- Eliminating risk factors at petroleum stockpile sites in advance
- Building climate/earthquake response infrastructure

Risk Management | Safety and Health Risk Management

At KNOC, we conduct risk assessments to preemptively identify and eliminate hazard and risk factors that exist in work processes, equipment, and facilities. Employees participate in all company-wide risk assessment processes to identify, eliminate and reduce hazard and risk factors, and the results are shared. By going through the preparatory steps, the hazard and risk factors are identified and assessed to determine whether they can be tolerated. If they cannot be tolerated, mitigation measures are established, implemented, and reevaluated. Once all actions are completed, the process concludes, and the results are recorded and managed to maintain a safe working environment.

✓ Risk Assessment Procedure



Metrics & Targets | Safety and Health Performance and Targets

KNOC achieved Grade B, our target, in the 2024 Safety Activity Level Assessment. Through expanded regular safety inspections and strengthened field-centric risk assessments, our safety management rating improved to Grade 2, surpassing the Grade 3 target. To maintain zero serious accidents and enhance our safety and health standards, we are strengthening our smart safety management system and spreading a safety culture across all sites.

ZERO

serious accidents for seven consecutive years



Safety Activity Level Assessment

2024 Target **Grade B**
Outcome **Grade B**



Safety Management Rating

2024 Target **Grade 3**
Outcome **Grade 2**



Material Issue 3 •

Community Impact Management

Community Impact Management was not identified as a material issue in the 2024 materiality assessment, but was newly recognized as a material issue in the 2025 assessment. During the construction and operation of petroleum production and stockpiling infrastructure, potential safety incidents—such as storage tank fires, gas leaks, or equipment failures—as well as environmental impacts including noise and air pollution, may occur. These risks could lead to conflicts with local residents or delays in project implementation, potentially arising in the short to medium term. Accordingly, community impact management has emerged as a key management priority, and KNOC continues to operate a management system to minimize potential risks and build mutual trust with local communities through continuous engagement and communication.

Materiality Score (Based on a 5-point scale)

Financial Impact

3.25

Social & Environmental Impact

3.30



Governance | Community Impact Management and Oversight System

KNOC proactively manages potential impacts on local communities throughout all stages of domestic exploration, development, and oil stockpile site construction projects. In the stockpiling sector, management is carried out through formal organizational structures led by each office task force (T/F) and the Energy Infra Business Dept., while the E&P – Domestic Business Development Dept., as the dedicated organization for domestic exploration and development, operated the Domestic Continental Shelf Safety Response Task Force during the drilling period (concluded in February 2025). These organizations have strengthened transparency and professionalism in management and supervision by operating regular consultative bodies and reporting systems between headquarters and field sites to share project progress and risk factors, as well as by holding expert forums, engaging external advisors, and cooperating with relevant institutions.

Strategy | Community Impact Response Strategy

KNOC implements concrete response strategies to prevent potential community damage and concerns while promoting shared growth with local communities. During the construction of oil stockpile sites, we promptly address complaints raised by residents through a dedicated communication channel. In addition, we have established compensation procedures in accordance with legal and institutional standards to ensure the rights and interests of local residents regarding land acquisition and compensation. To prevent potential environmental impacts such as vibration and noise, we have enacted the 'Regulations on Support for Areas Surrounding stockpile Site Construction Projects' and the 'Compensation Management Guidelines' to minimize community impacts and ensure prompt and transparent compensation procedures. For domestic drilling operations, we established the 'Earthquake Disaster Response Action Manual for Offshore Drilling Sites' and, in collaboration with relevant departments, built a real-time earthquake monitoring and response system to ensure the safety of operations. Furthermore, beyond prevention and compensation systems, we promote initiatives aimed at achieving shared growth with local communities. We have been conducting the 'G9 KNOC Plogging' beach cleanup campaign with local residents in Pohang, near the East Sea deep-sea gas field, and continue to make tangible contributions by providing eco-friendly fishing gear and supporting sustainable local livelihoods.

✓ Major Response Activities

Meetings with Stakeholders

- Holding frequent meetings with local stakeholders (Pohang City Hall, Pohang Regional Office of Oceans and Fisheries, etc.) to discuss matters related to the damage

Installation and Operation of the Community Mutual Development Cooperation Center

- Operating a field office for gathering opinions and strengthening local development cooperation in the East Sea deep-sea gas field area (Pohang)

Development of an Action Manual

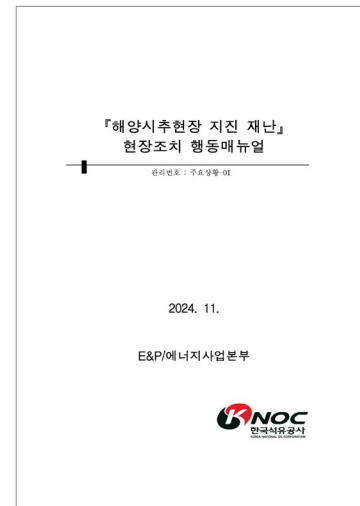
- Developing a manual for responding to earthquakes during offshore drilling operations

Support and Compensation Related to Impact on Communities

- Operation of the Guidelines for Community Damage Support and Compensation Management related to oil stockpile site construction projects
- Implementation of community beach cleanup activities
 - Continuous operation of the 'G9 KNOC Plogging' beach cleanup campaign in cooperation with local residents in Pohang

Risk Management | Management of Community Impact Risks

KNOC promotes comprehensive risk management activities to minimize potential earthquake risks and community concerns that may arise during exploration, drilling, and oil stockpile site construction. During the construction phase of stockpile sites, we reflect local community feedback through public briefings and preliminary environmental impact assessment. In addition, we have verified that the likelihood of induced earthquakes is extremely low by conducting correlation analyses between offshore drilling activities and earthquake occurrences in the East Sea, investigating submarine fault structures, and consulting with experts. We also ensure operational stability by applying a phased drilling approach based on geological strength. Furthermore, we hold discussion forums with participation from earthquake and drilling experts, local governments, and civic organizations to discuss response measures. During drilling operations, we have established a hotline with the Korea Meteorological Administration, the Korea Institute of Geoscience and Mineral Resources, and the Pohang Earthquake Observatory to monitor any abnormal signs in real time and have developed the On-site Earthquake Disaster Response Action Manual for Offshore Drilling Sites. Through these initiatives, we proactively prevent potential community-related risks during project implementation and foster a safe and trustworthy development environment.



Earthquake Disaster Response Manual for Marine Drilling Sites



Signboard Ceremony for KNOC-Pohang Mutual Development Cooperation Center

Metrics & Targets | Outcomes and Targets of Managing Impacts on Communities

KNOC places the highest value on shared growth with local communities during the construction and operation of oil stockpile sites and promotes a systematic approach to managing community impacts. As a result of these efforts, we have achieved zero environmental accidents and zero environmental complaints at our stockpile sites, while further strengthening our cooperation with local communities through the signing of a business agreement with Gyeongsangbuk-do Province and Pohang City.

Achieved ZERO Environmental Accidents and ZERO Environmental Complaints at Oil Stockpile Sites



KNOC · Establishment and Operation at the Pohang

Mutual Development Cooperation Center



Signing of an MOU

between Gyeongsangbuk-do Province, Pohang City, and KNOC



Appendix

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ESG Data

Economic Performance

Category	Unit	2022	2023	2024
Distribution of Economic Performance				
Dividend paid to shareholders	million KRW	0	0	0
Total government tax payment (Corporate tax)	million KRW	1,191,021	456,570	675,693
Total amount paid to executives and employees (Labor and welfare expenses)	million KRW	315,407	317,212	320,357
Expenses paid to outsourcing companies (Outsourcing expenses)	million KRW	69,686	112,826	110,842
Voluntary contribution and monetary investment in the community	million KRW	1,550	1,537	877
Costs paid to material partners (Material costs)	million KRW	0	0	0
Interest paid to creditors and lenders	million KRW	454,720	489,822	566,041
Total economic performance distribution	million KRW	2,032,384	1,377,967	1,673,810
Economic value reserves	million KRW	2,470,853	2,521,907	2,443,930
Economic Value Creation				
Operating profit	million KRW	1,989,878	846,455	1,273,437
Net profit	million KRW	312,951	178,762	191,531
Sales	million KRW	3,932,782	3,267,082	3,524,433
Credit Rating				
S&P	rating	AA	AA	AA
Moody's	rating	Aa2	Aa2	Aa2

Category		Unit	2022	2023	2024
Sales by Business					
E&P business	Production volume	MMboe	51	49	50
	Daily production	Mboed	138.5	135.6	136.0
	Securing reserves	MMboe	985	955	931
	(Overseas) Crude oil production volume	Mboe	32,944	32,720	32,120
	(Overseas) Gas production volume	Mboe	13,620	11,534	13,323
	(Overseas) NGL production volume	Mboe	3,964	5,240	4,335
	(Domestic) Gas production volume	Mboe	0	0	0
	(Domestic) Condensate production volume	Mboe	17	0	0
	Total sales	million KRW	3,581,888	2,951,115	3,140,903
Oil stockpiling business	Stockpile	million barrels	97.9	98.3	99.5
	Number of days of continuous government stockpiling based on the IEA Standards	days	112.7	130.1	115.2
	Size of stockpile facility (Cumulative)	million barrels	146	146	146
	Reserve rental quantity	thousand barrels	23,982	6,577	16,852
	Quantity held in international joint stockpile	thousand barrels	13,146	17,249	20,022
	Trading volume	thousand barrels	2,883	19,886	19,672
	Total sales	million KRW	344,444	311,468	377,429
Government subsidy and outsourcing projects	Total sales	million KRW	6,451	4,499	6,102

ESG Data

Environmental Performance

Category	Unit	2022	2023	2024	
GHG Emissions ¹⁾					
Scope1	tCO ₂ eq	605	553	552	
Scope2	tCO ₂ eq	6,462	5,984	5,690	
GHG emissions intensity	tCO ₂ eq/100 million KRW	0.18	0.20	0.18	
Total	tCO ₂ eq	7,067	6,537	6,242	
GHG and Energy Reduction ²⁾					
Total reduction of GHG emissions	tCO ₂ eq	5,009	5,438	1,893	
Total rate of reduction of GHG emissions	%	41	45	23	
Energy Consumption in and outside the Organization					
Energy usage	Electricity	TJ	135	125	114
	Steam	TJ	0	0	0
	LNG (City gas)	TJ	8	7	7
	LPG (Vehicle)	TJ	0	0	0
	LPG (Liquefied petroleum gas)	TJ	0	0	0
	Gasoline	TJ	0	0	0
	Diesel	TJ	2	3	3
	Kerosene	TJ	0	0	0
	New and renewable energy	TJ	0	0	0
Total energy consumption	TJ	145	135	129	
Energy intensity	TJ/100 million KRW	0.004	0.004	0.004	

1) Greenhouse Gas Types: CO₂, CH₄, N₂O

Base Year: 2024

GWP: AR2

2) Referenced greenhouse gas reduction performance data from ALIO.

Category		Unit	2022	2023	2024
Water Usage					
Water usage ²⁾	Stockpile sites ¹⁾ (9 including Ulsan)	ton	960,691	850,089	925,796
	Headquarters	ton	38,234	35,289	41,551
	Total	ton	998,925	885,378	967,347
Quantity used for recycling and reuse		ton	110,572	103,500	77,684
Water reuse rate		%	10.98	11.78	8.01
Waste Generation ³⁾					
Waste generation by type	Designated waste discharge	ton	225	349	718
	General waste discharge	ton	659	987	656
	Construction waste discharge	ton	299	363	8,727
	Total	ton	1,183	1,699	10,101
Waste generation by disposal method (general waste)	Recycling	ton	371	870	628
	Incineration	ton	0	0	0
	Landfilling	ton	0	0	0
	Others	ton	0	0	0
Air pollutant emissions (headquarters)	Dust	ton	0.21	1.06	0.65
	NOx	ton	4.21	3.03	3.71
	SOx	ton	1.35	1.09	2.68
Air pollutants (Ulsan Office)	PM2.5	μgm ³	13.2	19.2	22.5
	PM10	μgm ³	22.6	32.1	36.8
	NOx	ppm	0.01	0.02	0.01

1) Ulsan and Geosje Construction Sub-offices have been included in the stockpile sites since 2023

2) Excluded due to demolition of the production facility in 2023.

3) Company-wide basis including headquarters, offices and construction offices

ESG Data

Environmental Performance

Category		Unit	2021	2022	2023	2024
Water Pollutant Management Status						
Wastewater generation		ton	1,479,631	1,505,307	1,327,739	1,528,783
Water pollutant emissions (Ulsan Office)	COD	ppm	3.24	4.05	3.60	4.07
	BOD	ppm	1.00	1.52	0.60	1.00
	T-P	ppm	0.07	0.05	0.05	0.08
	T-N	ppm	1.61	1.24	0.88	1.25
	SS	ppm	2.07	1.43	1.34	1.91
Water pollutant emissions (Yeosu Office)	COD	ppm	5.7	7.7	0	0
	BOD	ppm	0.85	0.6	0.81	1.38
	T-P	ppm	0	0	0	0
	T-N	ppm	0	0	0	0
	SS	ppm	1.37	0.53	0.59	1.04
Water pollutant emissions (Seosan Office)	COD	ppm	7.00	5.63	9.4	5.97
	BOD	ppm	3.08	3.15	3.13	5.33
	T-P	ppm	0	0	0	0
	T-N	ppm	0	0	0	0
	SS	ppm	1.53	4.6	3.07	2.8
Water pollutant emissions (Geoje Office)	COD	ppm	4.55	5.35	4.23	5.78
	BOD	ppm	1.35	2.14	1.05	4.03
	T-P	ppm	0	0	0	0
	T-N	ppm	0	0	0	0
	SS	ppm	1.74	1.99	1.2	1.92
Water pollutant emissions (Guri Office)	COD	ppm	0	0	0	0
	BOD	ppm	0.35	0.85	1.39	0.91
	T-P	ppm	0.01	0.05	0.03	0.11
	T-N	ppm	0.38	0.37	0.29	0.83
	SS	ppm	0.38	0.34	0.75	0.48

Category		Unit	2022	2023	2024
Sewage Generation					
Water pollutants emissions (Seosan Office)	BOD	ppm	3.15	4.52	4.47
	SS	ppm	4.8	3.07	2.7
Water pollutants emissions (Pyeongtaek Office)	BOD	ppm	9.77	10.36	12.09
	SS	ppm	8.99	8.51	9.77
Water pollutants emissions (Yongin Office)	BOD	ppm	3.31	6.97	3.20
	SS	ppm	2.89	2.23	1.53
Water pollutants emissions (Gokseong Office)	BOD	ppm	2.71	3.48	3.07
	SS	ppm	5.85	4.23	2.75
Eco-Friendly Vehicle Ratio					
Business vehicle	Business vehicles (Excluding light vehicles and eco-friendly vehicles)	EA	0	0	0
	Light vehicles	EA	0	0	0
	Total	EA	0	0	0
Eco-friendly vehicle	Hybrid	EA	5	2	0
	Electricity	EA	7	11	4
	Total	EA	12	13	4
Eco-friendly vehicle ratio		%	100	100	100

ESG Data

Environmental Performance

Category	Unit	2022	2023	2024
Investment in Environment				
Capital expenditures (Air, water, renewable energy, etc.)	million KRW	209	296	3,375
R&D investment	million KRW	402	371	201
Environmental Costs				
Environmental facility operating costs	million KRW	5,514	8,300	7,406
General administrative costs	million KRW	31,386	21,315	22,664
Oil Spill Accidents				
Oil spill	cases	0	0	0
	ton	0	0	0
Use of Hazardous Chemicals				
Use of hazardous chemicals	ton	0	0	0
Accidents involving leaks of hazardous chemicals	cases	0	0	0

Category		Unit	2021	2022	2023	2024
Compliance with Environmental Regulations						
Number of violations of environmental laws and regulations		cases	0	0	0	0
Number of follow- up actions taken against violations of environmental laws and regulations		cases	0	0	0	0
Cost of violations of environmental laws and regulations		million KRW	0	0	0	0
Environmental Performance of Overseas Business Sites						
Energy usage	Direct usage	TJ	11,944	9,433	10,829	9,071
	Indirect usage	TJ	677	603	373	812
	Total	TJ	12,621	10,035	11,202	9,883
GHG emissions	Scope1	ton	931,146	791,892	878,321	674,159
	Scope2	ton	104,673	102,212	100,595	72,930
	Total	ton	1,035,819	894,104	978,915	747,089
Air pollutant emissions	NM VOC	ton	987	998	3,666	3,008
	SOx	ton	388	441	371	242
	NOx	ton	1,078,658	1,671	2,314	1,657
	Total	ton	1,080,034	3,110	6,351	4,907
Oil spill	cases	cases	0	3	1	1
	Size	ton	0	0.02	7.84	7.84
Production water	Produced water throughput	ton	23,235,519	22,806,468	22,649,989	8,890,327
	Produced water recycling volume	ton	16,111,055	16,621,296	15,258,809	15,333,296
Waste	Hazardous waste volume	ton	3,435	554	37,644	94,146
	Non-hazardous waste volume	ton	1,726	4,807	17,455	142,971
Violation of environmental regulations	Fine	dollars	302,968	50,909	0	0
	Number of lawsuits filed	cases	0	0	0	0

ESG Data

Social Performance

Category		Unit	2022	2023	2024
Manpower Status					
Total number of employees		people	1,305	1,325	1,329
Gender	Male	people	1,060	1,069	1,052
	Female	people	245	256	277
	Total	people	1,305	1,325	1,329
No. of regular full-time employees	Male	people	1,022	1,031	1,010
	Female	people	209	226	239
	Total	people	1,231	1,257	1,249
Percentage of regular full-time employees	Male	%	96	96	96
	Female	%	86	88	86
	Total	%	94	95	94
No. of contract employees	Contract employees ¹⁾	people	9	12	20
	Indefinite contract employees ²⁾	people	65	56	60
	Total	people	74	68	80
Percentage of contract employees	Male	%	4	4	4
	Female	%	14	12	14
	Total	%	6	5	6
No. of employees by age	Under 30 years old	people	113	143	131
	30 - 50 years old	people	813	796	797
	Over 50 years old	people	379	386	401
Employee diversity	Status of female employees	%	19	19	21
	Female managers ³⁾	people	11	12	15
	National veterans and patriots	people	70	68	66
	People with disabilities	people	27	27	28

Category		Unit	2022	2023	2024
Executive status (Based on executive directors and division heads)	Male	people	4	4	4
	Female	people	0	0	0
	Under 35 years old	people	0	0	0
	35 - 50 years old	people	0	0	0
	Over 50 years old	people	4	4	4
Grade 1-3 or higher	Male	people	228	242	249
	Female	people	9	10	10
	Under 35 years old	people	0	0	0
	35 - 50 years old	people	25	37	45
	Over 50 years old	people	212	215	214
Grade 4-8	Male	people	790	785	757
	Female	people	200	216	229
	Under 35 years old	people	163	189	197
	35 - 50 years old	people	676	654	614
	Over 50 years old	people	151	158	175
New Recruitment Status by Age					
Under 35 years old		people	17	46	43
35 - 50 years old		people	0	2	3
Over 50 years old		people	0	1	1

1) Adjusted for rounding differences in contract employees in 2022, Non-regular workers include only fixed-term employees.

2) Adjusted for rounding differences in indefinite employees staff in 2023

3) Corrected incorrect headcount in 2023

ESG Data

Social Performance

Category	Unit	2022	2023	2024
Retirement Management				
Total number of retirees	people	54	45	49
Retirement type	Retired People	people	29	19
	Voluntary retirees	people	25	26
	Voluntary retirement rate	%	46	58
Employee turnover by gender	Male	people	44	37
	Female	people	10	8
Employee turnover by age	Under 35 years old	people	12	5
	35 - 50 years old	people	14	15
	Over 50 years old	people	28	25
Current Status of Recruitment of New Regular Full-Time Employees				
Executives	people	0	1	1
Female	people	2	12	21
People with disabilities	people	0	0	0
Local talents in non-capital regions ¹⁾	people	10	34	28
High school graduates	people	1	15	12
Total number of new recruits	people	17	49	47
Human Resource Development Status (Education and Training)				
Total number of trainees	people	16,837	33,866	30,475
Education time per person	hours	113.3	96.9	91.4
Total education time	hours	146,325	124,842	118,632
Education cost per person	thousand KRW/person	1,021	1,156	1,356
Total education cost	million KRW	1,319	1,489	1,761
Satisfaction with education	points	86.87	87.43	90.11

1) Adjusted and reflected in the revised disclosure: 9 → 10 in 2022, 25 → 34 in 2023

Category	Unit	2022	2023	2024
Current Status of the Flexible Work System				
Selective working hours scheme	Hired	people	7	6
	Converted	people	14	15
Flexible work	Staggered commuting	people	385	415
	Selective working hours	people	378	368
	Flexible work type	people	0	0
Remote work	Working from home	people	869	205
Status of Parental Leave Use				
Number of employees eligible for parental leave	Total	people	381	361
	Male	people	29	21
Number of employees who used parental leave	Female	people	63	75
	Total	people	92	96
Number of employees who returned to work after taking parental leave	Male	people	25	18
	Female	people	61	74
	Total	people	86	92
Number of employees who returned to work after parental leave and remained employed for 12 months	Male	people	22	18
	Female	people	59	72
	Total	people	81	90
Parental leave return rate	Male	%	86	86
	Female	%	97	99
Retention rate after 12 months of returning from parental leave	Male	%	88	100
	Female	%	97	97

ESG Data

Social Performance

Category	Unit	2022	2023	2024
Labor Union Membership Status				
Total number of workers ¹⁾	people	1,339	1,348	1,356
Number of employees in the labor union ²⁾	people	1,045	1,039	1,035
Labor union membership rate	%	78	77	76
Labor-Management Council and Occupational Health and Safety meetings held ³⁾	count	7	8	8
Company- wide events for labor-management cooperation (Once a year)	people	0	0	0
Satisfaction with labor-management relations ⁴⁾	%	78.5	70.0	75.2
Collective bargaining coverage rate	%	100	100	100
Customer Counseling				
Number of customer counseling cases	cases	39	42	34
Customer counseling answer rate	%	100	100	100
Status of Social Contribution Activities				
Status of social contribution expenses (Including social contribution and energy welfare amount)	million KRW	313	332	377
Number of employees participating in volunteer activities	people	1,145	1,159	1,138
Volunteer hours per employee	hours	33	34	36
Employee donations	million KRW	82	76	71
Status of Local Community Activities				
Communication with local community stakeholders	count	39	78	73

1) ALIO disclosure for registered personnel (current employee - executives)

2) Total of Union 1 and Union 2

3) Labor-Management Council 4 sessions, Occupational Health and Safety 4 sessions

4) Labor-Management Partnership Index results

Category		Unit	2021	2022	2023	2024
Injury-related Accidents						
Number of injured employees		people	0	0	2	1
Injury rate including fatalities among employees	Male	%	0	0	0.370	0.379
	Female	%	0	0	1.574	0
Work-related fatality rate among employees	Male	%	0	0	0	0
	Female	%	0	0	0	0
Number of injured non-employees		people	6	2	3	0
Injury rate including fatalities among non-employees	Male	%	0.622	0.217	0.324	0
	Female	%	0	0	0	0
On-site safety inspection	Number of inspections per site	cases	24	24	24	22
	Total number of inspections	people	211	219	213	202
	Number of defective sites detected	cases	842	729	672	700
Safety management supervisor training	Number of employees who completed the training	people	223	223	221	199
Securing safety managers	Rate of regular full-time positions	%	100	100	100	100
Status of health examination attendance	General examination	people	708	738	783	710
	Special examination	people	235	224	214	226
	Comprehensive medical examination	people	1,208	1,243	1,224	1,240
Pharmaceutical supply / support status		people	783	812	1,020	1,140
Health promotion activities (Records of employees' use of health consultations)		people	178	249	285	290

ESG Data

Social Performance

Category		Unit	2022	2023	2024
Occupational Illness-related Accidents					
Number of employee fatalities due to occupational illness	Male	people	1	0	0
	Female	people	0	0	0
Number of employees affected by occupational illness	Male	people	0	0	0
	Female	people	0	0	0
Number of non-employee fatalities due to occupational illness	Male	people	0	0	0
	Female	people	0	0	0
Number of non-employees affected by occupational illness	Male	people	0	0	0
	Female	people	0	0	0
Employee Satisfaction					
Satisfaction with compensation and welfare		points	84.4	88.2	85.3
Contractors					
Total number of contractors ¹⁾		Total	160	120	145
Number of on-site contractors		people	0	0	0
Retirement Pension					
Pension fund for pension payments (Retirement pension management amount)	Pension accumulated assets	million KRW	106,620	126,610	119,084
Number of pension plan participants by type	DB	people	1,153	1,140	1,170
	DC	people	279	292	306
	Total	people	1,432	1,432	1,476

1) The number of contractors reflects those contracted through the headquarters' contracting department (including vendors from the internal procurement system and Korea ON-line E-Procurement System [KONEPS]; excluding offices and small-scale direct purchases)

Category		Unit	2022	2023	2024
Mutual Growth					
Priority purchase record		thousand KRW	161,762,185	132,482,977	157,324,830
Purchase of SME products	Purchase amount of SME products	thousand KRW	72,516,525	73,124,032	81,280,409
	Rate	%	44.83	55.20	51.66
	Total purchase amount	thousand KRW	161,762,185	132,482,977	157,324,830
Green purchase performance	Green purchase amount	thousand KRW	149,367	408,189	228,629
	Rate	%	31.40	89.53	14.20
	Total purchase amount	thousand KRW	475,767	455,949	1,610,445
Purchase of products from companies owned by women	Purchase amount of products from companies owned by women	thousand KRW	5,649,788	20,495,742	21,586,589
	Rate	%	3.49	15.47	13.72
	Total purchase amount	thousand KRW	161,762,185	132,482,977	157,324,830
Purchase of products from social enterprises	Purchase amount of products from social enterprises	thousand KRW	1,306,503	1,363,427	1,044,654
	Rate	%	0.99	1.31	1.01
	Total purchase amount	thousand KRW	132,390,414	103,892,146	103,682,436
Purchase of products produced by people with severe disabilities	Purchase amount of products produced by people with severe disabilities	thousand KRW	106,440	276,640	199,615
	Rate	%	0.12	0.56	0.41
	Total purchase amount	thousand KRW	88,590,414	49,469,096	48,273,786
Rural Community Collaborative Cooperation Fund		million KRW	90	90	90

ESG Data

Social Performance

Category	Unit	2022	2023	2024
Human Rights Management				
Performance of internal business audit (Once a year)	cases	25	29	21
Number of participants in ethics education	people	1,158	1,256	1,247
Total time spent on ethics education	hours	15,114	8,207	4,764
Time spent on ethics education per person	hours	12	7	4
Number of human rights education sessions conducted	count	6	7	6
Number of participants in human rights education	people	1,175	1,256	1,259
Total time spent on human rights education	hours	19,123	17,163	11,093
Time spent on human rights education per person	hours	16	14	9
Number of processed cases of human rights violations (Discrimination, etc.)	cases	0	0	0
Number of cases of forced labor and child labor	cases	0	0	0
Product Liability				
Number of violations of customer health and safety laws	cases	0	0	0
Number of violations of the law on anti-corruption	cases	1	0	1
Number of complaints received about customer personal information management	cases	0	0	0
Guaranteeing customers' right to know (Information disclosure rate)	%	69.7	82.8	50.9
Customer satisfaction among public corporations	points	76.7	81.0	85.8
Inspection results for management disclosure by public corporations	points	0.8	0.8	1.0
Number of users of the oil information service	Number of Opinet users per year	10 thousand people	10,721	11,954
	Number of Petronet users per year	10 thousand people	83	84
			104	

Category	Unit	2022	2023	2024
Safety at Overseas Business Sites				
Total working hours	hours	8,052,880	7,864,011	7,148,502
LTI	cases	1	1	3
LTIF ³⁾	million hours	0.12	0.13	0.42
Fatal accidents	cases	0	0	0
Employee Performance Evaluation Implementation Rate				
Total number of employees ¹⁾	people	1,305	1,325	1,329
Number of employees subject to evaluation	people	1,124	1,109	1,115
Performance evaluation rate	%	86	84	84
Ratio of Highest-Paid Employee to Average Employee Salary				
Total annual compensation of the highest-paid employee (A) ²⁾	million KRW	182	198	191
Median of total employee salaries (B)	million KRW	92	88	93
Rate (A/B)	%	198	225	205
Ratio of Salary Increase between Highest-Paid and Average Employees				
Salary increase rate of the highest-paid employee (A) ²⁾	%	1.4	1.5	1.0
Median salary increase rate of employees (B)	%	1.72	0.23	(0.13)
Rate (A/B)	%	81.40	652.17	(769.23)
Ratio of Women's Base Salary and Total Compensation Compared to Men (by category)				
Executives	Ratio of women's base salary compared to men's	%	0	0
	Ratio of women's total compensation compared to men's	%	0	0
Employees	Ratio of women's base salary compared to men's	%	86	87
	Ratio of women's total compensation compared to men's	%	84	85

1) Corrected total number of employees for 2022 and 2023 due to misstatement

2) Based on ALIO standards

3) Scope: Vietnam 11-2, Kazakhstan, Eagle Ford (Ankor asset), HOC (Harvest Operations Corp.), DANA

ESG Data

Governance Performance

Category		Unit	2022	2023	2024
Board of Directors					
BOD operation performance	Number of BOD meetings	times	16	13	12
	Number of resolutions	cases	46	34	29
	Percentage of non-executive directors	%	56	60	60
	BOD meeting attendance rate	%	95	97	97
	Number of management suggestions	cases	28	22	40
Total BOD remuneration	Non-executive director	million KRW	150	150	150
	Executive director	million KRW	593	637	622
Anti- Corruption and Ethical Management					
Number of ethics (Anti-corruption) training sessions		count	8	12	14
Percentage of employees participating in ethics training		%	91.73	99.68	97.40
Number of cases processed for violations of the Code of Ethics (Including corruption)		cases	1	3	1
Number of sanctions against violations of other laws and regulations		cases	0	0	0
Monitoring status	Disciplinary status for violations of ethical management	cases	1	17	1
	Whistleblower reports received	cases	61	118	135
	Number of improvements and guidance issued after audit	cases	250	301	355
	Ethics level diagnosis	rating ¹⁾	4	3	2
Number of corruption incidents		cases	1	0	1
Number of legal actions for unfair trade practices		cases	0	0	0

1) Overall integrity rating

Category		Unit	2022	2023	2024
Executive Compensation ¹⁾					
Executive salaries	Standing CEO (Base salary + performance bonus)	million KRW	182	198	190
	Standing auditor (Base salary + performance bonus)	million KRW	137	143	144
	Standing directors (Base salary + performance bonus)	million KRW	137	148	144
	Average compensation of standing executives (Annual salary)	million KRW	148	159	155
	Male	million KRW	148	159	156
	Female	million KRW	0	0	0

1) Executive compensation determination system

1. Base salary: Executive compensation (base salary) is determined in accordance with the guidelines for executive compensation at public institutions and quasi-governmental institutions.
2. Performance bonus: Executive performance-based compensation is determined in accordance with the guidelines for executive compensation at public institutions and quasi-governmental institutions.
3. Amounts less than 1 million KRW are omitted.
4. Based on ALIO standards

Awards and Associations

Date	Award	Organization
February 2020	Officially commended from the Minister of National Defense for contribution to integrated defense	Ministry of Trade, Industry, and Energy
March 2020	Officially commended in celebration of the 64th anniversary of the Korea Exchange	Korea Exchange
March 2020	Officially commended for contribution to integrated defense operations	Gyeonggi- do
December 2020	Won the Minister's commendation for information disclosure	Ministry of the Interior and Safety
December 2020	Won the Prime Minister's commendation for excellence in national core-based disaster management evaluation	Ministry of the Interior and Safety
December 2020	Won the Minister's commendation in 2020 for outstanding information security audit	Ministry of Trade, Industry, and Energy
December 2020	Won Presidential Commendation for contribution to integrated defense (Yongin Office, KNOC)	United Defense Headquarters
December 2020	Won the Prime Minister's commendation for civil defense service	Ministry of the Interior and Safety
January 2021	Won the Minister's commendation for information disclosure	Ministry of the Interior and Safety
October 2021	Won the 11th Excellent Paper Award by the Journal of the Korean Society of Mineral and Energy Resources Engineers in 2021	Korea Industrial Safety Association
November 2021	59th anniversary firefighting day commendation by regional group head	Ulsan Metropolitan City
December 2021	Outstanding Organization for 10 Consecutive Years of Greenhouse Gas Reduction under the Public Sector Greenhouse Gas Target Management System	Ministry of Environment
March 2022	Disaster Resource Collaboration Commendation	Chungcheongnam- do
December 2022	Commendation for Contributions to Mutual Cooperation	Ulsan Jung-gu Office
December 2022	Commendation for Contributions in Response to the COVID-19 Crisis	Ulsan Metropolitan City
December 2022	2022 Traditional Market ESG Outstanding Coexistence Activity Contest Excellence Award	Ministry of SMEs and Startups
December 2022	Minister's Commendation for Establishing the Urea Solution Sales information Disclosure System	Ministry of Environment
November 2023	Commendation for Supporting PSM (Process Safety Management) Consulting for SMEs	Central Regional Employment and Labor Office
November 2023	Commendation for Internal Audit Activities	Board of Audit and Inspection of Korea
December 2023	Excellence Award in the National Key Infrastructure Disaster Management Evaluation	Ministry of the Interior and Safety
December 2023	Commendation for Outstanding Disaster Management Institution	Ministry of Trade, Industry, and Energy
February 2024	Commendation for Excellent R&D Investment Performance and Outcomes in Response to 2023 Public Institution R&D Investment Recommendations	Ministry of Science and ICT
June 2024	Commendation for Contribution to the Promotion of Blood Donation Culture in Celebration of the 2024 Blood Donor Day	Ulsan Metropolitan City
June 2025	Minister's Award for Excellence in National Records Management	Ministry of the Interior and Safety

Membership of Associations and Organizations

UN SDGs	Korean Association for Public Administration	Korean Society of Earth and Exploration Geophysicists	Geological Society of Korea	UNGC (United Nations Global Compact)
Korea Public Institution Audit Association	Korea Environmental Preservation Association	Onsan Industrial Complex Safety Management Council	World Gas Conference Korea	Korean Society of Public Enterprises
Korea Industrial Safety Association	Korea CCUS Association	Ulsan Integrity Society Public-Private Council	Emergency Planning Council (Ministry of Trade, Industry and Energy)	Korea Industrial Technology Association
Korean Society of Economic and Environmental Geology	East of England Energy Group (EEEGR)	Ulsan Metropolitan City Regional Innovation Council	Korean Society of Soil and Groundwater Environment	Korea New and Renewable Energy Association
World Energy Council Korea	Institute of Internal Auditors Korea	SME Technology Market Energy Council	Korea Wind Energy Industry Association	Korea Electrical Engineers Association
World Petroleum Council Korea	Korea Customs Logistics Association	Korea Hydrogen Alliance	Korea Overseas Resources Development Association	Oil and Gas UK(OGUK)
Korean Association of Occupational Health Nurses	Korea Fire Safety Institute	Netherlands Oil & Gas Exploration & Production Association	Energy Public Enterprise Technology Innovation Council	Ulsan Public Institution Auditors Council (ULGAM)
Korean Society for Quality Management	Korean Society of Mineral and Energy Resources Engineers	Korean Dietetic Association	Korea New and Renewable Energy Association	Ulsan Metropolitan City Major Public Institutions Council

2025 Korea National Oil Corporation Sustainability Report

This report is available for online viewing and download on the Korea National Oil Corporation website.
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