

Playing Towards Sustainability

kakaogames ESG Report 2024



In response to the rapidly evolving **global landscape of privacy regulations**, we are committed to creating a **safe and enjoyable gameplay** environment.



Online games handle a broad spectrum of data, from gameplay records to purchase histories. As global data protection laws and regulations continue to evolve, we are committed to enhancing the player experience by advancing both data security and technological innovation. While we encounter new challenges daily, the insights gained through this process yield value that extends beyond standard safety from legal compliance. By embedding data protection into our long-term sustainability strategy and building lasting trust with our users, we believe Kakao Games is well-positioned to grow as a more trusted and valuable company.



Message from DPO (Data Protection Officer)
Yangsoo Ahn, CTO of Kakao Games

Kakao Games is committed to protecting personal information as a core value while proactively responding to emerging technologies such as artificial intelligence and blockchain, as well as the rapidly evolving **global regulatory landscape**.

Beyond legal compliance, we are building a **globally recognized framework** that ensures a safe and innovative gaming experience founded on user trust. Our goal is to deliver services that **prioritize user rights** above all else.

Privacy Protection Embedded from the Planning Stage

At Kakao Games, we integrate personal data protection into every phase of our service life cycle, beginning at the business planning stage and continuing through contracting, development, testing, and launch while adhering to local regulatory requirements and standards at each step. To safeguard customer data, we have implemented a variety of systems. A key component of our approach is the use of Data Protection Impact Assessments, which allow us to identify and address potential risks in data processing. We also monitor regulatory changes across jurisdictions, continuously update our internal systems, and conduct regular privacy audits to ensure the integrity of our data processing practices. Building on these efforts, we further enhance customer protection by detecting abnormal access in real time, issuing timely alerts, and ensuring secure reconnection through identity verification.

Global Certification for Compliance

We devise our information security and privacy protection practices based on internationally recognized certifications. As our global presence expands across North America, Europe, and Asia, we have secured multiple certifications to ensure compliance with regional legal frameworks. Since 2019, we have obtained ISO 27018, 27001, and 27701 certifications as part of our compliance with the European Union's General Data Protection Regulation (GDPR). In 2024, we further achieved certification under the Asia-Pacific Economic Cooperation (APEC) Cross-Border Privacy Rules (CBPR) system. These certifications help us mitigate legal risks in global markets while building user trust.

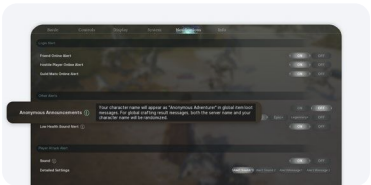
Global Information Security Certification

	Information Security Management System (ISO 27001) Privacy Information Management System (ISO 27701) Certification Scope Online Game Service (Kakao Games)		Asia-Pacific Economic Cooperation Cross-Border Privacy Rules (APEC CBPR) Certification Scope 29 Services including Daum Games
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Privacy Protection Service



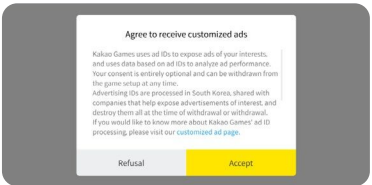
In-game Privacy Settings
User-controlled information preferences within the game world



“ArcheAge War” Settings



Personalized Advertising Consent Process
Collection of information for personalized advertising



“Guardian Tales”
Advertisement Consent



Storing Website Cookies
Storing procedures in compliance with global regulations



“Odin”
Cookie Consent on a Chinese website



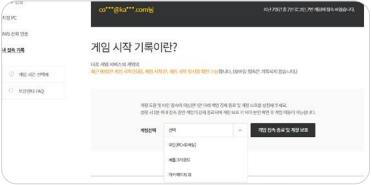
Access Anomaly Alert
Notifications triggered by changes in user access environment



“Abnormal Access”
KakaoTalk Alert Message



Account Security Protection
Access date and IP look-up with re-login functionality



“Daum Game Security Center”
Screen



Account Access Control Security Features
Add trusted devices and set a secondary password



“Odin”
In-game Screen

About This Report

Report Overview

Kakao Games publishes an annual ESG report to transparently share our key initiatives and progress toward sustainable play. This report outlines our environmental, social, and governance activities and achievements in an organized manner, aiming to build trust and promote communication with our stakeholders. This report is publicly available through the ESG section of our official website.

[Kakao Games Website ESG Report](#) ➔

Reporting Standards

This report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021 and aligns with the disclosure standards of the Sustainability Accounting Standards Board (SASB) in the United States. Financial data presented in the report complies with the Korean International Financial Reporting Standards (K-IFRS).

Reporting Period and Scope

The reporting period covers January 1 to December 31, 2024. Select qualitative achievements extend into the first half of 2025. Quantitative data is provided for the most recent four years, from 2021 to 2024. The report discloses ESG activities and outcomes with a focus on our domestic operations under the legal entity of Kakao Games. Where the reporting scope differs or has changed, such instances are noted separately.

Assurance

To ensure the credibility of the reporting process and disclosed information, we engaged BSI (British Standards Institution), an independent assurance provider, to conduct third-party verification. The assurance was performed in accordance with the AA1000AS v3 framework at a Moderate Level, Type 2.

Contact Information

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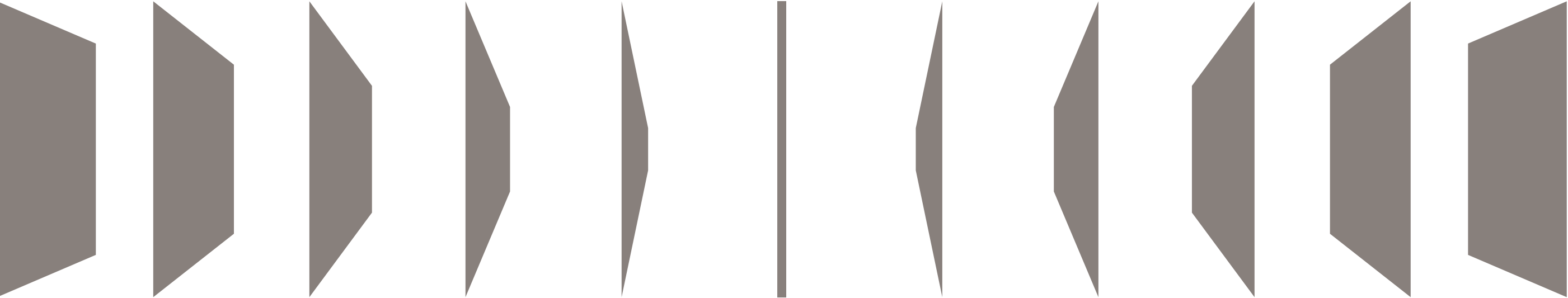
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Cover Story

The cover, designed in the shape of a globe composed of images from our diverse ESG initiatives, conveys the message of a “sustainable journey” shared with users and stakeholders around the world as we expand our global presence.

Introduction



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A Message from the CEO

Dear Stakeholders, I am Sangwoo Han, CEO of Kakao Games.

I am pleased to share with you the progress and achievements of our ESG efforts at Kakao Games once again this year. This presents a meaningful opportunity to reflect on how far we have come and reaffirm our commitment to sustainable growth.

The gaming industry is undergoing complex transformations, driven by rising user expectations and the need to establish development environments that embrace emerging technologies. Despite increased development costs and intensified competition surrounding new titles, major domestic and global game companies have worked to secure stable revenue streams by leveraging intellectual properties while seeking pathways to expand into global markets. In this context, we have witnessed dynamic efforts across the industry, including the integration of innovative technologies such as AI, diversification of game genres and platforms, and the exploration of differentiated revenue models.

At Kakao Games, we have embraced “Sustainable Growth” as our core value.

With a long-term perspective, we have restructured our business model and focused on strengthening our fundamentals. Even amid stagnant revenue growth, we have created new growth drivers through adjustments to our business portfolio and organizational strategies for global expansion. Our efforts to enhance future competitiveness have included a strong focus on genre diversification and the development of multi-platform games.

At the heart of these efforts lies our ESG commitment. We recognize ESG management as a key driver for sustainable growth, particularly in today's rapidly changing global environment. This commitment has translated into action, by which we have continuously advanced our ESG strategies to produce meaningful results.

On the environmental front, we achieved ISO 14001 certification, an internationally recognized standard, by establishing a consistent and efficient system to handle potential environmental issues. We also continued to engage in participatory donation campaigns with our users, annually launching creative, game-based initiatives to promote environmental responsibility.



A Message from the CEO

On the social front, ahead of launching various new titles for the global market, we have prioritized building a safe and secure environment for our users. To prevent disruptions caused by unauthorized access and fraudulent transactions within the global multi-platform gaming ecosystem, we introduced advanced safeguards. We also reinforced data protection measures to ensure that users enjoy a safe and seamless gaming experience. Based on these efforts, we’ve achieved ISO 27001 and ISO 27701 certifications for information security and privacy protection, aligning our operations with global standards.

Additionally, around 30% of our employees voluntarily participated in our signature community engagement program, “Together Sharing Party,” reinforcing our commitment to inclusive growth with local communities. We have also been recognized as a “Leading Company for Work-Life Balance in Korea” by the government, underscoring our dedication to supporting a healthy and sustainable workplace environment.

In the area of governance, we continue to enhance our compliance and ethics frameworks through integrated risk management driven by our ERM (Enterprise Risk Management) Committee and by advancing our internal audit systems.

Kakao Games is committed to refining our ESG practices to build trust with stakeholders, deliver a compelling gaming experience to users worldwide, and ultimately position ourselves as a more competitive global game company.

As part of this commitment, we plan to release a variety of new multi-platform titles across different genres tailored for the global market throughout the year. Leveraging our expertise in global service operations, we will deliver high-quality content and stable services that generate tangible results in the rapidly evolving global gaming landscape.

ESG management serves as a foundation of Kakao Games' global growth strategy, embedding ESG values across our business and organizational operations. Moving forward, we will continue to enhance and refine our ESG strategies and implementation frameworks, ensuring transparent communication with our stakeholders. We look forward to walking this journey toward “Sustainable Play” together with you.

Thank you for your continued interest and support.

Sangwoo Han, CEO of Kakao Games

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About Kakao Games

Company Overview

Company Overview

Guided by our corporate vision of “A Global game company that makes everyday life as fun as game,” Kakao Games is committed to delivering an unparalleled gaming experience to users around the world. We provide a diverse range of games across PC and mobile platforms, offering a wide variety of genres. As both a publisher and developer, we continue to strengthen our in-house development capabilities while driving sustainable growth through strategic partnerships with promising game studios.

Name of Company	Kakao Games Corp.
CEO	Sangwoo Han
Headquarters	14th Floor, Alphadome Tower, 152 Pangyoyeok-ro, Bundang-gu, Seongnam-si, Gyeonggi-do, Republic of Korea
Date of Establishment	August 2013
Areas of Business	Game Development and Global Publishing
Number of Employees	474 (on a standalone basis)
Total Assets	KRW 3,173.2 billion
Revenue	KRW 627.2 billion
Capital	KRW 8.2 billion
Website	https://www.kakaogamescorp.com

(As of December 2024)

Top-tier ESG assessment rating in the industry



A Overall
(Oct 2024)



AAA
(March 2025)

Fostering Shared Growth with Our Partners

Growing Together

Kakao Games is dedicated to cultivating a healthy gaming ecosystem grounded in the value of shared growth. By providing comprehensive support to a wide range of partners and leading user-driven engagement campaigns, we are actively contributing to the development of a sustainable and inclusive gaming industry.



(As of May 2025)

Investment Roadmap for Sustainable Growth

Kakao Games' strategic focus lies in identifying and nurturing creative, high-potential game IPs aimed at global markets. By making targeted investments in promising developers, we internalize key development competencies. At the same time, we pursue long-term value creation and sustainable growth in partnership with our collaborators as we expand our global presence.

Investment for Sustainable Growth Internalization of in-house development capabilities	Investment for External Growth Funding for global multi-genre game releases	Investment for Shared Growth Investing across the gaming industry
Ocean Drive Studio (2019)	Clover Games (2023)	Let's Go Together Kakao Games Win-Win Fund (2022)
Lionheart Studio (2018)	Red Lab Games (2022)	Woori Global Blockchain Investment Association No. 19 (2021)
	Onioncrew Inc. (2022)	PATRON FUND I (2021)
XL Games (2018)	Haegin (2022)	Unchilgisam (2019)
	Nine Ark (2021)	ATU Esports Growth No. 1 Private Equity Fund (2019)
Metabora (formerly Friends Games) (2015)	Second Dive (2020)	KJ & No. 1 Game Specialized Investment Association (2019)

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About Kakao Games

Business Overview

Status of Game Development Subsidiary

Kakao Games is expanding our global business portfolio through a network of subsidiaries equipped with development expertise across diverse genres and platforms. This foundation enables us to evolve into a comprehensive gaming company with end-to-end development capabilities and competitive strengths in platform operations.

Lionheart Studio

Advanced technological expertise and multi-genre development capabilities

Service Games	Odin: Valhalla Rising (MMORPG, Mobile), etc.
Upcoming Releases	Project Q (MMORPG, Mobile), Project S (Looter Shooter, PC/Console), Project C (Subculture Nurturing Simulation, Mobile), etc.
Shareholding Ratio	54.95%

Metabora

Development capabilities in IP-driven casual games

Service Games	Friends Popcorn (Puzzle, Mobile), Friends Town (Puzzle, Mobile), etc.
Upcoming Releases	SM Game Station (working title) (Simulation, Mobile), etc.
Shareholding Ratio	57.70%

XL Games

Global IP ownership and multi-platform development proficiency

Service Games	ArcheAge War (MMORPG, Mobile), etc.
Upcoming Releases	ArcheAge Chronicles (Online Action RPG), etc.
Shareholding Ratio	52.82%

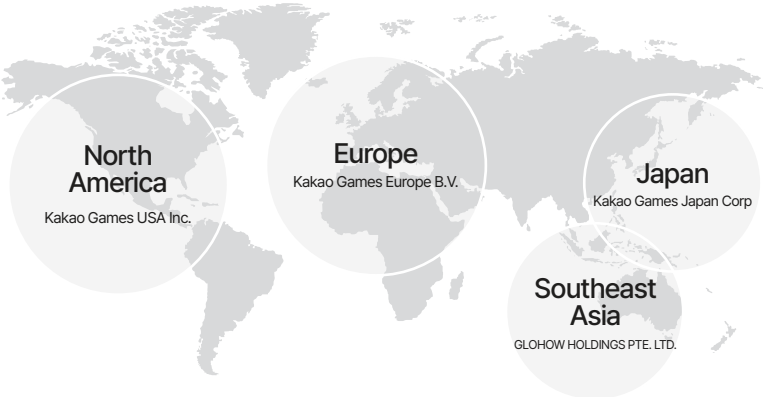
Ocean Drive Studio

Development and service capabilities for PC and console titles targeting global users

Service Games	Lost Eidolons: Veil of the Witch (SRPG, PC/Console), etc.
Upcoming Releases	God Save Birmingham (Zombie Survival, PC/Console), Swordmaster's Youngest Son IP (working title) (Hunting Action RPG, PC/Console), etc.
Shareholding Ratio	65.16%

Global Network

Building on our success in Korea's hardcore gaming market, we continue to expand our global service coverage. We actively invest in and collaborate with developers targeting international markets, while also operating overseas branches to drive our transformation into a global gaming company.



Game Portfolio

Kakao Games discovers and cultivates creative, high-potential game IPs targeting global markets, consistently delivering meaningful outcomes. By leveraging flagship IPs such as Odin and ArcheAge, we are broadening our reach across multiple genres and platforms. Building on our proven success in global service operations, we continue to diversify into casual, subculture, and action-adventure genres, shaping a portfolio that resonates with a wide range of players around the world.

PC & Console



ArcheAge
MMORPG
Jan. 2013



PUBG: Battlegrounds
Battle Royale
Nov. 2017



Path of Exile 2
Hack and Slash Action RPG
Dec. 2024



Section 13
Action Roguelite
May. 2025



God Save Birmingham
Zombie Survival
3Q. 2026(E)



Chrono Odyssey
Online Action RPG
4Q. 2026(E)



ArcheAge Chronicles
Online Action RPG
3Q. 2026(E)



Project S
Looter Shooter
TBD



Swordmaster's Youngest Son IP (working title)
TBD

Mobile



Princess Connect! Re:Dive
Collection RPG
Mar. 2019



Guardian Tales
Action RPG
Jul. 2020



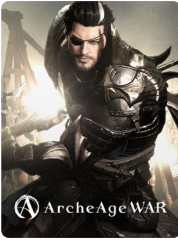
Odin: Valhalla Rising
MMORPG
Jun. 2021



Uma Musume Pretty Derby
Training Simulation
Jun. 2022



Eversoul
Collection RPG
Jan. 2023



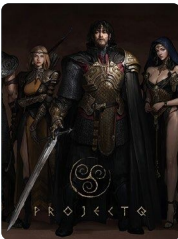
ArcheAge War
MMORPG
Mar. 2023



Ares: Rise of Guardians
MMORPG
Jul. 2023



Goddess Order
Action RPG
3Q 2025 (E)



Project Q
MMORPG
2Q. 2026(E)

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kakaogames

ESG Report 2024

ESG Highlights

Acquisition of ISO 14001 Certification for Environmental Management Systems

We have established an environmental policy and set measurable objectives to minimize the impact of our business activities. By implementing a structured system for identifying and controlling risks and impacts, we have laid the foundation for enhancing our environmental performance.



Biodiversity Conservation Project with User Participation

Through the regular user-participatory donation events linked to in-game activities, we are supporting biodiversity conservation efforts to create a shared platform for generating social value together with users.



2024 Leading Work-Life Balance Company in Korea

We have consistently maintained certifications as a “family-friendly” and “leisure-friendly” workplace, and were additionally recognized as a leading company in promoting work-life balance for creating a healthy and sustainable workplace culture.



Acquisition of ISO 27001 and ISO 27701 Certifications for Information Security and Privacy Management

We have built a comprehensive system for managing information assets and personal data processing practices. This enables us to comply with global regulations and build a service environment rooted in user trust and the safeguarding of individual rights.



Quantifying the Impact of Accessibility Initiatives for Persons with Disabilities

We have introduced the nation's first program that supports assistive devices for improving game accessibility for players with disabilities. By quantifying the program's social value, we are establishing a clear, impact-based foundation for sustainable strategies.



Culture of Giving and Sustainable Social Contribution

Through our in-house donation and volunteer program, “Together Sharing Party,” about 30% of our employees participate in monthly giving as part of our social contribution.



ERM Committee for Integrated Risk Management

We have established our ERM (Enterprise Risk Management) Committee to integrate our approach to risk oversight. By building a unified framework that addresses both financial and non-financial risks, we are enhancing our responsiveness and governance transparency.



Independent Internal Audit System

To ensure compliance and ethical practices, we have created an internal audit unit under our Audit Committee. This ensures the independence and transparency of our audit practices and reinforces our commitment to sound corporate governance.



Board Independence, Expertise, and Diversity

We have appointed an additional female independent director with legal expertise, raising the proportion of female board members to 33% in support of the board's independence, expertise, and diversity, reinforcing our commitment to transparent and accountable governance.



Part I.

Sustainability at Kakao Games

To realize our vision of “Sustainable Play for All,” Kakao Games analyzes key ESG issues and develop detailed strategies that are both actionable and aligned with our long-term goals. These strategies are embedded into our governance framework, ensuring company-wide implementation. We are also committed to communicating our ESG efforts and performance to our stakeholders across all areas.



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ESG Governance

Kakao Games ESG Management Promotion System

ESG Governance Structure

As part of our efforts to build a comprehensive sustainability management system, Kakao Games has refined our governance structure and are consistently implementing improvements. The ESG Committee, established under the Board of Directors, serves as the highest decision-making body when it comes to sustainability. It identifies and reviews material issues across the full spectrum of ESG, providing strategic direction and oversight. This includes setting ESG strategies and objectives, performance appraisals, and annual materiality assessments. Based on these assessments, the Committee discusses major non-financial risks and corresponding response measures, with a particular focus on topics such as human rights, user protection, privacy, security, and climate change. To address each of these areas, we operate topic-specific systems supported by the ESG Working Group. The group is responsible for overseeing risks and opportunities, as well as identifying and executing key initiatives for each topic. As the operational unit, the ESG/Value Enhancement Dept. strengthens the implementation of ESG management by promoting close collaboration and communication with the ESG Working Group. Based on this integrated governance structure, we are enhancing our ESG performance and the organization's overall capabilities.

ESG Management Promotion System



2024 ESG Committee Highlights

In 2024, the ESG Committee convened three times to deliberate on key agenda items, including the review of risk factors associated with material issues, the approval of ESG-related targets, and the establishment of ESG policies.

2024–2025 Reported and Resolved ESG Agenda Items

Category	Date	Agenda Items	Reported To	Type
ESG Implementation and Performance Management	Feb. 27, 2024	2023 ESG Diagnosis Evaluation Results and Improvement Roadmap	ESG Committee	Reported
		2023 ESG Materiality Assessment Results	ESG Committee	Reported
		Review Results of Risk Factors by Key Topics Related to 2023 ESG Materiality Assessment	ESG Committee	Reported
ESG Implementation and Performance Management	Jun. 17, 2024	Environmental Management Performance in the First Half of 2024	ESG Committee	Reported
		Establishment of Medium to Long-term Environmental Management Goals	ESG Committee	Approved
		Establishment of Policies Related to ESG Management	ESG Committee	Approved
Operation of Executive Compensation System	Nov. 15, 2024	Linking CEO Compensation System to ESG Management KPIs	Compensation Committee	Approved
ESG Implementation and Performance Management, Non-financial Risk Management	Dec. 16, 2024	2024 ESG Evaluation Results	ESG Committee	Reported
		Strategic Tasks and Implementation Status by ESG Material Subjects	ESG Committee	Approved
		Second Half of 2024 Environmental Management Performance and 2025 Plan	ESG Committee	Reported
		2024 Integrated Risk Management Status	Board of Directors	Reported
		Establishment of CEO Succession Regulations	Board of Directors	Approved
		2025 Renewable Energy Purchase Plan	Board of Directors	Approved
Non-financial Risk Management	Feb. 24, 2025	2024 ESG Materiality Assessment Results	ESG Committee	Reported
		2024 Anti-corruption Execution Details and 2025 Execution Plan	Board of Directors	Reported
		CEO Candidate Pool Management	Board of Directors	Reported

Stakeholder Engagement

Communication Channels by Stakeholder Group

Communication Channels and Key Activities for Stakeholder Engagement

Kakao Games identifies the expectations and concerns of various stakeholders and derive key areas of interest through comprehensive analysis. Leveraging various communication channels, we engage in proactive, two-way dialog to foster mutual understanding and trust. By listening to our stakeholders and reflecting their feedback in our business practices, we aim to grow as a more responsible and accountable company.

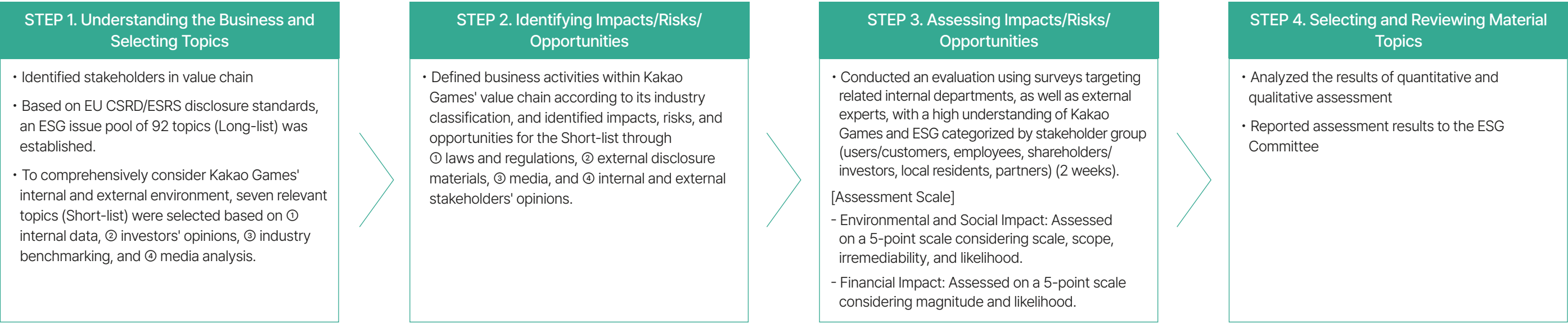
Kakao Games Stakeholders

	Shareholders and Investors	Users	Executives and Employees	Partners	Local Community	Government
Key Areas of Interest	- Financial performance and future growth drivers - Preemptive risk management - Establishment of sound governance	- New game releases - Privacy protection - Service quality and user satisfaction - Game-related inquiries, reports, and complaints	- Human rights protection - Welfare and working environment - Performance evaluation and competency development	- Fair trade - Shared growth	- Development of local community - CSR - Climate action	- Compliance with relevant laws and regulations - Participation in key policies - Transparent tax practices
Channels for Communication & Engagement	- General meeting of shareholders - Quarterly earnings conference calls - Participation in conferences and NDR hosted by domestic and overseas agencies - One-on-one meetings, phone/E-mail consultations - Regulatory reports and various disclosures - Analyst meeting - Company website	- Kakao Games customer service center - Game-specific 1:1 customer support channels - App markets, e.g., Google Play Store, App Store - Official communities and social media - Phone consultations, various online and offline events - Customer meetings - Rights Infringement Reporting Center	- Internal portal (requests for GA support) - Occupational Safety and Health Committee (quarterly) - Krew Council (Labor-Management Council)	- Grievance mechanism for partners - Manager Kakao channel - Quarterly practitioner discussions (in-person/virtual, 4 sessions in 2024) - Manager Kakao chat - Offline meetings and emails to collect feedback	- Fulfillment of corporate social responsibility - Participation in local government partnership projects	- Participation in government projects and policy discussions - Company website - Contact center - E-mail, phone, fax, etc.
Key Engagement Activities	- Sharing business performance including business trends and financial outcomes - Sharing management outlook and performance through several IR meetings - Disclosure of financial and non-financial performance - Sound governance operation led by the board of directors and committees	- Launch of new services and live service updates - Active post-feedback process through various channels - Enhancing service quality through continuous customer satisfaction surveys - Handling inquiries such as game questions, bug reports, and payment issues - Strengthening user information protection systems, including establishing security policies	- Communication on major company issues, e.g., Labor-Management Council, treasury stock trading restrictions, security inspections - Provision of daily industry news updates - Response to employee suggestions regarding the work environment, e.g., facilities, health, benefits - Reporting and sharing of key issues related to occupational health and safety, along with feedback on improvements - Providing a safe and pleasant work environment	- Listening to work-related grievances and communication activities to reflect improvements - Receiving and reviewing complaints through the grievance mechanism for partners - Organizing monthly safety and health council meeting - Compliance with fair trade policies and anti-corruption/bribery policies - Building a foundation for shared growth through the application of sustainable management guidelines for partners	- Implementation of assistive device support projects for people with disabilities - Biodiversity conservation initiatives linked to games, encouraging active user participation - Hosting offline gaming events to promote local tourism - Expansion of gaming culture and awareness through partnerships with local governments - Scholarships and in-kind donations to support talent development and promote the growth of the gaming industry	- Compliance checks through support activities - Strengthening risk management through establishment of ERM Committee - Implementation of a unified game time selection system to protect adolescents - Collaboration with law enforcement agencies to prevent minor fraud within games - Organizing policy seminars with industry associations on consumer protection - Fulfillment of tax obligations by country, enhancement of tax transparency

Materiality Assessment

Materiality Assessment Process

Kakao Games conducted a double materiality assessment that considers both environmental and social impacts alongside financial implications, enabling us to identify and prioritize key sustainability topics for disclosure.



Response Strategy for Material Topics

Analysis of Material Topics for Corporate Value Creation Based on Risks and Opportunities

Kakao Games analyzes sustainability topics across our entire value chain from both risk and opportunity perspectives. Based on this analysis, we establish and implement strategic measures to advance our commitment to sustainability.

	Material Topics	Business Impact	Triggering Factors	Financial Impact (Business Cases)	Business Strategies	Targets/Metrics	Target Year
1	Enterprise Risk Management System	Risk	- Regulatory changes and restrictions affecting the gaming industry - External cyber attacks such as DDoS and hacking	- Non-operating costs such as litigation and compensation resulting from insufficient regulatory compliance - Decline in revenue due to reduced external trust and negative corporate reputation	Mitigate and eliminate potential risks through risk management system oversight	Enterprise risk management participation rate (100% as of 2024)	100% by 2030
2-①	User Rights and Digital Responsibility - Protection of User Rights	Risk	- Expansion of compliance requirements related to user rights, including the Game Industry Act - Increasing concerns over violence and discrimination within online games	- Non-compliance with the Game Industry Act and related regulations leading to litigation, compensation costs, and fines, resulting in non-operating expenses - Failure to address abusive behaviors within game services, such as the use of illegal programs, reducing user satisfaction and leading to a decline in revenue - Offensive language, slander, or hate speech contributing to a toxic gaming environment, causing user attrition and potential revenue loss	- Update the manual on the protection of user rights - Promote user communication channels - Refine user VOC (Voice of Customer) handling processes	Response rate to fraudulent activities within game services (100% as of 2024)	100% by 2030
						User block request processing rate (100% as of 2024)	100% by 2030
2-②	User Rights and Digital Responsibility - Information Security and Data Privacy	Risk	Occurrence of personal data breaches	Personal data breaches leading to a decline in user trust and operational sanctions, resulting in decreased revenue	Conduct internal and external security audits to assess risks and eliminate potential security vulnerabilities	Risk mitigation rate related to security risk assessments (100% as of 2024)	100% by 2030
3	Climate Change and Carbon Emissions Management ¹⁾	Risk	- Increase in climate-related disclosures and greenhouse gas reduction requirements - Asset impairment resulting from increased physical climate risks	- Increase in selling and administrative expenses due to expanded purchases of renewable energy - Rise in recurring development costs to respond to shifts in eco-friendly consumer trends - Revenue loss from service interruptions caused by higher electricity demand during heatwaves and infrastructure damage from natural disasters, along with increased selling and administrative expenses for damage prevention and recovery	- Develop response strategies based on identified climate change risks and opportunities - Establish a stable renewable energy procurement system - Expand energy consumption reduction activities - Increase carbon emission reduction efforts in local communities	Net Zero (based on Scope 1 and 2)	Achieve by 2040
						Renewable energy conversion rate relative to total electricity consumption	100% by 2040
4	Ethical Management and Fair Trade	Risk	Compliance with the Fair Transactions in Subcontracting Act	- Non-compliance and warning penalties arising from unfair transactions with subcontractors leading to non-operating expenses related to dispute resolution - Decline in subcontractor trust resulting in difficulties securing the supply chain, causing increased cost of goods sold	Provide ethics and anti-corruption training to all employees and conduct fair trade training for persons in charge contract	Unfair trade risk mitigation evaluation score (90.5 points as of 2024)	95 points by 2030

1) To systematically manage this material topic, the “Renewable Energy Transition Rate relative to Power Consumption” management indicator is linked to the CEO's KPIs and compensation.

Response Strategy for Material Topics

Analysis of Material Topics Affecting External Stakeholders

Kakao Games is committed to responsible and sustainable management by identifying the social and environmental impacts of our business activities on various stakeholders and implementing appropriate response measures.

	Material Topics	Cause of the Impact (Business value chain)	Business activity coverage	External Stakeholder(s)/ Impact Area(s) Evaluated	Type of impact	Topic Relevance on External Stakeholders
1	Enterprise Risk Management System	Operation	100%	Society, External employees	Positive	Enhances trust by systematically managing risks to prevent legal issues and mitigate damages from technical failures.
2-①	User Rights and Digital Responsibility - Protection of User Rights	Operation	100%	Consumers, End-users, External employees	Negative	- Operating non-transparent probability-based content may lead to financial loss, psychological distress, and other negative outcomes stemming from unfair practices. - Failure to prevent macros, bug exploitation, or other illegal programs can compromise fair gameplay and infringe on user rights. - Hate speech such as abusive language or defamation during gameplay may result in human rights violations and psychological harm.
2-②	User Rights and Digital Responsibility - Information Security and Data Privacy	Operation	100%	Consumers, End-users, External employees	Negative	In the event of a personal data breach, leaked information may lead to financial fraud or phishing, causing significant monetary loss.
3	Climate Action and Carbon Emissions Management	Supply chain	100%	Environment, External employees	Negative	Energy consumption from data centers, offices, and gameplay contributes to indirect greenhouse gas emissions, accelerating climate change and environmental risks such as extreme weather and sea level rise.
4	Ethical and Fair Practice	Operation	100%	External employees	Negative	Unfair trade with subcontractors can violate partners' rights, entrench unfair practices, and undermine the competitiveness and innovation of small and medium-sized enterprises.

Part II. Material Topics

Kakao Games conducts annual materiality assessments to identify the impacts, risks, and opportunities related to sustainability issues. Based on these findings, we establish a structured plan to advance ESG management. For each material topic identified, we transparently disclose our governance, strategy, risk management, and goal-based performance in this report, demonstrating our responsible approach to sustainable management and our commitment to meaningful implementation for our stakeholders.



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Ethical Management and Fair Trade	23
User Rights and Digital Responsibility	28
Climate Change and Carbon Emissions Management	38

- ⚙️ Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility
- Climate Change and Carbon Emissions Management

Enterprise Risk Management System

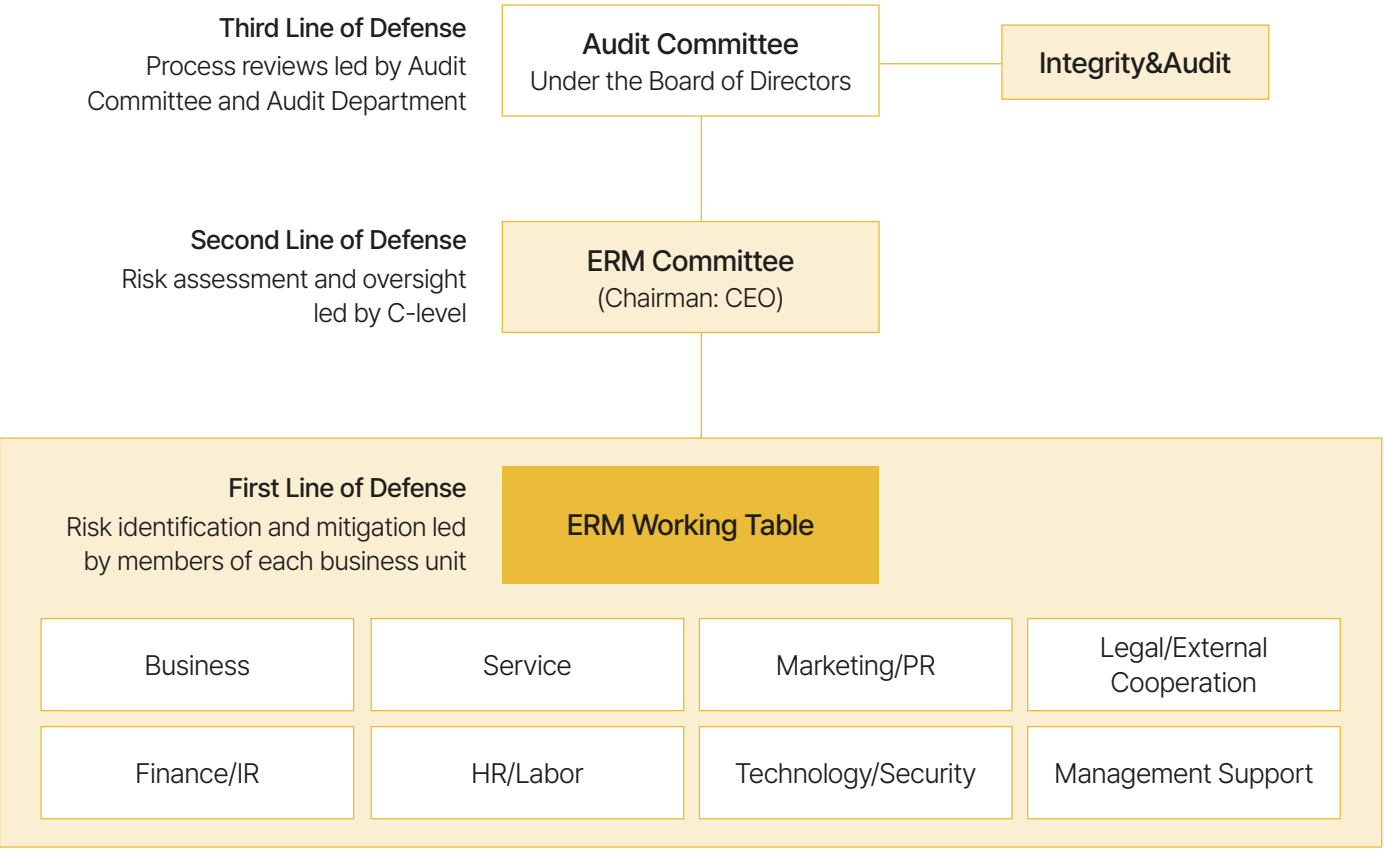
Governance

Enterprise Risk Management Governance

Kakao Games has established an enterprise-wide risk management framework to systematically manage potential risks across all areas of our business operations. Through the ERM Working Table, which is composed of key departmental leaders, risks are identified and managed at the operational level (first line of defense). Oversight and strategic response are led by the ERM Committee, which is chaired by the CEO and includes C-level executives from across the organization, and it monitors enterprise-wide risks and

formulates mitigation plans (second line of defense). The Audit Committee and its independent internal audit unit, “Integrity & Audit,” conduct internal audits in accordance with established audit regulations, reviewing the effectiveness of the risk management process (third line of defense). Through this structured governance framework, we continuously and periodically update internal and external risk issues to minimize risks that may impact our sustainability.

Kakao Games Enterprise Risk Management System

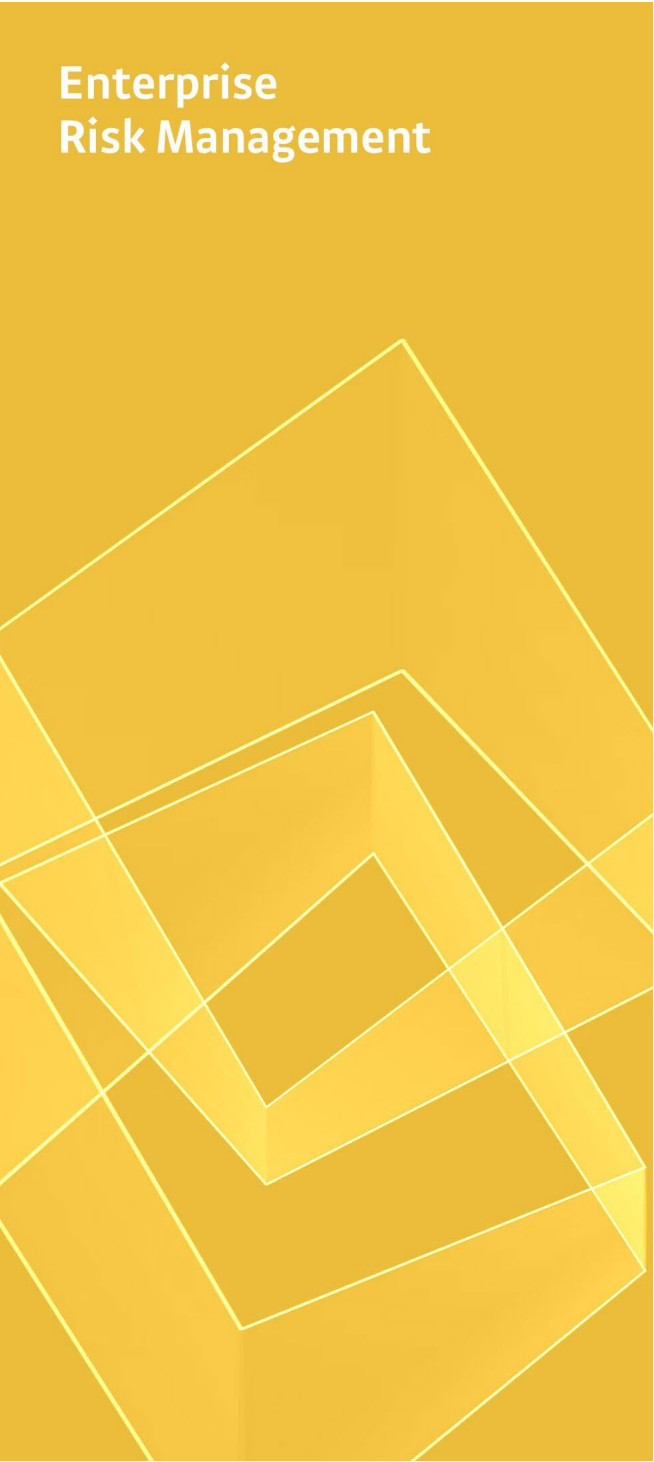


ERM Committee

To manage critical enterprise-level risks in the gaming industry such as service disruptions, data security threats, and content regulation, Kakao Games operates the “ERM Committee” under the leadership of the CEO and C-level executives from each business unit. Supporting this committee is the “ERM Working Table,” which consists of leaders from business/services, marketing/public relations, legal/external cooperation, finance/IR, HR/labor, technology/security, and corporate operations. This group is responsible for directly identifying and addressing risks relevant to their respective functions. The “ERM Working Table” provides monthly updates to the committee on risk exposures identified during day-to-day operations. The committee convenes at least once a quarter to assess these risks and develop action plans. In 2024, the committee held five meetings to review key risk management issues.

Kakao Games ERM Committee Agenda Items

Category	Agenda Items
Agenda	•Identification and assessment of departmental risks
	•Review of personal data protection and cybersecurity policies
	•Evaluation of the service disruption response process
	•Comprehensive review of game product advertising and labeling practices
	•Industry case study sessions on emerging risk issues



Enterprise Risk Management System

Strategy & Activity

Enterprise Risk Management Process

Kakao Games monitors potential risk exposures throughout the development and operation of our business and services. The “ERM Working Table” performs monthly reviews to assess risk exposure across all departments. The ERM Committee evaluates each identified risk based on its potential impact and urgency, assigns a risk rating, and establishes action plans for each risk level. The head of each department in the “ERM Working Table” is responsible for implementing these plans and reporting the outcomes to the ERM Committee. In 2024, the Audit Committee and its dedicated organization, “Integrity & Audit,” conducted an internal audit of the procurement practice. Beginning in 2025, we plan to carry out regular internal audits of each business unit at least once every three years to audit comprehensive risk oversight. Through this systematic process, we aim to keep risk levels within acceptable limits.

To raise risk awareness across the organization, all external directors have completed external training on unfair practices and capital market risks. We also conduct case-based risk response training for department heads and provide annual ethics and compliance training to all employees. Moving forward, we will develop and distribute response manuals by risk type to further enhance the effectiveness of our risk management system.

Risk Management Process

STEP 1. Risk Identification	STEP 2. Risk Analysis
•Continuously and regularly identify risks associated with business operations •Regularly report identified risks to the ERM Committee	•Convene the ERM Committee, attended by the CEO and C-level executives, to review and manage risks •Assess and categorize risks based on impact level and urgency of response
STEP 3. Risk Mitigation	STEP 4. Risk Management Process Review
•Develop action plans based on risk ratings and communicate them to relevant departments •Monitor the progress of action plans	•Review risk control processes by evaluating internal monitoring through the internal accounting management system •Assess risk management processes through internal audits of all business functions

Enterprise Risk Identification

Kakao Games classifies enterprise risks into business risks, stakeholder-related risks, and potential risks. Each risk factor is assigned by business unit and evaluated for its impact on our company. Then, tailored response strategies are developed and implemented accordingly.

Identification of Kakao Games Enterprise Risk Factors

Business Risk	Legal & Compliance	•Unethical or deviant conduct	•Breach of subcontracting agreements
	HR & Labor	•Challenges in attracting and retaining talent	
	Information Security	•Privacy violations	•Data security breaches
	CR/PR	•Unsafe gaming environments	
Stakeholder Risk	CR/PR	•Human rights violations affecting players	•Social issues within gaming service
	HR & Labor	•Decline in operational efficiency	•Discrimination, harassment, and other human rights violations
		•Increased employee stress	•Deterioration of employee health
		•Rising incidence of musculoskeletal disorders	
	Information Security	•Leakage of personal information	
Potential Risks	IR	•Financial losses impacting the company, shareholders, and investors	
	Legal & Compliance, External Cooperation, HR	•Elevated regulatory risk related to probability-based items under the Game Industry Act Enforcement Decree	
		•Need for response to ethical violations in gameplay	
		•Increased service disruptions due to cyberattacks	

Raising Risk Awareness

To promote risk awareness throughout the organization, Kakao Games operates an internal reporting channel where all employees can immediately share their concerns with the responsible department. When issues are linked to multiple areas, experts from relevant departments work together through an integrated system. We also provide annual training on risk management for all independent directors and Audit Committee members, along with in-person training for department heads while sharing examples to help them gain insights into risk management.

Enterprise Risk Management System

Strategy & Activity

Identification and Mitigation of Business and Stakeholder Risks

Kakao Games has established an enterprise-wide risk management framework to proactively address risks that may affect our business operations. Through the ERM Committee, which operates under the Audit Committee of the Board of Directors, we implement preventive measures across all departments and coordinate our responses to identified risks. We define our key stakeholders as users, employees, partners, shareholders, and investors and identify risk factors associated with material topics that could potentially impact each group. By disclosing the results of risk assessments and the progress of mitigation efforts, we build trust with our stakeholders throughout all aspects of our business.

Risk Factors	Related Departments	Impact	Mitigating Actions		Related Topic
Unethical or deviant conduct	HR Group	• Impact on corporate reputation and sales due to social controversies involving executives, employees, and other members	• Took disciplinary actions in accordance with the Code of Ethics and employment regulations • Operated a hotline for reporting misconduct	• Raised ethical awareness through ethics training and the signing of the Code of Ethics pledge	Ethical and Fair Practice
Breach of subcontracting agreements	Legal Affairs / Compliance Dept.	• Legal issues arising from violations of subcontracting agreements during business processes • Negative impact on corporate reputation and productivity	• Conducted risk assessments to identify risks related to unfair trade practices and anti-corruption • Reviewed procedural integrity and transaction fairness prior to contract execution through dedicated experts	• Provided training to relevant departments on major violations and case studies	
Challenges in attracting and retaining talent	HR Group	• Business performance depends on employee capabilities, with potential loss of talent due to frequent game releases and reduced game life cycles	• Identified key talent within each division and established tailored compensation schemes	• Assessed internal risks through exit interviews and reported findings	Work Satisfaction and Fair Performance Appraisal
Violations of privacy regulations	Information Security Dept.	• Imposition of fines and penalties due to non-compliance with regulations • Decline in user trust and brand value	• Applied country-specific privacy regulations in response to global service expansion	• Obtained global privacy certifications and assessed regulatory impacts	Security and Privacy
Data security breaches	Information Security Dept.	• Data breaches caused by internal personnel and external intrusions. • Service interruptions due to data manipulation	• Strengthened security awareness among employees and service providers • Established 24-hour security monitoring and backup systems	• Conducted training for incident response and system failure recovery	
Hazardous gaming environments	Game Operation / QA Center	• Drop in trust and brand image due to differences from disclosed game ratings or probability information • Loss of users from not providing a secure service environment	• Strengthening secondary inspections of rated content during publishing, double-checking disclosed probabilities against internal data • Implementing account safety protection measures when hazardous gaming environments are detected, providing various security services tailored to PC/mobile platforms	• Enhanced secondary review of rating-related content during publishing • Implemented protective measures for accounts identified as operating in risky environments, and provided diverse security services tailored to PC, mobile, and other platforms	Protection of User Rights
Infringement of user rights	External Cooperation Dept., Legal Affairs / Compliance Dept., Game Operation / QA Center	• Risk of collective disputes if consumer right-to-know and damage relief procedures are insufficient • Possibility of unfair gameplay or rights violations due to harmful elements in the game (e.g., illegal programs) • Infringement of user rights through hate speech such as insults or slander	• Regularly reviewed and updated user terms and operational policies for user protection • Monitored compliance with applicable laws such as the Terms Act and Game Industry Act • Continuously monitored and restricted users engaging in unfair practices • Monitored illegal websites and communities, requesting blocking support from relevant authorities as needed	• Protected youth by adhering to the Game Industry Act and deliberation standards set by the Game Rating and Administration Committee • Communicated with users through various channels and provided timely information • Prevented offensive or hateful language through a prohibited words system • Operated separate customer centers for each game service, supporting one-on-one inquiries	Protection of User Rights
Social issues within gaming service	Game Operation / QA Center	• Financial and emotional harm to users due to differences between disclosed probabilities and actual in-game probabilities • Social issues arising from the distribution of content or images that violate game rating standards • Game abandonment caused by account theft, disrupting character assets or progression	• Disclosed in-game probability rates transparently • Complied with review timelines and standards for new or updated content	• Enabled users to build secure play environments with services like device registration and secondary passwords	Work Satisfaction and Fair Performance Appraisal
Decline in work efficiency	HR Group	• Reduced work efficiency and higher turnover due to lack of communication	• Improved work environments and efficiency by collecting and acting on feedback through the Krew Council		
Discrimination, harassment, and other human rights violations	HR Group	• Violations of dignity, rights, and freedoms protected by law or internationally recognized human rights standards • Negative impact on sales and company reputation when human rights risks occur	• Conducted labor practices and human rights impact assessments • Promoted the Code of Ethics and Human Rights Statement • Raised awareness by requiring employees to sign the Code of Ethics pledge	• Delivered training on ethics, workplace harassment, sexual harassment, and disability awareness • Operated a whistleblowing hotline for reporting misconduct • Implemented customer service worker protection measures across key affiliates and subsidiaries	Human Rights
Increased employee stress	HR Group	• Continuous game launches throughout the year increase employee stress and workload, leading to reduced motivation	• Conducted office risk assessments • Operated an on-site massage room staffed with professional therapists to relieve musculoskeletal issues, expanding available hours and sessions • Offered mental health support through external psychological counseling services	• Monitored the health of QA and operations staff classified under special medical examination per the Occupational Safety and Health Act, enabling early detection of symptoms • Conducted a musculoskeletal disorder risk assessment and provided posture correction solutions to affected individuals	Occupational Safety and Health
Employee health deterioration		• Ongoing game services and new launches lead to night shift rotations for QA and operations staff, causing deterioration in employee health			
Rising incidence of musculoskeletal disorders	Krew Support Dept.	• Prolonged working hours among office staff increase the risk of musculoskeletal disorders and muscle pain, leading to lower job satisfaction and performance			
Financial losses impacting the company, shareholders, and investors	Legal Affairs / Compliance Dept.	• Illegal activities such as unfair self-dealing or internal transactions harm corporate image and undermine shareholder and investor value protection	• Reviewed transactions for potential self-dealing or internal dealing, and verified reporting and approval by the board of directors or general shareholders” meeting	• Secured transaction transparency through board and shareholder approvals	Ethical and Fair Practice
Leakage of personal information	Information Security Dept.	• User rights are negatively impacted by smishing and other forms of harm resulting from personal information leaks or misuse	• Diagnosed system vulnerabilities and implemented corrective measures	• Prevented account theft or misuse through login notifications and two-factor authentication	Security and Privacy

Enterprise Risk Management System

Strategy & Activity

Identification and Mitigation of Emerging Risks

Kakao Games identifies and monitors potential risks that may have a significant impact on our business operations. In particular, we take a proactive approach to compliance risks arising from changes in industry laws and regulations, such as the Game Industry Act. We also address risks related to user protection, including service disruptions caused by cyberattacks, content-related issues, and abusive behavior that violates game rules.

Emerging Risk	Category	Description and Specification	Potential Impact on Kakao Games	Mitigating actions
Enforcement Decree of the Game Industry Act, etc.	Others	•Regulatory oversight of randomized in-game items has been strengthened, with amendments to the Game Industry Act, introducing punitive damages, and is scheduled to take effect in August 2025.	•Responding to new regulations may lead to financial losses from fines, compensation claims, and prolonged legal disputes. These issues could also harm our reputation, cause user churn, and reduce revenue.	• Developed an internal manual to guide our response to regulations on randomized items and other related policies. The manual outlines a clear process from identifying issues to taking action and conducting follow-up checks. - Assessment: Regularly monitored changes in laws and policies to understand the current status and risks related to randomized items and other regulatory issues. - Action: Took necessary steps to comply with relevant laws and strengthened internal policies to ensure transparency and fairness. - Follow-up: Continuously reviewed compliance after actions were taken, identified areas for improvement, and addressed any shortcomings.
Violations of Ethical Standards in Gameplay	Societal	•If employees exploit inside information to acquire game items or engage in inappropriate behavior such as mocking users, then trust in the fairness of the service may rapidly deteriorate.	•Growing dissatisfaction within the gaming community could damage our brand image and lead to user departures, resulting in lower service engagement and declining sales.	• Developed a casebook on ethical misconduct in gameplay to enhance employee awareness and prevent potential violations. - It outlines prohibited actions, including abuse of authority, expressing personal political or social views throughout game development and marketing, leaking internal information obtained in advance, and pursuing personal gain through professional duties.
Disclosure of Content Causing Social Controversy	Societal	•Content or event planning that fails to consider user sensitivities may lead to public controversy. Content that appears to disregard certain social groups or values may result in consumer boycotts and widespread criticism.	•In the short term, these risks may cause user loss and reduced revenue. In the long term, they could seriously impact brand reputation and service competitiveness.	• Created an internal employee risk casebook within game services. - It sets guidelines to prevent internal information leaks and provides value-based decision-making criteria essential for professionals in the gaming industry, aimed at enhancing trust in our game services.
Game Service Disruption Due to Cyber Attacks	Societal	•DDoS attacks have been increasing across the global gaming industry. Such incidents can lead to service interruptions, heightened user dissatisfaction, and a direct decline in overall service credibility and satisfaction.	•Short-term impacts may include customer attrition, while long-term effects could lead to sustained user decline and revenue loss. Additional consequences may include reputational harm and higher response costs.	• Established a comprehensive incident management process to prevent abnormal service disruptions such as outages, slowdowns, or functional errors that could affect users. The process clearly defines roles and responsibilities as follows: - Fault Manager: Assesses incident severity, continuously reports recovery progress, and prepares incident reports - Recovery Manager: Oversees and coordinates recovery operations - Recovery Staff: Executes recovery tasks for affected services or systems - QA: Verifies normal operation after recovery completion - Service Operator: Assesses the impact of the incident and communicates service updates to users - Incident Reporter: Detects incidents and notifies the Incident Manager - Communication Channels: Includes relevant personnel connected to the affected service or system beyond the primary roles
	Technological	•Responding to network disruptions caused by external cyberattacks may lead to increased operational costs for the company.		

Enterprise Risk Management System

Risk Management

Enterprise Risk Assessment

The ERM Committee, supported by the “ERM Working Table,” conducts in-depth analyses of risks based on their “impact magnitude” and “urgency of response.” Risks are classified into three levels –high, medium, low- according to their severity and the required level of response. In 2024, two risks were identified and classified as low-level, requiring oversight by the relevant operational managers. These issues were resolved after appropriate mitigation measures were successfully implemented. Overall, we will continue to manage and monitor risks throughout the entire post-mitigation phases to prevent recurrence.

Audit of Risk Management Process

Kakao Games' enterprise risk management process is reviewed by the Audit Committee. The committee conducts annual audits of financial statements and accompanying schedules and evaluates the operation of our internal accounting control system. The effectiveness of the risk management process is assessed through internal control. The 2024 review confirmed compliance with relevant laws and best practice standards, and no significant vulnerabilities were identified. In addition, the Audit Committee reviews and approves the internal audit department's annual audit plans and outcomes to ensure oversight of the risk management framework.

Integration of Environmental Factors into New Investment Review Process

Regardless of whether the investment is within the gaming sector or beyond, Kakao Games pursues strategic investments in high-potential companies. When reviewing new investment opportunities, we assess not only standard criteria such as industry trends, product and service quality, key staff, financial performance, and investment terms, but also incorporate ESG-related risk factors. On the environmental front, our investment checklist includes criteria such as the use of energy-efficient hardware and systems, and the implementation of eco-friendly practices in game server and data center operations. We also consider company-led participation in environmental campaigns or volunteer programs, as well as any regulatory penalties -such as business suspensions or fines- imposed over the past three years for environmental violations.

Metrics & Targets

ERM System Metrics

To ensure the stable operation of our risk management system, Kakao Games has designated the number of regular risk assessments conducted annually as a key performance metric. We plan to carry out assessments of our risk exposure at least four times each year. We are also encouraging participation in risk management training for board members, committees, and employees to foster a stronger risk-aware culture across the organization. Through these efforts, we will continue to strengthen our enterprise-wide capabilities for effective risk response.

Enterprise
Risk Management

- Enterprise Risk Management System
- Ethical Management and Fair Trade**
- User Rights and Digital Responsibility
- Climate Change and Carbon Emissions Management

Ethical Management and Fair Trade

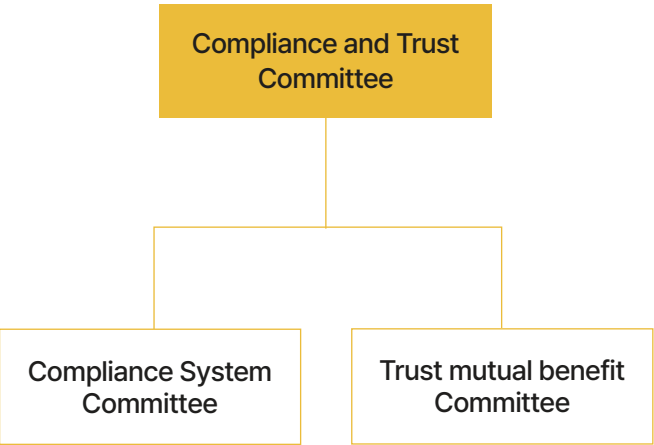
Governance

Compliance and Trust Committee

To promote compliance and ethical management across its affiliates, Kakao established the “Compliance and Trust Committee,” an independent body tasked with strengthening compliance and governance while advancing corporate social responsibility. We participate in this committee as an affiliate, submitting plans and reports on key obligations to promote transparent and accountable management. Our participation contributes to

the development of a reliable environment for all stakeholders. In 2024, we took part in the Kakao Group's “Joint Pledge Ceremony for Fair Trade Compliance,” committing to the establishment of a fair trade compliance system. We also distributed the “Kakao Group Executive Code of Ethics,” which includes guidelines for ethical leadership as defined by the Kakao CA Council, further reinforcing our commitment to compliance and trust.

Composition of the Compliance and Trust Committee



Roles of the Compliance and Trust Committee

Establishment Establish a compliance control framework including a compliance program	Advisory Provide input on large stock market transactions, mergers and acquisitions, initial public offerings, and internal transactions
Investigation Investigate violations of compliance obligations and request corrective actions	Supervision Supervise and make recommendations for effective operation of the compliance monitoring system

Audit Committee

Kakao Games operates an independent Audit Committee under the Board of Directors, composed entirely of independent directors. To enhance the committee's expertise, we prioritize appointing members with experience in finance or accounting. As of March 2025, two of the three committee members, including the chairman, are certified financial or accounting professionals. In 2024, we established an internal audit department directly under the Audit Committee to support its activities. The committee oversees all internal audit practice, reviewing and approving plans, developed by the internal audit team, and supervising their execution. It is also granted the authority to approve the appointment or dismissal of the head of the internal audit department, ensuring its independence. In addition, the committee is responsible for auditing financial statements, approving external audits, supervising the operation of the internal accounting control system, and evaluating the internal monitoring system. Through these roles and responsibilities, the Audit Committee helps realize transparent and accountable business operation.

Internal Audit System

The Kakao Group has formally declared its commitment to ethical and compliant management at the group level. To implement this commitment, regular internal audits are conducted for all subsidiaries where the group has effective control. A collaborative audit system has been established across Kakao affiliates and partners. As part of this effort, we established a dedicated internal audit department, “Integrity & Audit,” under the Audit Committee in the second half of 2024. The department operates under the principle of conducting regular audits of all business areas at least once every three years. It also audits subsidiaries to assess business-related risks. All audit plans are subject to the approval of the Audit Committee, and audit findings and outcomes are reported directly to the committee. Through these procedures, we implement the Kakao Group's ethics and compliance policies in practice.

- Enterprise Risk Management System
-  Ethical Management and Fair Trade
- User Rights and Digital Responsibility
- Climate Change and Carbon Emissions Management

Ethical Management and Fair Trade

Strategy & Activity

Regular Audits and Enhanced Internal Controls

Prior to conducting regular audits, Kakao Games established internal audit regulations on September 12, 2024, outlining the foundation for audit activities. In accordance with these regulations, the internal audit organization finalized audit plans with the approval of the Audit Committee and regularly reported the audit results to the Committee. The regular audit for the fourth quarter of 2024 focused on key areas including partner evaluation and selection, contract negotiation, delivery and review procedures, and post-contract management. As a result of this audit, several potential improvements were identified, such as the formalization of procurement guidelines, the implementation of periodic evaluation processes for contract partners, the enhancement of review procedures, and the consideration of adopting an asset management system along with regular physical inventory audits.

Regular Audit (Scheduled for 2025)	Subsidiary Audits (Scheduled for 2025)
It is a principle to conduct at least one regular audit every three years for each business area in all departments. · Conduct risk assessments in all business areas. · Identify two or more “Regular Audit Themes” in business areas with high risk. · Based on the identified regular audit themes, develop detailed plans for regular audits at least once every six months.	Conduct targeted or comprehensive audits for selected subsidiaries based on specific themes. · Assess risks of major subsidiaries considering their assets, sales revenue, liabilities, and number of employees.

Kakao Games Audit Committee Report Agenda

Year	Audit Scope	Audit Details	
2024	Regular Audit	· Evaluation and selection of partners · Review of contract negotiation processes	· Inspection of delivery and acceptance procedures · Post-management inspection
2025	Regular Audit	· Assessment of adequacy and effectiveness of internal controls · Review of partner selection processes, price negotiations, and decision-making procedures · Review of approval procedures for key contract terms/decisions	· Verification of appropriateness of inspection processes · Inspection of necessity for post-management
	Subsidiary Audit	· Risk diagnosis of treasury management status · Diagnosis of inappropriate expense risks · Diagnosis of tax and legal risks	· Diagnosis of risks related to compensation systems such as salaries · Assessment of adequacy and effectiveness of internal controls

Kakao Games Code of Ethics

Kakao Games is committed to responsible and ethical management based on sound decision-making and ethical standards. Our Code of Ethics prohibits any form of unjust discrimination against stakeholders, safeguarding human rights. All employees are required to adhere to and sign the Code of Ethics and may seek guidance from the relevant department on its interpretation and application. All new hires and current employees are required to submit a signed ethics pledge at the beginning of each year, reaffirming their commitment to ethical conduct. In the event of violations, reports or consultations are handled by the HR Support Group and relevant departments in accordance with internal procedures. Depending on the severity of the case, disciplinary actions may be taken. If a violation results in significant negative impact, it may be reported to the ESG Committee.

Code of Ethics →

Partners' Code of Conduct

In line with the Kakao Group's “Partner’s Sustainable Management Guide”, Kakao Games requires our partners to fulfill their social responsibilities and roles. Partners must comply with five key areas outlined in the guide: “Human Rights Management,” “Safety and Health,” “Environmental Management,” “Protection of Personal Information and Intellectual Property,” and “Ethical Management.” Any serious violations in these areas, or failure to address them within a certain period of time, may result in the suspension or termination of business relationships in accordance with internal procedures. Based on this code of conduct, we have built a structured approach to supply chain management and created the foundation for sustainable, long-term partnerships with our business partners.

Partners' Sustainability Management Guide →

- Enterprise Risk
Management System
-  Ethical Management and
Fair Trade
- User Rights and Digital
Responsibility
- Climate Change and Carbon
Emissions Management

Ethical Management and Fair Trade

Strategy & Activity

Partner Communication Process

Kakao Games maintains various channels to facilitate transparent and efficient communication with our partners, including a real-time Kakao chat channel managed by an administrator, regular virtual meetings, and an email channel to collect partner feedback. Any reported business-related concerns are promptly addressed based on internal policies, with most cases resolved within one business day depending on the situation.

Partners Grievance Mechanism →

Reporting Process



Anti-corruption/Bribery Policies

To prevent conduct that may harm our tangible and intangible assets or undermine fair job performance, Kakao Games has established and implemented an Anti-corruption and Anti-bribery Policy. This policy applies to all executives and employees of the company, as well as to those acting on our behalf. It is applied across all business relationships. We also recommend compliance with this policy by our business partners and their employees. Our Legal and Compliance departments are responsible for monitoring to prevent corruption and bribery. We organize training on anti-corruption /bribery practices for all employees at least once annually. Any employees who contribute to the successful implementation of this policy are recognized and rewarded, while those who violate the policy may be subject to disciplinary action. We strictly prohibit any retaliation or discrimination against individuals who report or disclose violations, ensuring full protection for whistleblowers.

Kakao Games Anti-corruption/Bribery Policy →

Guidelines on Anti-corruption/Bribery

In 2024, Kakao Games revised our Anti-corruption/ Bribery Policy by integrating detailed guidelines. These revisions aim to raise our awareness of ethical management through continuous guidance and training. Under the revised policy, employees are strictly prohibited from offering or receiving money, valuables, or any form of hospitality from public officials, business partners, or any other stakeholders for the purpose of gaining improper business advantage. Meals, gifts, or hospitality that are in any form and provided as a social courtesy must be under a certain value, appropriate in timing, and within generally accepted social norms. Exceptions must be approved in advance under guidance from the Legal and Compliance departments. Employees are strictly prohibited from offering facilitation payments to public officials for game ratings, certifications, or other administrative approvals. Preferential treatment for business partners with personal ties such as family members is not permitted, and all forms of improper solicitation or brokerage are strictly banned.

Tax Policy

Kakao Games recognizes that compliance with tax laws and regulations, as well as management of tax-related risks, is critical to supporting national finances, protecting customer interests, maximizing shareholder value, and enabling sustainable business operations. In 2024, we established and publicly disclosed our Tax Policy to uphold our social responsibility and obligations in tax matters while actively managing tax-related risks. The policy was reviewed and approved by the ESG Committee and will be revised with committee approval if any changes are necessary.

Basic Principles of Tax Policy

- Compliance with national laws and commitment to faithful tax reporting and payment
- Prohibition of exploiting tax law differences between countries for tax avoidance purposes
- Prohibition of using tax havens
- Compliance with the arm's length principle to prevent transfer pricing issues
- Prohibition of value transfer to regions with low effective tax rates
- Identification and response to tax risks
- Transparent disclosure of tax information

Kakao Games Tax Policy →

Ethical Management and Fair Trade

Strategy & Activity

Risk Management regarding Unfair Trade and Unfair Competition

Kakao Games has designated a dedicated department responsible for identifying and managing the risks associated with unfair trade practices in relation to new transactions and business initiatives. To monitor exposure to unfair trade and anti-competitive practices, we conduct regular surveys of employees involved in relevant work process. As sales activities have become increasingly active, we are closely monitoring compliance with subcontracting laws to prevent any violations. Compliance measures are reinforced during contract processes, led by the responsible department, to proactively prevent risks.

Fair Trade Training and Consultation

Kakao Games provides regular training to ensure that all our employees, including those directly involved in transaction management, are able to recognize and prevent unfair trade practices. A dedicated channel is also in place to address any related inquiries. To prevent high-risk behaviors such as collusion and the abuse of superior positions, we conduct company-wide online training sessions. In addition, employees who frequently engage with partners receive guidance on key compliance issues, including the Subcontracting Act and the Fair Trade Act, to raise their awareness of fair trade principles.

Ethics and Anti-corruption Training for Employees

To raise ethical awareness and eliminate unfair trade practices, Kakao Games conducts “Anti-corruption (ethics) Training” for all employees, including part-time and contract workers. For employees involved in contract signing, we provide specialized training according to job functions, focusing on the prevention of collusion and unfair trade.

Main Content of Training for All Employees

Necessity for Ethical Management	• The concept of ethical management and international standards, attitude, and practice plan for introducing ethical management
Eradication of Collusion and Unfair Trade	• Problems of cartels that ruin the market economy and undermine a fair society • Types and examples of unfair cartel activities prohibited by law • Acts related to unfair business practices and types of unfair contracts in the public sector
Ethical Management in the Kakao Group	• Group ethical management: Ethical Core Values and Business Philosophy • Regulations by affiliates (Code of Ethics & Employment Rules) and reporting center in case of violation (Cyber Ethics Reporting Center, Ethics Department), ethical standards, Ethics Reporting Center, hotline • Ethics of Game Usage

Main Content of Differentiated Training by Job Function

Explanation of the Contract Conclusion Process	• Detailed tasks and examples for each process to explain the fair contract signing process
Eradication of Collusion	• Case studies on Collusion and Misconduct
Eradication of Unfair Trade	• Checklist and Examples of Unfair Trade
Subcontracting and Consignment Transaction	• Checklist for Fair Subcontracting and Consignment Transaction

Ethical Management and Fair Trade

Risk Management

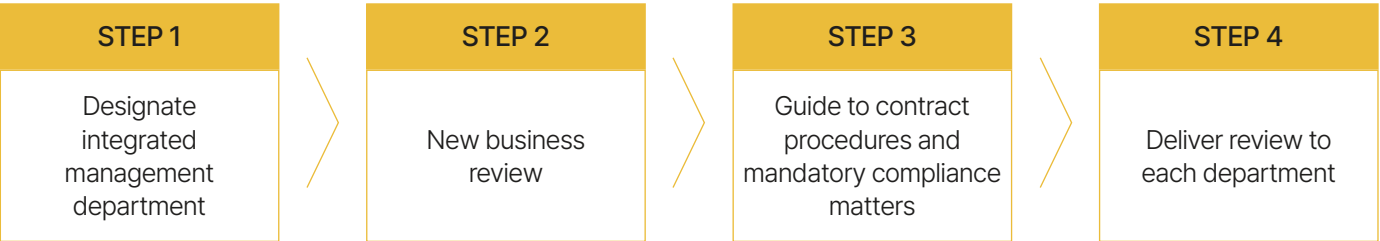
Evaluation of Unfair Trade and Unfair Competition Management

The department responsible for managing unfair trade risks conducted thorough reviews of all new transactions and business initiatives in 2024 to identify potential risks. Regular risk identification activities were also carried out. As a result, 28 fair trade-related risks were identified and addressed with appropriate measures based on the company's standards—such as training programs, employee awareness initiatives, and strengthened contract procedures—achieving a 100% mitigation rate. To evaluate the effectiveness of these efforts, a survey was conducted among employees, yielding a score of 90.5. In response to recurring or potentially repetitive risks, further awareness campaigns were conducted for relevant teams to prevent reoccurrence. For issues where residual risks remained, the company also explored additional control measures to further mitigate them.

Mitigation of Unfair Trade and Competition Risks

Strengthening Contract Review and Execution Process

Kakao Games has assigned specialized personnel to ensure legal compliance and fairness throughout the contract process. An integrated department is designated to manage fair trade practices across the organization and review all new transactions and business initiatives. Meanwhile, employees are provided with guidance on contract procedures and content, including relevant regulatory compliance requirements. To reduce potential risks, legal obligations related to fair trade are communicated during the contracting process, and individual checklists are shared with each department to ensure preventive oversight and avoid unfair practices.



Metrics & Targets

Ethics and Anti-corruption Management Metrics

Kakao Games is diversifying our efforts in practicing ethical management more effectively. As part of our internal evaluation of ethical practices, we track employee participation in ethics training as a key performance indicator. Regular training programs are conducted to help employees internalize ethical values and adopt appropriate standards of conduct. We will continue to manage these indicators to achieve our goals.

		Unit	2022	2023	2024
Ethics and Anti-corruption Training	Subject to training	Persons	436	459	472
	Subtotal	Persons	431	456	469
	Full-time employees	Persons	422	437	447
	Part-time employees	Persons	0	1	0
	Contractual employees	Persons	9	18	22
Anti-Collusion and Fair Trade Compliance Training ¹⁾ (Tailored by Job Function)	Subject to training	Persons	-	-	61
	Completed	Persons	-	-	61

1) Conducted for employees responsible for contractual duties across functions such as marketing and business operations

Medium to Long-term Goals for Ethical Management

Goals	Short-term Goals (2025)	Medium to Long-term Goals (2026–2030)
	• Enhance awareness of ethical management through training and the establishment of key performance indicators. • Conduct risk monitoring via department-specific channels and reporting system for individuals. • Identify and manage compliance risks on a quarterly basis. • Provide quarterly internal training for relevant departments and company-wide training on an annual basis.	• Achieve industry-leading ethical management through advancement of the ethics management system.

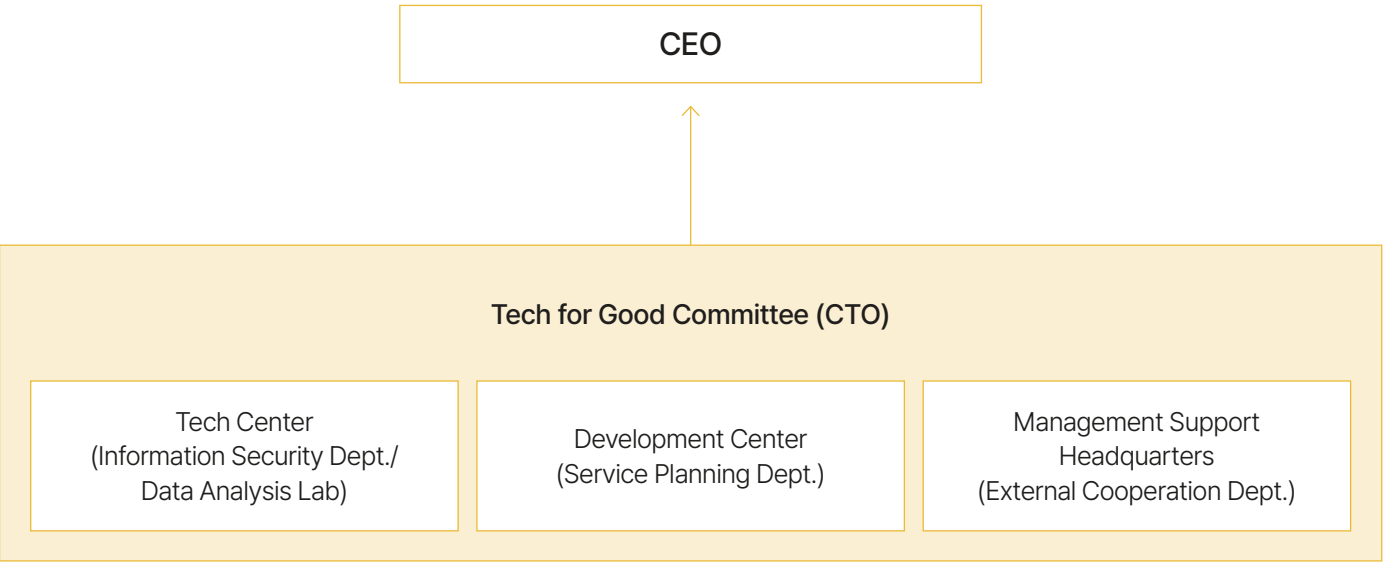
Protection of User Rights

Governance

Tech for Good Committee

Kakao Games is committed to protecting the rights and interests of users around the world by minimizing potential ethical risks associated with the advancement of AI technologies. Since 2022, we have operated the “Tech for Good Committee” to strengthen our AI governance framework and to continuously assess and enhance the safety of our services. In 2024, the committee established a consistent framework for the responsible use of AI based on the Kakao Group's ethical AI guidelines. We regularly participate in the monthly Group Tech Ethics Subcommittee meetings organized by our parent company, Kakao, and work collaboratively

across departments to implement various initiatives. In response to the introduction of generative AI technologies, we further clarified our internal policies to define ethical standards for the application of emerging technologies. We also developed and distributed a company-wide checklist to identify and manage potential risks associated with AI and algorithmic technologies. The committee is chaired by the Head of the Development Center, and its members include the Heads of the Data Analytics Lab, Chief Information Security Officer (CISO), Service Planning Dept., and External Cooperation Department.



Identifying Potential Risks Related to AI and Algorithm

Kakao Games proactively identifies and manages potential risks that may arise from the use of AI and algorithms in our game services. These efforts are essential to ensuring a safe and fair user experience, as well as maintaining the overall reliability and integrity of our games.

Potential Risks Related to AI and Algorithms in Kakao Games Services

Category	Key Potential Risks
Fairness & Transparency	•Requests for disclosure of probability information related to chance-based items and access to gameplay history •Order of product display within the store
Bias	•Prioritization of payment methods (fees) •Cultural differences arising from automatic translation
Reliability	•Unexpected issues (game modifications and balance adjustments) •Usage restrictions in case of bug exploitation (due to company/member responsibility and severity of the issue)
Safety	•Game age ratings, over-immersion, payment limits •Appropriateness of game ratings and risk of excluding existing users when game ratings increase after updates
Privacy & Security	•Compliance with personal information protection laws and various compliances •Information leaks from partners (developers, channeling companies)
Inclusivity	•Enhancement of accessibility for people with disabilities, enjoyment rights in the game culture by age and gender •Whether to support for services based on game OS environment, specifications, and versions
Discrimination	•Caution against prejudice/bias in character design and world-building within the game •Service restrictions due to refusal to consent to non-essential collection
Human Rights & Labor Rights	•Protection of children and adolescents based on game usage ratings •Prevention of human rights violations among users during game service usage, including in-game chat

- Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility**
- Climate Change and Carbon Emissions Management

Protection of User Rights

Strategy & Activity

Policy on the Protection of User Rights

Kakao Games has established a comprehensive user rights protection policy, which is publicly available on our official website. This includes measures such as a youth protection policy within the Daum Game platform, guidance on the game time selection system, game-specific service operation policies, anti-abuse management practices, and detailed disclosures of paid chance-based content. We are committed to ensuring that all users, regardless of physical ability or specific environments, have equal access to the services we provide. Our focus on accessibility applies not only to people with disabilities and the elderly, but also to the broader user base as well.

[Policy on the Protection of User Rights](#) ➔

Unified Game Time Selection System

To foster a healthy gaming culture among youth, Kakao Games has implemented a unified Game Time Selection System. This system, established through an agreement between the Ministry of Culture, Sports and Tourism and the Game Culture Foundation, currently involves five major game companies in Korea, including Kakao Games. Through this system, both adolescents and their legal guardians can set appropriate gaming hours, guiding young users toward healthy gaming routines while enabling guardians to manage playtime effectively. Kakao Games will continue to actively support the development of a healthy and sustainable gaming culture for youth.

Rights Infringement Reporting Center

Kakao Games operates a Rights Infringement Reporting Center within its Daum Games service to help protect users from harm caused by posts in the user community. If users believe they have suffered damages such as copyright infringement, defamation or violation of portrait rights, they can request the temporary or permanent removal of the relevant content through the center. To ensure accessibility, the center does not require any separate registration process. It also provides clear and detailed instructions on how to file a report and how each case will be handled. Kakao Games is committed to protecting user rights by continuously managing submitted reports. The company will continue to listen to user feedback and respond promptly, striving to offer even better services going forward.

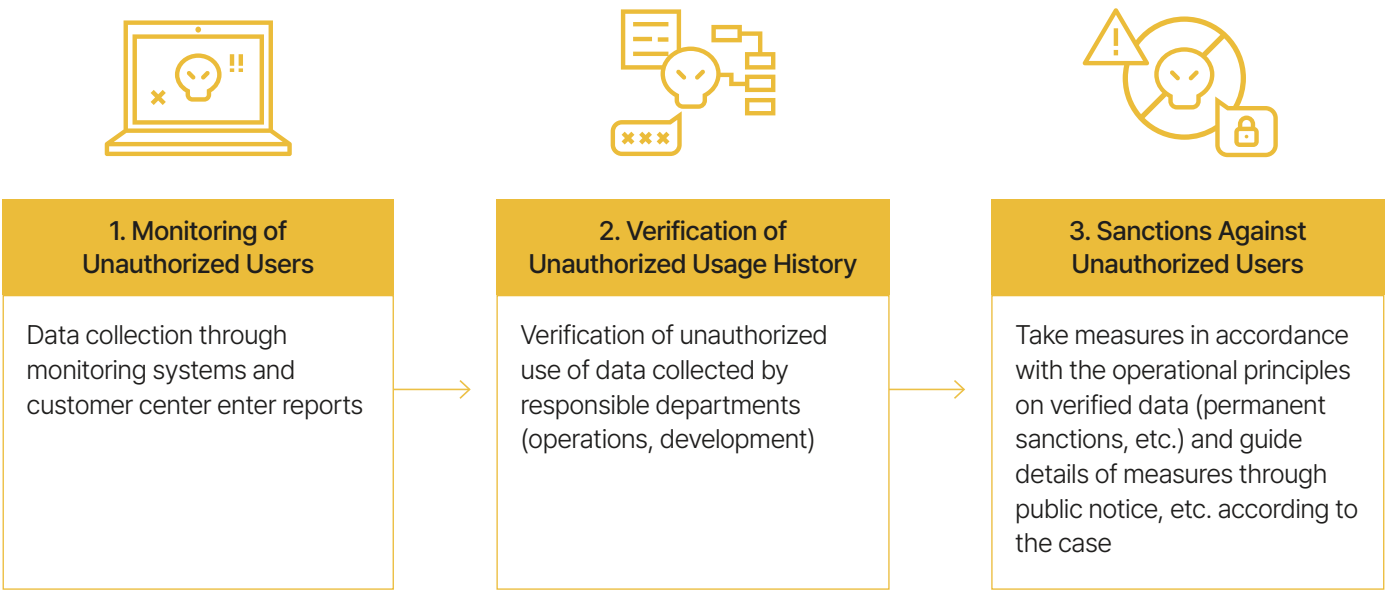
[Daum Games Rights Infringement Reporting Center](#) ➔

Response to Unfair Practices

To promote a fair and trustworthy gaming environment, Kakao Games has established a comprehensive response system to address unfair practices. Within the service, we regularly enhance technical security measures, track unusual user activity, and implement disciplinary actions as needed. Externally, we continuously monitor illicit activities related to game abuse and work with relevant authorities to block offending websites. In cases of serious misconduct, such as the creation

and distribution of illegal programs that compromise the fairness of gameplay, we refer those matters to law enforcement and take legal action. In 2024, one such case was referred to the police, and has since been resolved. We also received 1,063 takedown requests related to unfair activities, of which approximately 800 have been successfully addressed. We remain committed to taking proactive steps to uphold a secure and sustainable gaming environment.

Monitoring and Sanctioning Process for Unauthorized Users



- Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility**
- Climate Change and Carbon Emissions Management

Protection of User Rights

Strategy & Activity

Sharing Digital Responsibility Initiatives

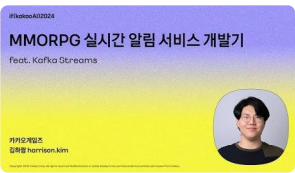
In 2024, Kakao Games' Tech for Good Committee contributed to enhancing communication on privacy protection and technology ethics issues. It shared key activities of Kakao Games' technology ethics to the <TECH ETHICS> article series, published by its parent company Kakao to share AI-related technologies and policies across the group. The committee also participated in the publication of the <Technology Ethics Report>, which highlights the outcomes of its technology ethics initiatives. This report focuses on how Kakao Games complies with increasingly complex global privacy regulations and standards within the gaming industry, while adhering to best practices. These efforts aim to broadly promote our commitment to digital responsibility and transparency on a global scale. We also took part in "if(kakaoAI) 2024," Kakao's annual developer conference, where we showcased responsible technology practices focused on user protection. We shared various technical cases supporting a safe and enjoyable gaming experience, including an integrated notification service for game-related updates, statistical dashboard offering tips and insights, a game data search system, and an abuse-prevention process for global multi-platform games. By sharing these innovations, we reinforced our commitment to ensuring a fun, safe, and reliable gaming experience while building a foundation for developing technology and promoting a responsible digital ecosystem.



Go to Kakao Games "if (kakaoAI)" Session



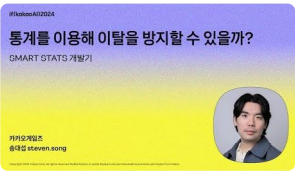
· Blocking Abusers in Global Multi-platform Games



· Developing Real-time Notification Service for MMORPGs



· Game Data Search System for Everyone



· Can Statistics Prevent User Churn?

Fostering a Culture of Technology Ethics

In 2024, Kakao Games raised internal awareness of our governance and policies established through the Tech for Good Committee. To ensure technology ethics are reflected in actual service operations, we distributed the "Core Checklist for Safe AI" - developed by the Kakao Group Tech for Good Subcommittee- to all employees. This checklist serves as a set of fundamental principles for the development and operation of AI-powered services. We plan to further incorporate AI safety into its game services by introducing an internal proposal process and conducting detailed reviews based on the checklist. The committee also shared the "Kakao Group Internal Use Policy for Generative AI" to raise awareness of potential risk and data security when using generative AI tools for work. These guidelines clearly outline precautions throughout the entire usage process, including the scope of allowable data inputs. In particular, they include a "Generative AI Self-Assessment Checklist," which enables employees to preemptively identify and mitigate risks before disclosing AI-generated outputs externally.

User Communication

Kakao Games places communication with users at the core of our service strategy. By leveraging multiple communication channels, we actively gather user feedback and maintain consistent interaction through regular updates and transparent disclosure of future service plans.

User Communication Channels	Key Communication Activities
•Game-specific Contact Center 1:1 inquiry channels	• Pre-game launch communication - Communicated with users during the development phase by sharing video teasers on individual game websites, pre-registration and character reservation, and online showcases via official YouTube channels.
•Official communities and social media (KakaoTalk Channel, YouTube, Instagram, Facebook, etc.)	• Real-time communication through various channels after launch and active incorporation of feedback. - Regular update schedules and mid-to-long-term update roadmaps disclosed via official communities and social media.
•App markets such as Google Play Store and Apple Store	- Responded to user complaints collected through Contact Center 1:1 inquiries, app markets, and official email.
•Game app inquiries via Kakao Contact Center	- Operated dedicated bug, feedback, and error boards within our official community to continuously monitor user issues and concerns.
•Customer support by phone and various online/offline events	- Reflected improvements through updates or inspections based on user feedback collected from various channels. - Shared real-time progress on improvements related to UI, convenience, community, items, etc., on official communities. - Communicated with developers, operations, and business persons in charge through meetings and developer talk events.
	• Customer satisfaction surveys. - Collected around 5,100 responses through a customer satisfaction survey and plan to increase participation to help improve our services.

Protection of User Rights

Strategy & Activity

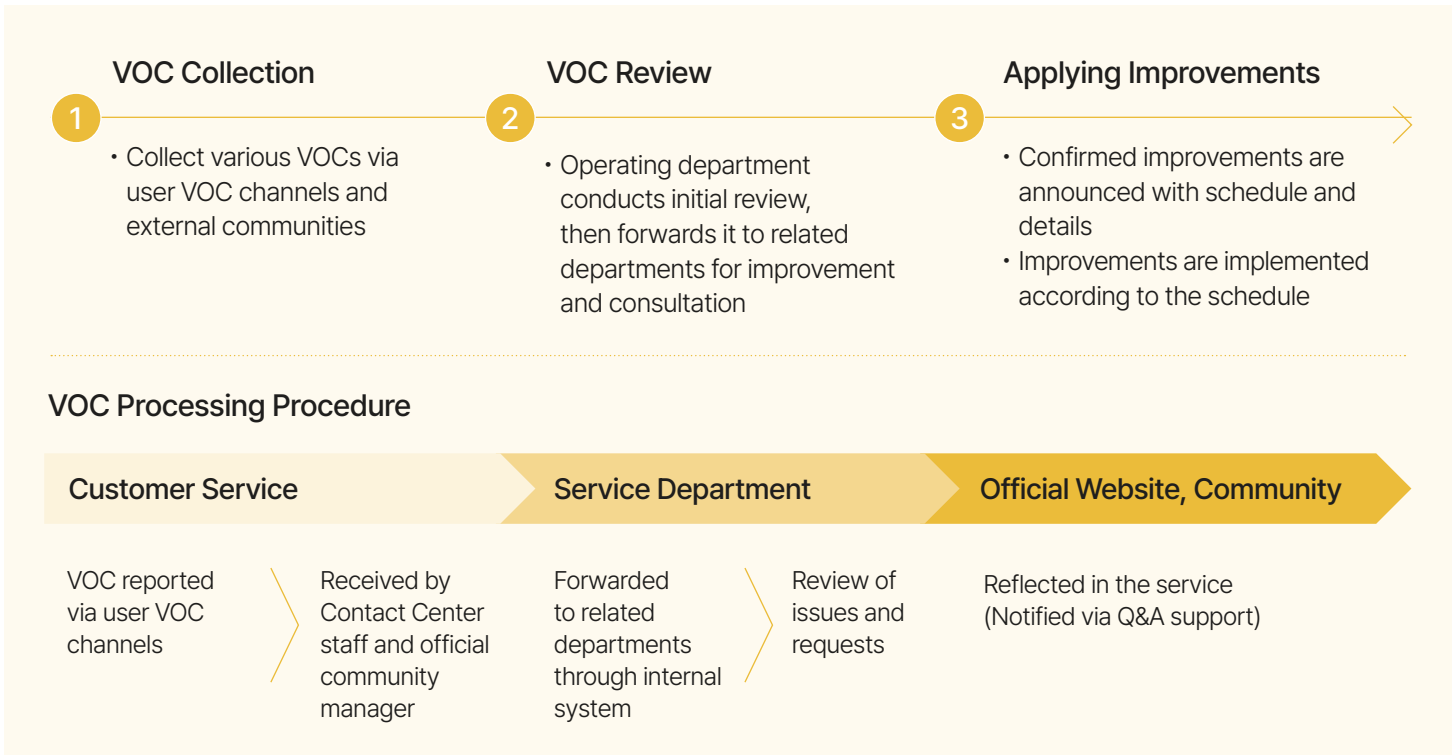
User VOC Processing Process

Kakao Games gathers user opinions through various communication channels and respond promptly to user complaints. User inquiries are received through in-app 1:1 support, CS email, official community forum and website. These customer communications are first reviewed by our operations team, then analyzed in collaboration with relevant departments to identify causes and develop necessary measures. Identified areas for improvement are promptly applied to enhance our service quality. We also maintain a centralized database of user complaints. To ensure effective VOC handling, we have established a structured response process and operate a monitoring system. Through these efforts, we strive to improve user satisfaction and provide a reliable service environment.

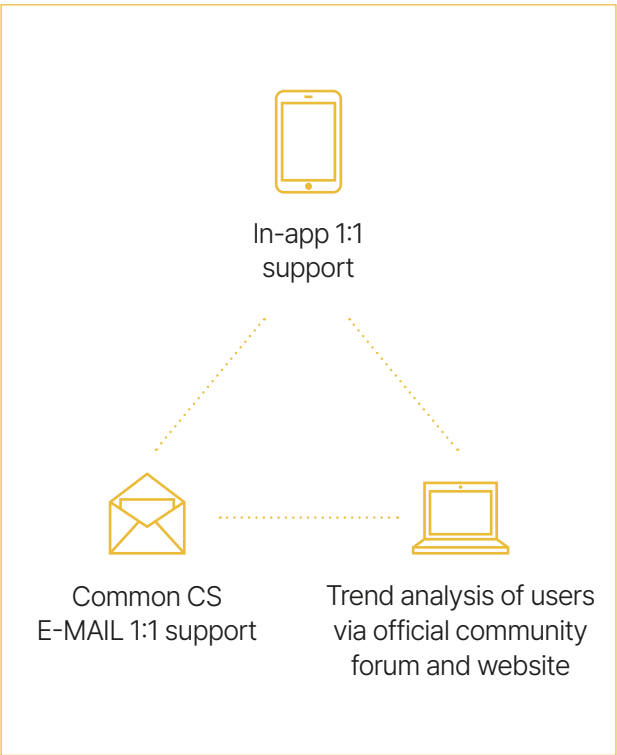
2024 VOC Statistics¹⁾

As of 2024, the number of CS inquiries received through user VOC channels has nearly doubled compared to the previous year, largely due to the launch of new PC game titles. Despite the surge in inquiries, we have maintained a swift and accurate response rate by minimizing delays through our user VOC handling process.

User VOC Processing Process



User VOC Channels



 PC CS Inquiries	 Mobile CS Inquiries	 Call Consultation	 Institutional Complaints
Inquiries142,452 Resolved cases140,973 Response Ratewithin 24 hours: 94.7% within 72 hours: 95.9%	Inquiries133,375 Resolved cases133,814 Response Ratewithin 24 hours: 96.6% within 72 hours: 98.1%	Inquiries16,558 Resolved cases14,238 Response Rate86%	Inquiries142 Resolved cases142 Response Rate100% (dispute resolved)

1) Discrepancies between the number of inquiries received and processed may result from cases that were resolved in the following fiscal year.

- Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility
- Climate Change and Carbon Emissions Management

Protection of User Rights

Risk Management

Risk Identification and Improvement in Game Services

In 2024, Kakao Games further enhanced our system for actively identifying and addressing potential risks related to AI and algorithms in game services. Centered around our Tech for Good Committee, we refined our risk management processes by establishing clear definitions of potential technology-related risks and implementing assessment criteria. Based on these criteria, we developed a risk checklist that has been integrated into our service audit procedures. This checklist serves as a tool to improve operations and supports continuous improvement efforts. The committee holds meetings on a regular basis to monitor emerging issues and potential risks. In the event of an actual risk arising during game service operations, we coordinate with the ERM Committee to implement appropriate measures.

Effectiveness Evaluation of User Rights Protection Activities

To protect user rights, Kakao Games manages risk factors by type and analyzes performance data of mitigation activities. 8 categories of potential user rights infringements have been identified, including “use of unfair trading conditions” and “restriction of user choice.” For each category, measures are established to address key issues, and user CS cases are managed accordingly. As a result, CS inquiries related to user rights protection decreased significantly to approximately 86% compared to the previous year in 2023, with a further decrease of 1% in 2024.

Number of Reported CS Cases Related to User Rights Protection

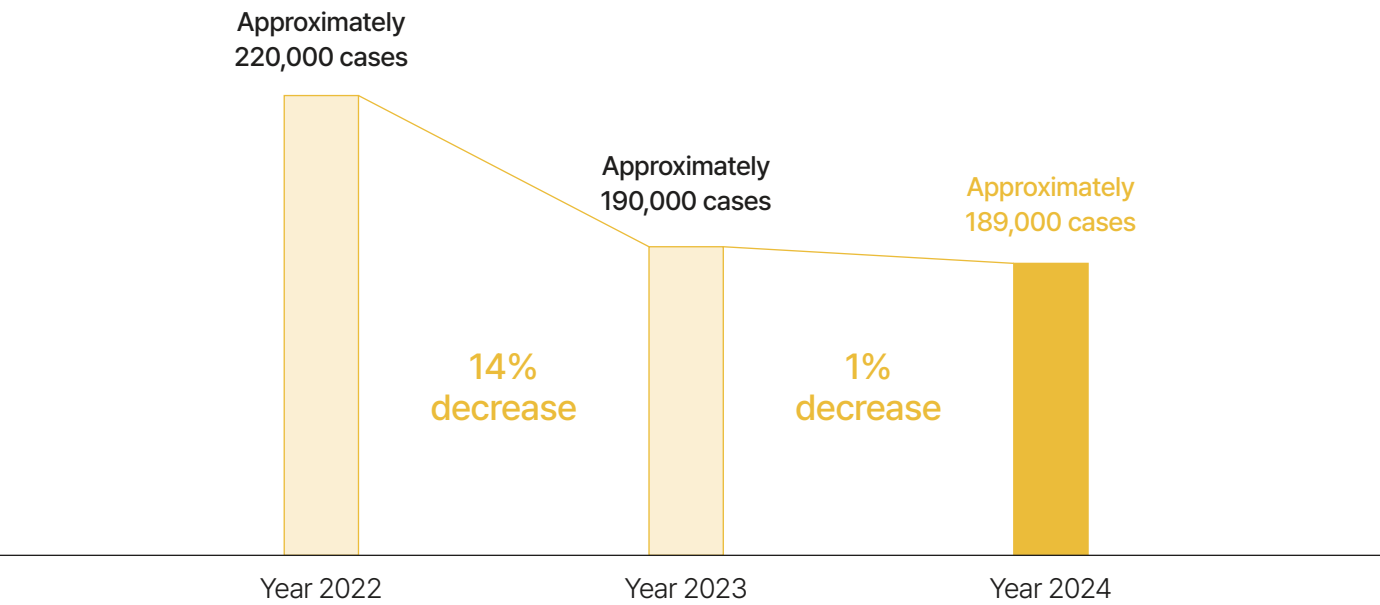


- Purchase Cancellation/ Payment Error
- Bugs and Errors
- Suggestions/Proposals
- Report of Unauthorized Users



- Recovery
- Usage Restrictions
- Account Information/ Authentication
- Protective Measures

Number of Reported CS Cases Related to User Rights Protection



Metrics and Targets

User Rights Protection Management Metrics

Kakao Games has identified key performance indicators for user rights protection, including VOC response, anti-abuse enforcement, and request handling for account restrictions. These metrics support a responsive system that prioritizes user feedback. We aim to improve service satisfaction and reduce user churn through prompt and accurate responses to user requests. To prevent recurrence and strengthen response systems, VOCs are actively shared with relevant technical and infrastructure teams, serving as the basis for identifying and implementing system improvement initiatives. This approach enables us to provide a more sustainable and reliable user experience.

Medium to Long-term Goals for User Rights Protection

By 2025	Refining Manuals for User Rights Protection • Policy and Regulatory Compliance Manual • Service Disruption Response Manual • Community Policy Manual • Operational Incident Prevention Manual • Unauthorized User Response Manual • Stakeholder Communication Manual
By 2026	Internalization of User Rights Protection System • Implementation of Risk Management Training Related to Users • Strengthening Compliance Monitoring
By 2028	“Development of Operational Manuals and Processes” Applicable Across All Technologies and Service Operations

- Enterprise Risk Management System
- Ethical Management and Fair Trade
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- Climate Change and Carbon Emissions Management

Information Security and Data Privacy

Governance

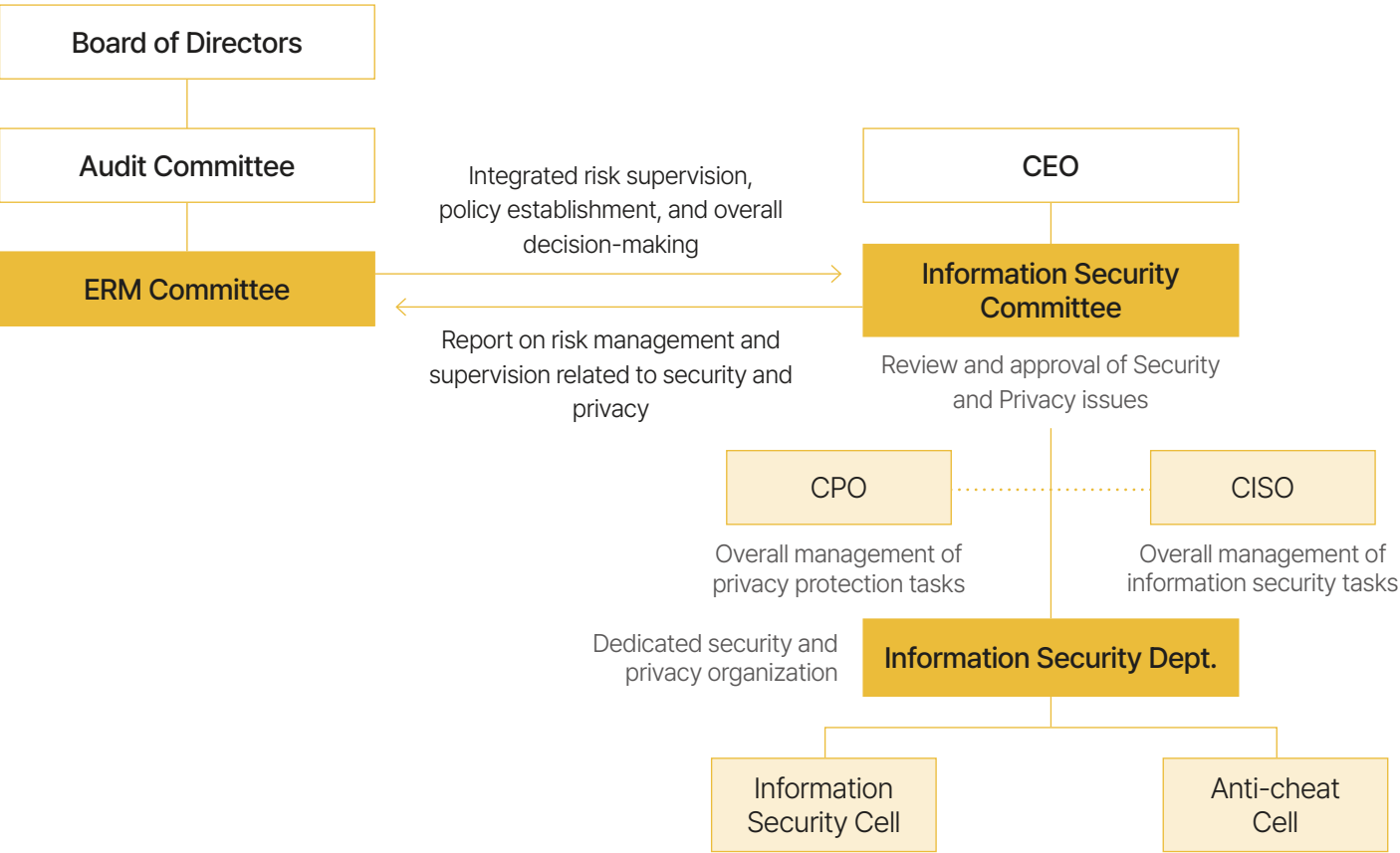
Security and Privacy Governance

Our information security and privacy protection issues are overseen by the Information Security Committee, which reports directly to the CEO. This committee is responsible for overseeing and approving all relevant matters, including risk management. It is chaired by the Chief Privacy Officer (CPO) and the Chief Information Security Officer (CISO), both holding C-level positions, and includes heads of related departments such as infrastructure, development, legal, HR, general affairs, and operations. The CPO is responsible for establishing and implementing privacy protection plans, conducting

regular assessments of data handling practices, addressing user complaints, and overseeing measures related to personal data. The CISO is responsible for establishing security strategies and supervising the overall management of security operations. The committee as a whole is supported by a dedicated Information Security Dept. composed of experts in both data protection and information security. This team protects company data, ensures compliance with applicable regulations. Kakao Games appoints its CISO and CPO in accordance with the qualification standards set

forth under the Information and Communications Network Act and the Personal Information Protection Act. Our CISO, who also serves as head of the Information Security Dept. within the Technology Center, is a founding member of one of Korea’s leading cybersecurity firms and brings over 20 years of experience in information security and IT. The CPO concurrently serves as our Chief Technology Officer (CTO), bringing a high level of technical expertise to the role.

Security and Privacy Management Structure



Kakao Games Information Security Committee Report Agenda

Category	Key Agenda Items
Agenda Item	•Designation of information security and privacy personnel •Establishment and operation of a dedicated communication channel for information security personnel



Enterprise Risk
Management System

Ethical Management and
Fair Trade

⚙️ **User Rights and Digital
Responsibility**

Climate Change and Carbon
Emissions Management

Information Security and Data Privacy

Strategy & Activity

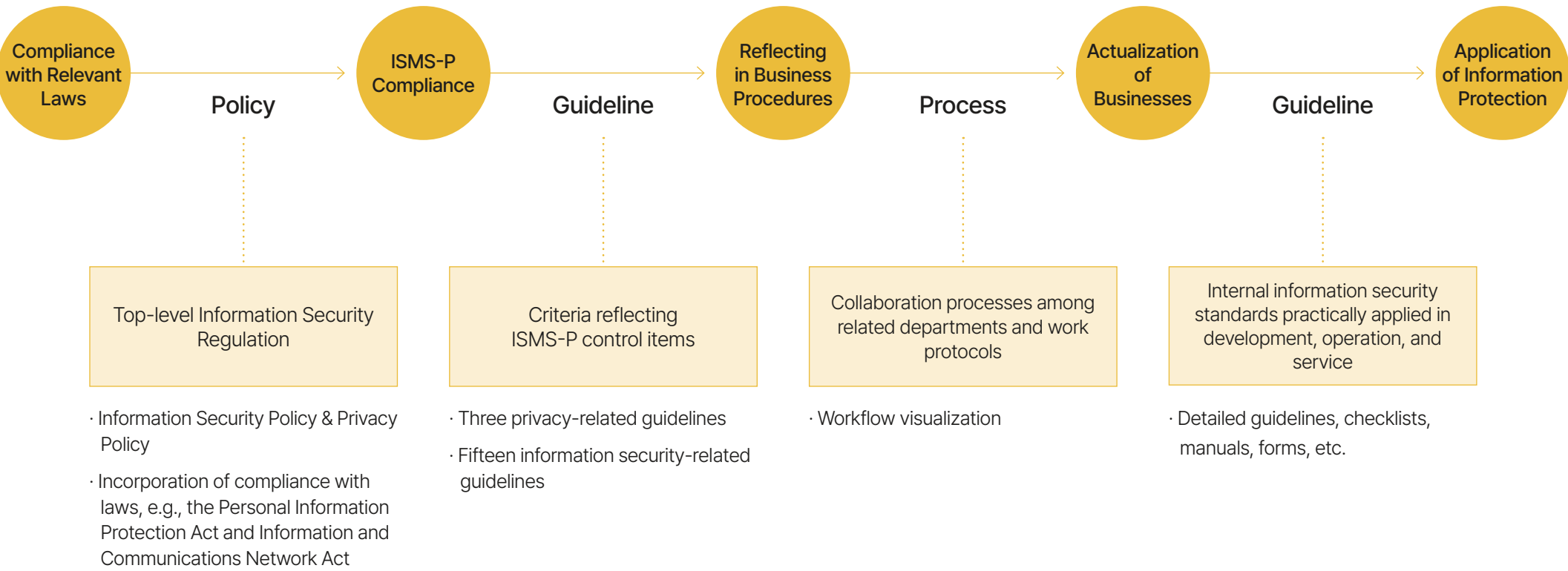
Security and Data Privacy Policies

Kakao Games is committed to protecting users' personal information through well-defined policies and guidelines. Based on our Information Security Policy and Privacy Policy, both approved by executive leadership, we have established detailed internal guidelines and operational procedures. These policies, guidelines, and standards apply equally to all subsidiaries and partners

involved in delivering our service. While each subsidiary operates under its own information security governance system, those linked to or in contractual relationships with our services are required to comply with our information security and privacy policies. In 2024, we conducted comprehensive revisions of our policies and guidelines to enhance data accessibility for internal

and external stakeholders and to strengthen internal controls for risk prevention. To ensure a secure and enjoyable user experience, we also publicly disclose our Privacy Policy, Operational Guidelines, and Terms of Service through our official service website.

Structure of Information Security and Privacy Policies/Guidelines



Direct Link to Kakao Games Information Security Policy

➔ Information Security Policy

Direct Link to Kakao Games Privacy Policy

Users can review the details of personal data sharing practices, as well as their rights and how to exercise them, through Kakao Games Privacy Policy.

➔ Privacy Policy

User-friendly Privacy Policy

To help users better understand how their personal information is handled, Kakao Games publishes a clear and easy-to-understand Privacy Policy. In addition, to make key aspects of the policy—such as data collection, usage, sharing, and disposal—more intuitive, the company also provides an infographic version of the Privacy Policy that includes icon-based labeling.

➔ User-friendly Privacy Policy

➔ Privacy Policy Infographic

Information Security and Data Privacy

Strategy & Activity

Protection of Data Privacy and User Rights

Collection, Retention, and Use of Personal Information

Kakao Games processes and retains users' personal information only for the duration agreed upon at the time of registration or service use. We collect personal information directly from users and do not obtain such information from third parties.

Upon collection, we clearly inform users of the purpose, information items, and duration of storage and use, allowing users to make informed decisions through opt-in consent and to choose how their information is utilized. In cases where personal information needs to be provided to third parties, such as for providing game services or other affiliated services, we specify the recipient, purpose, information items, and retention period. We also ensure users retain the right to opt out of such information provision. When a user withdraws consent, deletes their account through the website or game, or when the purpose of collection has been fulfilled or the retention period has expired, the corresponding personal information is deleted. However, information that must be retained in accordance with relevant laws and regulations is exempt from deletion. These retention periods range from three months to five years, depending on the type of information, and are disclosed in our Privacy Policy. Personal information is used strictly within the scope defined by its intended purpose. We do not use personal information beyond the purposes communicated during collection or outlined in our Privacy Policy, nor do we rent, sell, or provide personal data to third parties without the user's consent or for purposes other than completing services.

Self-Determination Over Personal Information

Kakao Games guarantees all users, including minors under the age of 14, the right to control their personal information. Users and their legal guardians can access, modify, suspend processing, withdraw consent, or delete personal information via usage history page, account settings, or the dedicated privacy support center.

Enhanced Data Protection Measures

Data Access Control and Protection Technologies

To protect users' valuable personal information, Kakao Games takes necessary security measures such as pseudonymization, anonymization, and encryption. Personal information is transmitted via encrypted communication channels, and sensitive data like passwords are stored in encrypted form. Additionally, a separately configured network for restricted access to personal information databases operates with an automatic blocking system that prevents unauthorized access.

Technical Measures for Personal Information Protection

Against External Intrusion	• Operation of security systems such as firewalls between networks, intrusion detection and prevention systems, and web firewalls • Personal information is stored separately in isolated security zones to block external access
DB Access Control	• Personal information databases operate on a separately configured secure network; only authorized personnel can access and query data with strict management • Access and query logs of personal information databases are recorded and continuously monitored
Access Control for Personal Information Processing System	• Only authorized access is permitted; system usage logs (personal information queries, usage history) are recorded for continuous monitoring; regular monthly inspections are conducted to prevent incidents • Authorized accounts automatically log out after a certain period of inactivity; a re-approval process for access rights is operated after prolonged non-access • Minimizing unnecessary exposure of information; applying display restrictions and exact match search for anonymization
Installation of Antivirus Program and Detection of Malicious Code	• Real-time malware detection and blocking • Automatic updates via centralized management system; network isolation and follow-up actions upon malware detection

Privacy Notification Services

To ensure safe use of its services, Kakao Games provides various notification services related to personal information. In particular, KakaoTalk messages are sent to users to notify them of updates to privacy-related policies and guidelines, changes to security levels, or the detection of abnormal login attempts. These alerts are triggered when access is attempted from a new environment (IP address) or when the user returns after a long period of inactivity. If the user did not initiate the login, they can protect their account by clicking the “Temporarily Lock My Account” button in the message, which logs out the account and requires identity verification before access is restored. In addition to such technical services, Kakao Games supports the protection of users’ personal information by applying various authentication methods and password setup options for enhanced account security across both online and mobile games.

Service Enhancements for Privacy Protection

Privacy Policy Disclosure	• Establish and announce clear policies regarding the collection, processing, storage, and destruction of personal information, and clearly notify the purposes of collection and processing, as well as the retention period.
Security Level Notifications	• Security level notifications on Daum Games website inform users about password change periods and security settings to raise awareness of security needs and encourage voluntary account security enhancements
Login Notifications	• To ensure safe service use, Notifications are sent upon abnormal login attempts to enable account protection (lock)
Comprehensive Account Security Measures	• Various security measures are provided to strengthen account security so users can be safely protected from account theft or hijacking ▶ Daum Games: KakaoTalk login authentication, MOTP Authentication, designated PC, ARS phone authentication, login history check, overseas login blocking ▶ Mobile games: Secondary password setting, device registration

Enterprise Risk
Management System

Ethical Management and
Fair Trade

 User Rights and Digital
Responsibility

Climate Change and Carbon
Emissions Management

Information Security and Data Privacy

Strategy & Activity

Information Security Training

To raise awareness on security and privacy in our workplace, Kakao Games conducts annual training for all employees, including full-time, contract, dispatched, and intern staff. This initiative is designed to enhance awareness and strengthen capabilities across the organization. In 2024, we held a total of 34 training sessions, with topics continuously updated to reflect current trends and emerging risks.

Security and Privacy Training Programs

Privacy protection training for all employees

1
session

Target: All employees including full-time, contract, dispatched, interns

- Understanding the concept of personal data and emerging issues in the digital society
- Raising awareness of the importance of data protection through real-world cases of Personal Information Protection Act violations, handling precautions for customer data, and procedures for preventing and responding to data breaches
- Types of hacking and countermeasures, security guidelines for remote work

Information security training for new employees

11
session

Target: All employees including full-time, contract, dispatched, interns

- Roles of the Information Security Dept., importance of company privacy protection, security inspections (privacy, vulnerability diagnosis, game anti-cheat), hacking defense activities, information security tasks, inquiry procedures, Kakao Games security guidelines

Information security training for partner company personnel in charge

6
session

Target: Partner (development subsidiaries, collaborators) employees

- Vulnerabilities and countermeasures in games and Unreal Engine
- Security guidelines related to game operations

Specialized competency enhancement training for information security personnel

16
session

Target: Personnel responsible for security operations

- Participation in seminars and conferences related to security infrastructure, tools, and services
- Acquisition of domestic and international trends and case studies in cybersecurity response

Raising Security Awareness

Each year, around the legally designated Information Protection Day (the second Wednesday of July), Kakao Games hosts a company-wide campaign focused on strengthening information security culture. The campaign includes quizzes, lectures, and simulation exercises. Activities range from distributing security-themed merchandise to hosting expert guest lectures and conducting large-scale service disruption recovery drills based on realistic incident scenarios. We also run awareness campaigns encouraging employees to shut down their PCs before holidays to both prevent cyber threats and conserve office energy.



Merchandise for Security Campaigns



Promotional Materials for Security Campaigns

Information Security Certifications

To ensure the reliability and adequacy of our information security and privacy protection systems, Kakao Games undergoes regular assessments by trusted third-party organizations. We maintain a wide scope of certifications that covers all services we provide and continue to obtain both domestic and international certifications on an ongoing basis.

Information Security Certifications



[Information Security and Privacy Management System Certification (ISMS-P)]
[Certification Scope] Online Game Service Operation (Kakao Games)
[Validity Period] Nov. 20, 2024 - Nov. 19, 2027



[Information Security Management System Certification (ISMS)]
[Certification Scope] Kakao VX Online Service Operation (Friends Screen, Kakao Golf Reservation, Kakao Friends Golf, Smart Home Training)
[Validity Period] Nov. 1, 2023 - Oct. 31, 2026



[ISO 27001/27701 (Information Security and Privacy Management System Certification)]
[Certification Scope] Information security management system related to planning, operation, development, and maintenance of online game services
[Validity Period] May 29, 2025 - May 28, 2028

Risk Management

Security and Privacy Audits

Kakao Games conducts internal and external audits at least once a year to manage risks related to information security and privacy protection. Results of internal audits and assessments of effectiveness are reported to the Chief Information Security Officer (CISO) and executive leadership, while external audit results and corresponding improvements are regularly reported to the Chief Privacy Officer and CISO.

Our annual internal risk assessment focuses on the level of exposure to security threats and the effectiveness of mitigation efforts. It covers infrastructure assets, web applications, PCs, and mobile platforms related to our services. Risk levels are calculated using factors such as potential exposure, asset criticality, vulnerability severity, and risk tolerance. This structured approach helps us monitor the current status of internal controls and uphold the integrity, availability, and confidentiality of key information assets. In 2024, 10 risk factors were identified and subsequently eliminated, resulting in a 100% reduction in overall risk level. Remaining issues were categorized as short-, mid-, or long-term priorities, with follow-up actions planned to prevent recurrence.

We also conduct an external independent audit at least once a year to evaluate our IT infrastructure and information security and privacy protection systems. Any vulnerabilities or potential threats identified from a third-party perspective are addressed through structured remediation plans.

We remain committed to continuously strengthening our information security and privacy frameworks to provide safe and reliable services.

- Enterprise Risk Management System
- Ethical Management and Fair Trade
-  User Rights and Digital Responsibility
- Climate Change and Carbon Emissions Management

Information Security and Data Privacy

Risk Management

Prevention and Response to Data Breaches

The Information Security Dept. and related departments have established both proactive preventive measures and reactive response plans to prevent and address data breaches. To ensure a safe and trustworthy gaming environment, we conduct regular vulnerability analysis, including client analysis, and implement necessary security enhancements. In addition, we continuously monitor and block malicious programs such as bots, macros, and hacking tools that may compromise the integrity of gameplay or negatively affect user rights.

Proactive Measures

- 24/7 Continuous Monitoring: Detect and block abnormal activities and unauthorized access through round-the-clock monitoring.
- Vulnerability Diagnosis and Remediation: Conduct vulnerability assessments and implement corrective measures across all systems and infrastructure.
- Blocking Unauthorized Access: Encrypt key data and preventing illegal access.
- Strict Authentication Procedures: Allow data and infrastructure access only to authorized employees after authentication.
- Employee Security Training: Enhance employee awareness through security training.
- Incident and Breach Response Training: Conduct regular preventive training at least twice a year to ensure service continuity and sustainability.

Reactive Measures

- Preventing System Spread: Identify and isolate affected systems to prevent further data loss.
- Company-wide Response Activation: Activate the company-wide response system according to guidelines and report to management for swift recovery and prevention of additional damage in case of data breach incidents.
- Data Backup and Recovery: Restore backup data and investigate incidents when system or data loss/modification occurs due to breach incidents.
- Post-incident Review: Review the data breach response process to evaluate efficiency and effectiveness, identify improvement needs, and update related plans, policies, and procedures.
- Recurrence Prevention Measures: Implement measures to prevent recurrence, including legal actions if necessary.

Information Security Audits for Partners

Kakao Games requires all suppliers and business partners (collectively referred to as “partners”) entrusted with personal data processing to sign a data protection agreement. This agreement includes provisions prohibiting the use of personal data beyond the scope of the contracted services, mandates the implementation of technical and administrative safeguards, and requires our prior consent for any subcontracting. We conduct security audits of partners at least once a year to ensure compliance with the agreement, applicable laws, and our internal security policies. Any identified risks are addressed through ongoing supervision and corrective actions. Upon termination of a contract, we obtain a data destruction confirmation letter in accordance with the agreement, verifying the proper disposal of sensitive data and personal information. Furthermore, we disclose the scope and duration of each partner's data processing responsibilities in our Privacy Policy, allowing users to access this information at any time.

Response to Security Violations

In the event of a serious information security violation, the Information Security Committee refers the case to the Personnel Committee along with disciplinary recommendations. All violations, including security breaches, are addressed based on the company's Code of Ethics and internal regulations.

Metrics & Targets

Medium to Long-term Information Security Goals

To enhance the reliability and stability of our global online gaming services, Kakao Games is continuously advancing our security framework through a phased approach.

Short-term Goals (2025)

- Establish an automated vulnerability scanning system for Linux and Windows operating systems.
- Enhance security and operational efficiency through AI-based executable file and access permission monitoring.
- Systematize inspection items based on key standards such as GDPR, ISO 27001/27701.
- Launch continuous company-wide security level diagnosis system operation.



Medium-term Goals (2026–2027)

- Expand automation of security diagnostics for core infrastructure, including databases and web servers.
- Introduce a security framework integrated with internal authentication and access control systems.
- Advance AI-driven threat detection accuracy and response processes.
- Conduct company security assessments, including external partners, with tailored security guidance.



Long-term Goals (2028–2029)

- Develop a security portal for integrated management of security outcomes across all services.
- Strengthen threat detection and integrity verification to build an intelligent response system.
- Migrate the company-wide network to a cloud-based integrated security architecture.
- Establish a reporting system linked to the automated regulatory compliance diagnostic platform.

- Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility

Climate Change and Carbon Emissions Management

Governance

Climate Change Response Management System

Kakao Games deeply acknowledges the severity of the climate crisis and recognizes the direct and indirect impacts that climate change may have on our business. In fulfilling our social responsibility regarding climate change and laying the foundation for sustainable growth, we have established a Climate Change Response Management System. In alignment with Kakao Group’s mid- to long-term goals, we operate a governance system for climate response that spans the ESG Committee, the Board of Directors, and dedicated departments. We continuously enhance our company-wide capabilities to respond to climate change by reinforcing governance that ensures both strategic planning and effective execution. This enables us to proactively address climate-related risks and opportunities.

Role of the Board of Directors

The Board of Directors and ESG Committee review and approve our medium to long-term goals and annual action plans for addressing climate change. In the first half of 2024, the ESG Committee approved medium to long-term environmental goals including 40% RE100 by 2030 and achieving RE100 and Net Zero by 2040. Alongside setting quantitative targets for climate change response, interim targets for 2030 were established to lay the groundwork for the annual roadmap. In the second half of 2024, the 2025 action plan and renewable energy procurement plan were reviewed and approved as agenda items.

Role of the Dedicated Organization

The ECO Play Team, which serves as the dedicated climate response unit, is responsible for developing and implementing our medium to long-term climate strategy and action plans. The team manages execution and performance against climate goals and reports progress to the ESG Committee twice a year. It also leads internal campaigns to reduce energy consumption and promote participation across all levels of the organization, from executive leadership to individual employees. Meanwhile, the ECO Play Team contributes to Kakao Group's collective climate action efforts and monitors trends within the gaming and IT industry to establish our leadership as a climate-responsible company.

Incentives Linked to Climate Change Response

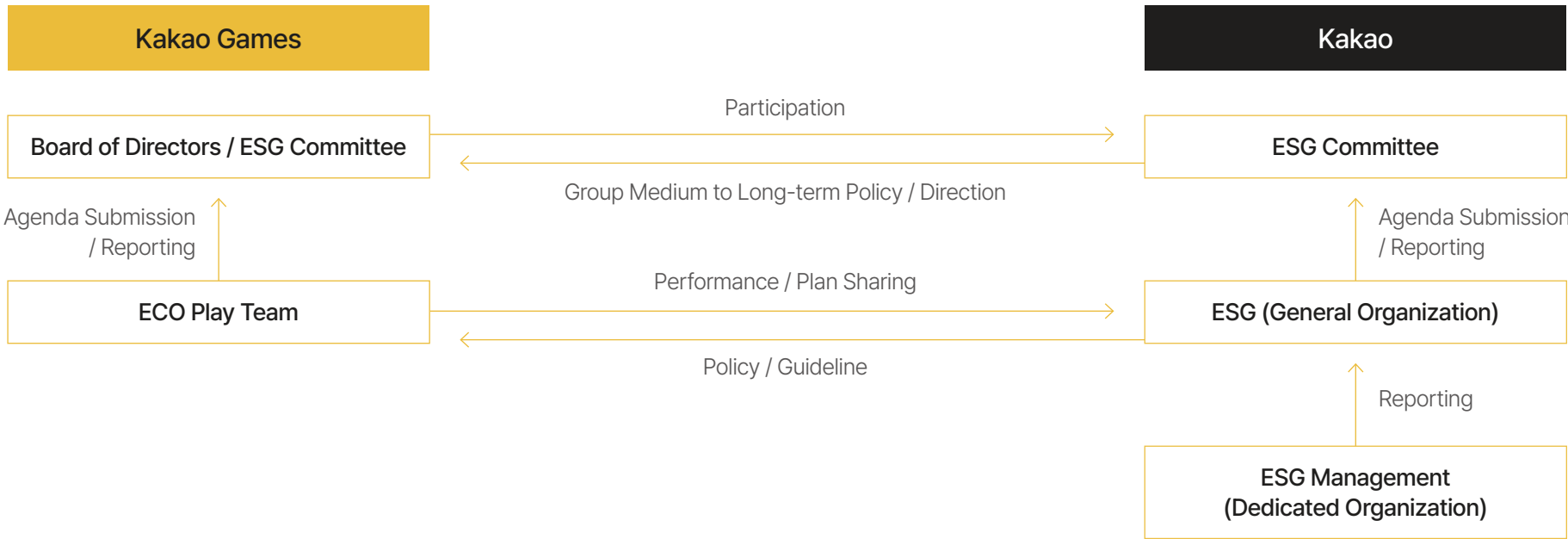
To systematically manage climate-related performance, Kakao Games incorporates climate indicators into the KPIs of the CEO and senior managers. To reinforce accountability and incentivize progress, we have set renewable energy conversion targets as performance metrics. The CEO’s environmental KPI for 2024 is set as “Renewable energy transition rate of 5% or more relative to electricity usage.” Achieving this performance indicator requires coordinated efforts in reducing electricity consumption and expanding renewable energy, so specific action plans are established and executed through the environmental governance system and dedicated departments. Additionally, GHG(Greenhouse Gas) reduction targets are reflected in the performance appraisal indicators of managerial-level personnel. In 2024, the Krew Support Dept. Manager (also serving as ECO Play Team Leader), responsible for office infrastructure and work environment management, has a performance target of “3% annual reduction in GHG emissions.” The following detailed targets have been set to achieve this target:

Detailed Targets

- Office electricity consumption: Reduce by 1%¹⁾ year-over-year, considering factors such as high sensitivity to weather conditions
- Mobile combustion (corporate vehicles) emissions: Reduce by 3%²⁾ year-over-year, taking into account the impact of business activities

1) 891,174kWh → 882,262kWh
2) 0.836TJ → 0.811TJ

Kakao Games Climate Action Management System



- Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility

Climate Change and Carbon Emissions Management

Strategy & Activity

Climate-Related Risks and Opportunities

Kakao Games' ERM Committee systematically manages enterprise-wide risks through an integrated risk management tool. Based on this framework, we identify and assess climate-related risks and opportunities that may arise across all aspects of

our business operations. Each identified risk and opportunity is analyzed for its financial and non-financial impact on our operations. We then develop and implement targeted response strategies accordingly. Specifically, we evaluate the likelihood

and potential impact of each factor to determine its overall risk level. Items assessed as “high” are classified as material climate-related risks or opportunities and are subject to prioritized and focused management. All assessment outcomes and

response actions are reported to and discussed with the ESG Committee to ensure structured oversight and comprehensive management of climate-related risks at the enterprise level.

Identification of Climate-Related Risks and Opportunities in 2024

Category	Description		Non-financial Impact	Financial Impact	Response Strategy	Time Horizon	
Risks	Physical Risks	Revenues	An increase in electricity consumption due to rising temperatures or damage to infrastructure caused by natural disasters may lead to power supply instability and network disruptions, potentially resulting in user attrition and decreased revenue.	Low	High	① Environmental awareness and action campaigns ② Green building certifications	Long-term (over 10 years)
		Revenues	Server failures caused by extreme weather such as fires, heavy rain, and floods may interrupt game services and access.	Low	High	③ Employee environmental training ④ In-house reusable cup programs	Mid-term (within 3 to 10 years)
		Cost	Operational disruptions due to abnormal weather may cause complaints from users and partners (developers, etc.), leading to potential financial losses from compensations such as paid in-game items.	Low	Medium	⑤ Community-based carbon reduction activities	Long-term (over 10 years)
	Transition Risks	Cost	Reduction in business opportunities and increased operating costs due to expanded domestic and international regulations on climate change, such as mandatory disclosure (e.g., adverse global business impacts from U.S. and EU carbon neutrality regulations).	Low	Medium	Reduction of energy consumption	Mid-term (within 3 to 10 years)
		Cost	Increased R&D costs for developing new and alternative technologies to reduce energy use during service, such as low-power game modes.	Low	Medium	Preparation for related technologies	Mid-term (within 3 to 10 years)
		Cost	Developing renewable energy procurement strategies reduces exposure to potential increases in server operating costs driven by future rises in fossil fuel prices.	Medium	Medium	Expansion of renewable energy procurement	Mid-term (within 3 to 10 years)
Opportunities	Revenues	Incorporating environmental protection and sustainability themes into game storytelling, marketing strategies, and campaign participation enhances awareness of our sustainability commitments, contributing to brand value enhancement and attracting new users.	Medium	Medium	In-game donation campaign linked to biodiversity conservation	Mid-term (within 3 to 10 years)	

- Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility

Climate Change and Carbon Emissions Management

Strategy & Activity

Reduction of Energy Consumption

To enhance the efficiency of heating and cooling systems and reduce electricity consumption, Kakao Games has installed sensors throughout our offices to continuously monitor temperature, humidity, and air quality. By analyzing seasonal and time-specific data and collaborating with the building's control center, we strive to optimize air conditioning operations and minimize the use of individual HVAC units (DVM), thereby improving energy efficiency.

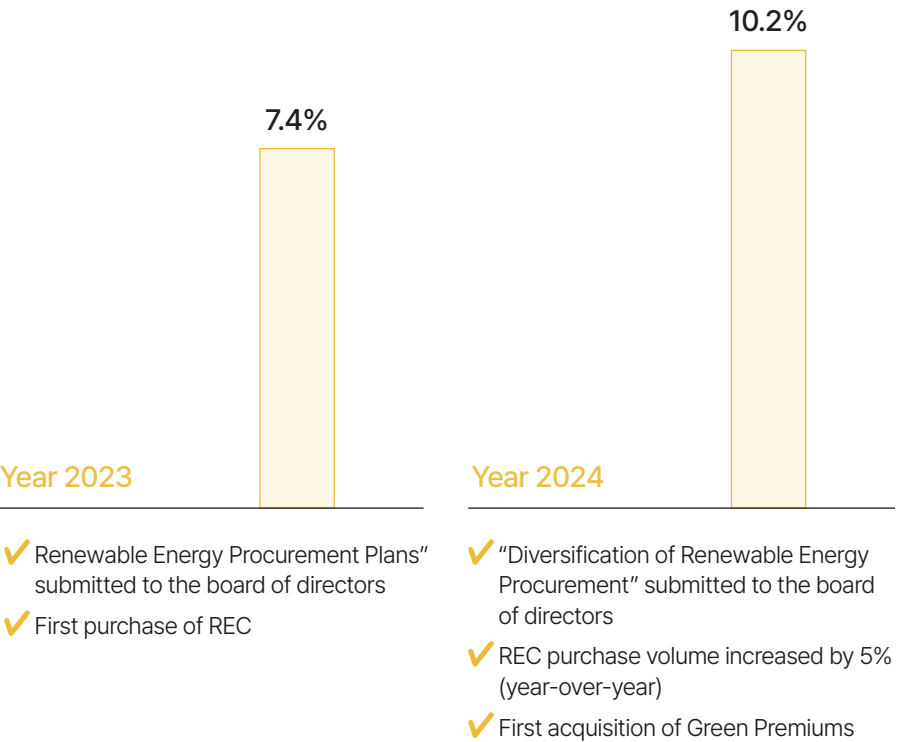


Expansion of Renewable Energy Procurement

As part of our efforts to reduce greenhouse gas emissions, Kakao Games has been steadily expanding our procurement of renewable energy. In 2023, we purchased Renewable Energy Certificates (RECs) for the first time and increased our purchase volume in 2024, obtaining a certificate verifying the use of renewable energy. To diversify our sources of renewable energy, we participated in the third round of Korea Electric Power Corporation(KEPCO)'s Green Premium bidding in November 2024, securing our first Green Premium allocation. As of 2024, the total volume of RECs and Green Premiums purchased amounts to 130 MWh, and we are continuously building a stable renewable energy procurement system by expanding renewable energy sourcing every year.

Expansion of Renewable Energy Procurement¹⁾

<The ratio of renewable electricity to total power usage>



1) From 2024, performance in expanding renewable energy procurement is managed through the renewable energy ratio indicator compared to total electricity consumption, a common KPI across Kakao Group companies.

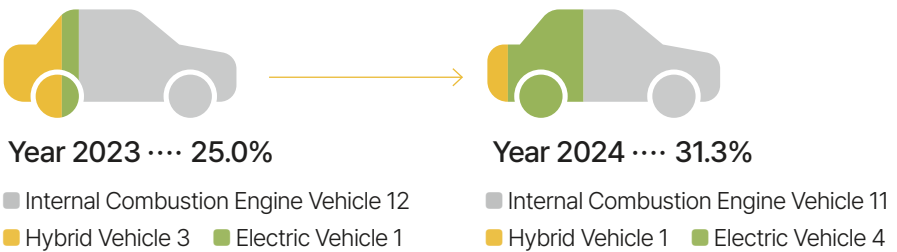
Green Building Certification

Kakao Games' headquarters at the Pangyo Alphadom Tower has been recognized for its environmentally responsible design and operation. In 2018, the building received a Silver rating during the construction phase under the LEED (Leadership in Energy and Environmental Design) certification system administered by the U.S. Green Building Council (USGBC). As a result of the continued environmental efforts and engagement of both the property management company and tenant companies, the building was additionally awarded LEED Platinum certification in January 2024. In October 2024, the building received a 5-Star rating from GRESB (Global Real Estate Sustainability Benchmark), placing it within the top 20% of assessed buildings. This distinction reflects a comprehensive evaluation of energy efficiency, environmental performance, and social impact, underscoring the effectiveness of our integrated sustainability efforts.

Transition to Eco-friendly Vehicles

To reduce emissions from mobile combustion sources, which fall under Scope 1 (direct emissions), Kakao Games has been systematically transitioning our corporate vehicle fleet to environmentally friendly alternatives. By reviewing vehicle usage records and gradually phasing out internal combustion engine (ICE) vehicles, we are expanding the adoption of low-emission transportation. As of the end of 2024, the number of eco-friendly vehicles increased to 5, up from 4 in 2023, including the introduction of 1 electric vehicle that year. While 1 ICE vehicle and 2 hybrid vehicles were removed, the number of electric vehicles increased from 1 to 4. Through this shift, we aim to significantly reduce carbon emissions from mobile combustion and minimize environmental impact.

Status of Transition to Eco-friendly Vehicles



- Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility

Climate Change and Carbon Emissions Management

Strategy & Activity

Environmental Lecture for Employees

To promote company-wide awareness of ESG principles and strengthen our commitment to environmental stewardship, Kakao Games conducts annual environmental training programs for all employees. In April 2024, in celebration of Earth Day, we hosted an offline seminar titled “Climate Crisis: Crisis of My Life, My People,” featuring environmental influencer Tyler Rasch as a special guest speaker, as part of the employee-participation environmental campaign “Together Green Day.” A total of 71 employees attended the session, which explored the societal and personal impacts of the climate crisis and encouraged discussions on actionable solutions. Following the seminar, we conducted a survey to assess participants’ satisfaction, awareness of climate change, and the practical applicability of its content. Insights from this evaluation are used to improve future programs, and we continue to encourage sustained employee engagement and shared responsibility in protecting the environment.



Climate Crisis Seminar Featuring Tyler Rasch

Employee Engagement in Eco-Friendly Campaigns

Kakao Games regularly conducts eco-friendly campaigns that actively involve employees to raise company-wide awareness of environmental responsibility and promote sustainable practices. In June 2024, in celebration of Environment Month, we held the “My Own Eco Tip Contest,” in which 22 employees shared practical eco-friendly habits from their daily lives—such as standby power cut-off and energy efficiency. These tips were shared company-wide to encourage broader participation. In November 2024, we conducted the “2024 Eco Literacy Test – Recycling Section,” an online quiz designed to educate employees on proper waste separation methods. A total of 198 employees participated in the campaign, reinforcing their knowledge of recycling and encouraging proper practices to contribute to environmental protection.



Eco-Friendly Campaign

Carbon Reduction Through Community Engagement

To promote carbon reduction in local communities through resource circulation and to foster a culture of giving within the company, Kakao Games annually conducts the “Krew Item Donation Campaign,” encouraging employees to donate personal items. Donated goods are delivered to the “Beautiful Store” branches nationwide, where they are sold to generate proceeds that support underprivileged groups both domestically and internationally. In the 2024 campaign, a total of 192 items were collected, contributing to an estimated reduction of approximately 33 kgCO₂eq in carbon emissions.

- Enterprise Risk Management System
- Ethical Management and Fair Trade
- User Rights and Digital Responsibility

Climate Change and Carbon Emissions Management

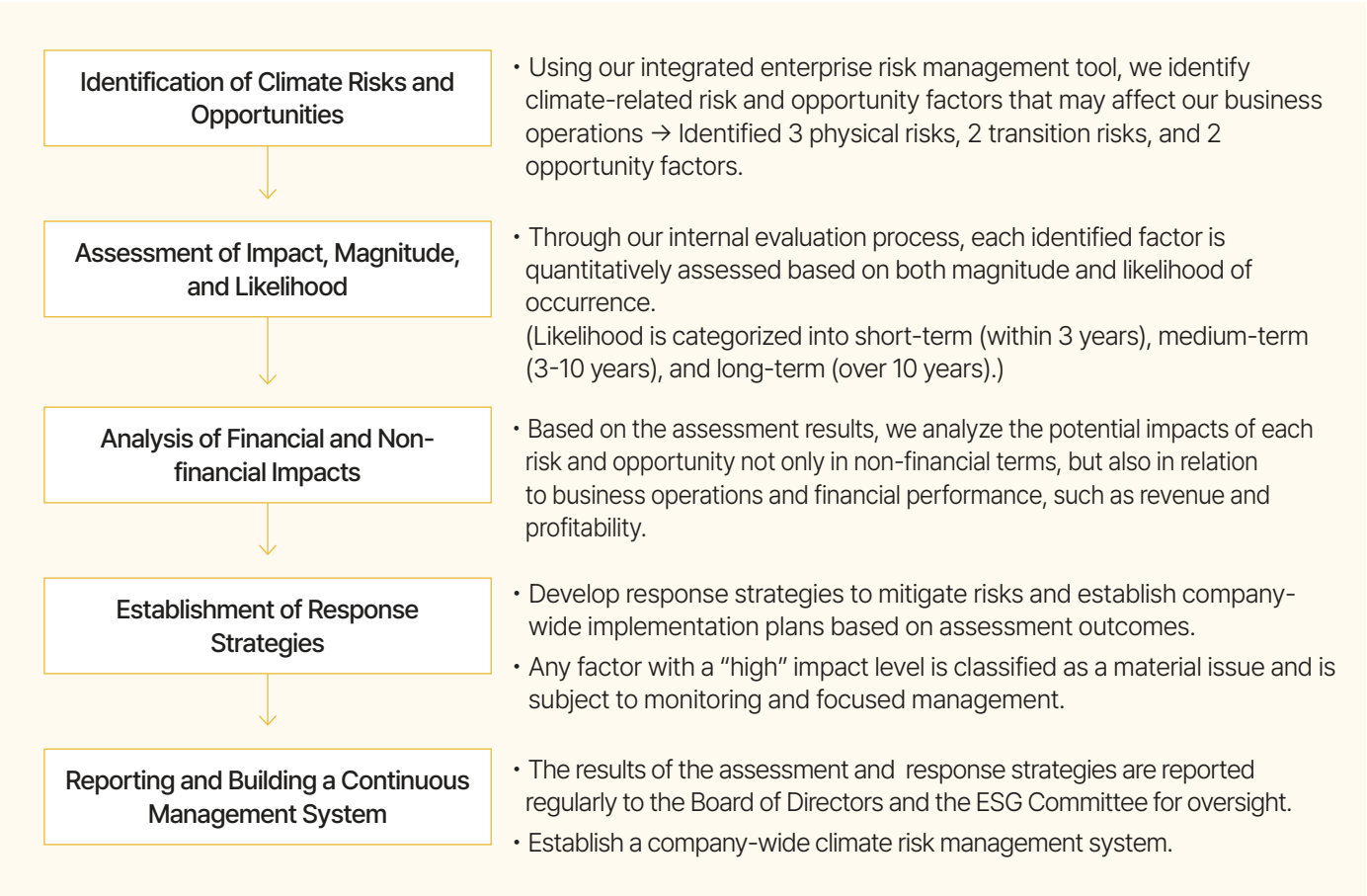
Risk Management

Climate Risk Management Framework

Kakao Games has implemented a climate risk management process to systematically manage the risks associated with climate change. In 2024, we identified climate risks and opportunities based on our integrated risk management tool, assessed their likelihood and risk levels, and prioritized them accordingly. Risk levels are evaluated from short-, medium-, and long-term perspectives, comprehensively analyzing business and financial impacts. Business impacts are reviewed with

consideration for our own operations, upstream and downstream activities, and service users, while financial impacts are analyzed with reference to the income statement and balance sheet. Identified climate risks are incorporated into our company-wide risk management system and are addressed through strategic response plans. A formal reporting structure ensures that these factors are considered in relevant decision-making processes.

Climate Risk Management Process



Metrics & Targets

Climate Action Targets

In alignment with our parent company Kakao's “Active Green Initiative,” which aims to achieve net-zero emissions by 2040, Kakao Games has established mid- to long-term climate goals targeting zero Scope 1 and 2 greenhouse gas emissions by 2040. In 2023, Kakao joined the group-wide RE100, and as a consolidated subsidiary of Kakao, we are included in this scope and are promoting the transition to renewable energy. To this end, we plan to cover 40% of our electricity consumption with renewable energy by 2030 and achieve 100% renewable energy use by 2040 through RE100. To support this transition, we are gradually increasing our renewable energy substitution rate by exploring various procurement

methods such as Green Premium Programs and Renewable Energy Certificates (RECs), while also establishing and implementing mid-to-long-term plans to reduce overall energy consumption. In 2024, we expanded our purchase of Renewable Energy Certificates (RECs) by 5% compared to the previous year and participated for the first time in the Green Premium bidding program, resulting in a renewable energy transition rate of 10.2%. In this way, we have set medium to long-term goals for addressing the climate crisis and achieving carbon neutrality, establishing a phased roadmap that we are continuously implementing.

2040 Net Zero & RE100

2030 · 40% transition to renewable energy



2040 · NetZero

RE 100



Based on Scope 1,2



100% transition to renewable energy for electricity consumption

Shareholders and Board of Directors

Shareholders

Creating Shareholder Value through Enhanced Corporate Value

Kakao Games is committed to protecting the value and interests of our shareholders while fostering a deeper understanding of our operations and encouraging their active engagement. One of our key practices is to issue a notice of convocation for the annual general meeting of shareholders at least

four weeks in advance. This enables shareholders to thoroughly review agenda items and participate in a transparent and effective decision-making process. We also have adopted electronic voting and proxy systems while encouraging all our shareholders to exercise their voting rights, thereby expanding

opportunities for participation. To further strengthen communication, we operate various online and offline channels tailored to shareholders' key areas of interest.

Regulations on Executive Stock Transactions

To reinforce responsible management among executives and prevent any potential damage to corporate value in relation to stock transactions, Kakao Games has established internal regulations governing the trading of company shares by executives. These rules are designed to control and reduce the risk of insider trading and to strengthen market confidence. Specifically, registered executives, as well as non-registered executives designated by internal policy, are prohibited from selling company shares for one year following the company's listing while the CEO is subject to a two-year restriction. These measures are designed to ensure that the leadership remains focused on long-term value creation. Furthermore, executives must share any plans to buy or sell company shares in advance to enable effective risk management. At least five business days before the reporting deadline (30 days prior to the start of the transaction period), executives are required to disclose details such as the purpose, price, volume, duration, and rationale of the intended transaction to the CA (Corporate Alignment) council and the relevant departments of their respective affiliates. This system not only reinforces continuous monitoring as part of our group-wide risk management framework but also enhances trust with shareholders and investors.

Total Number of Shares

(As of December 2024)

Category	Number of Common Shares(Shares)	Ratio (%)
Number of Voting Common Share	82,012,428	98.97
Number of Non-voting Common Shares (Treasury Shares)	854,009	1.03

Shareholder Status

(As of December 2024)

Category	Number of Common Shares(Shares)	Ratio (%)
Major Shareholders and Related Parties	40,684,967	49.10
Foreign Institutions	4,565,243	5.51
Domestic Institutions	1,843,385	2.22
Individuals and Other Corporations	34,918,833	42.14
Treasury Shares	854,009	1.03

Communication with Shareholders

Channels
• Annual General Meeting of shareholders
• Quarterly Earnings Conference Call
• Corporate Website
• Phone/E-mail Support
• Participation in conferences and NDR hosted by domestic and overseas agencies
• Regulatory Reports and Various Disclosures
• Analyst Meetings

Key Concerns
• Profitability and growth through global portfolio expansion and business structure transformation
• Preventing future corporate value impairment and promoting financial soundness through comprehensive and systematic management of various risks
• Innovations to secure future growth engines and continuous research and development investments

2024 Key Activities

- ▶ Held quarterly earnings presentations and disclosed transparent management information through regular reports and the company website
- ▶ Actively engaged with the market, and shared performance through various IR activities, including NDRs, analyst meetings, and one-on-one meetings
- ▶ Operated an English-language website for foreign shareholders and investors, provided English interpretation for conference calls, and offered earnings materials in English
- ▶ Promoted shareholder participation by joining the shareholder meeting dispersion compliance program and offering multiple proxy voting methods
- ▶ Enhanced governance by operating board-level committees
- ▶ Strengthened board independence and diversity by increasing the proportion of independent directors and appointing individuals with diverse backgrounds and expertise
- ▶ Operated an ESG Committee to measure ESG performance and identify and manage environmental and social risks
- ▶ Published a sustainability report to expand communication with a wide range of stakeholders, including shareholders and investors

Shareholders and Board of Directors

Board of Directors

Composition of the Board of Directors

The Board of Directors determines fundamental policies for company management and key matters related to business execution, while supervising the duties of directors and executives. As of March 2025, Kakao Games' Board consists of nine directors: one executive director, two other non-executive directors, and six independent directors. To enable effective management decisions through a board composed of directors with diverse perspectives and expertise, the number of independent directors exceeds the legal minimum requirement. Additionally, the diversity and expertise of the board were enhanced by appointing Ms. Jungyeon Roh, a female independent director with expertise in legal and risk fields, at the Annual General Meeting in March 2025. To strengthen director accountability, Kakao Games is included in the group-level liability insurance plan provided by Kakao. As of 2024, Kakao Games was covered under Kakao's D&O insurance policy.

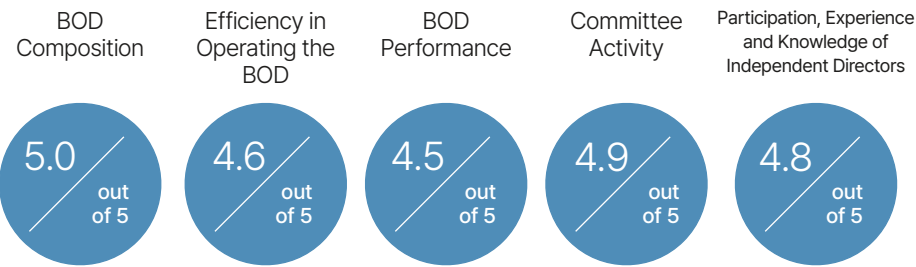
Chairman of the Board of Directors

The Chairman of the Board also served as Kakao Games' CEO, leveraging a deep understanding of the business environment and extensive experience in the gaming industry to support effective board deliberations. Most board committees were composed of independent directors who carried out their roles independently, and the CEO chaired the board to support rational decision-making that contributed to the company's development.

Board of Directors Regulations

Performance Appraisal of the Board of Directors

Since 2023, Kakao Games has conducted annual evaluations of the board, board committees, and individual independent directors to enhance operational efficiency. The evaluation framework included 15 detailed items under three categories: operation, composition, and performance. Evaluations of committees and individual directors were conducted through self-assessment and peer reviews, based on criteria such as participation and contribution. In the 2024 evaluation, the board received an overall average score of 4.7 out of 5. The composition scored 5.0, operations 4.6, and performance 4.5. Committees received an average score of 4.9, while individual independent directors recorded an average of 4.8, indicating highly favorable results across all areas. To support continuous improvement, we also reviewed qualitative feedback and developed area-specific action plans. Based on the 2023 feedback, strengthening board diversity and expertise was identified as a priority, leading to the appointment of a new female independent director in 2025. For 2024, key suggestions included enhanced reporting on board resolutions and increasing the frequency of in-person meetings, which are under review for implementation. We continue to improve board operations by actively incorporating evaluation feedback.



Diversity of the Board of Directors

Kakao Games respects diversity in composing its board to enable more objective and balanced decision-making by incorporating perspectives from various stakeholders. When selecting director candidates, factors such as nationality, age, gender, experience and background, race, and religion are considered, and then the candidacies are formalized through established guidelines. As of March 2025, three female independent directors are serving on the board, accounting for 33.3% of the total board members.

Guidelines on the Diversity of the Board of Directors

Independence of the Board of Directors

As of March 2025, six out of nine board members were independent directors, accounting for 66.7% of the total, exceeding the legal minimum and securing the board's independence. To uphold independence, Kakao Games established formal guidelines and adhered to applicable laws and international standards. We also applied strict eligibility criteria for independent directors. For example, individuals who had served as company executives within the past two years, or whose immediate family members had held executive roles within the company or its subsidiaries during the same period, were excluded from consideration. Through these efforts, we secured a high level of board independence, enabling transparent and sound governance tailored to both domestic and global conditions and our business operations.

Guidelines on the Independence of Independent Directors

Shareholders and Board of Directors

Board of Directors

Management and Appointment Process of Independent Director Candidates

Kakao Games has established principles for the appointment of independent directors in accordance with the Regulation on the Operation of the Independent Director Candidate Nomination Committee. Based on these principles, the committee recommends and reviews potential candidates. The Independent Director Candidate Nomination Committee, in collaboration with the HR organization of its parent company Kakao, regularly (at least once a year) secures a pool of candidates who possess the competencies required to complement the current Board of Directors. The necessary qualifications of each candidate are evaluated qualitatively. Final candidates are selected through the Board's deliberation process, and each director candidate is appointed by resolution of the shareholders' meeting.

Independent Director Candidate Nomination Committee Regulations

Management of CEO Candidates

To prepare for any unexpected vacancy in the CEO position and to minimize related business and organizational risks, Kakao Games established regulations on CEO succession procedures and candidate pool management in December 2024. A group of senior executives within Kakao Games, equipped with strong capabilities and extensive experience, has been secured and selected as potential candidates. Their performance is evaluated through regular assessments. To nurture and secure high-potential candidates, we plan to provide various training programs aimed at strengthening management skills and leadership capabilities.

CEO Succession Policy

Board Compensation

The remuneration for all directors, including the CEO, was determined within the limits approved by the general meeting of shareholders and was provided in accordance with internal policies through deliberation by the Compensation Committee. The CEO's remuneration consisted of a base salary and bonuses. The base salary was determined based on the responsibilities and competencies required for the role. Bonuses were calculated based on a comprehensive assessment of financial performance, achievement of strategic and ESG goals, company value growth, changes in the internal and external business environment, and market competitiveness. Bonuses were then divided into short-term and long-term incentives, with payouts adjusted based on performance. Short-term incentives were partially paid the following year based on an annual performance review and were subject to deferral and adjustment over a three-year period, depending

on stock price performance. Long-term incentives were tied to multi-year strategic goals set on a rolling three-year basis and paid out following evaluations at the end of each cycle. Notably, in 2024, ESG-related performance indicators were added to the CEO's incentive structure to strengthen accountability and respond to increasing societal expectations around ESG management.

In addition to remuneration, directors were provided with benefits to support their well-being. Stock options were also granted to promote responsible management and long-term value creation, with approval obtained at the shareholders' meeting. Independent directors received only base compensation. Remuneration details for directors, including individual disclosures for directors and auditors who received over KRW 500 million, were transparently disclosed in the annual business report.

Annual Total Compensation Ratio of the Highest-paid Employee

2024	The pay ratio between the highest-paid individual and the average employee	19.7 times
	The growth rate of the highest-paid individual's compensation compared to the overall employee compensation increase	96.7%

2024 CEO ESG Goals

- Build trust with stakeholders by managing ESG evaluation scores
- Respond to climate change through a phased transition to renewable energy
- Ensure barrier-free service operations by managing web and app accessibility
- Strengthen service integrity through the implementation of technology ethics policies and guidelines

Shareholders and Board of Directors

Board of Directors

Board of Directors Composition Status

(As of March 2025)

Category	Name	Gender	Career Highlights	Tenure	Competency Matrix						
					Legal-Policy / Risk Management	Corporate Management / Investments	Industry / Economy	ESG	Communication / Stakeholder Engagement		
Executive Director	Sangwoo Han (Chairman of the BOD)	Male	•Bachelor of Business Administration, Chungnam National University •CSO, Kakao Games Corp.	•Vice President, Global Business, Neowiz Corp. •Currently CEO, Kakao Games Corp.	•CEO, Tencent Korea	Mar. 2024 - Mar. 2026	●	●	●	●	●
Other non-executive directors	Taewook You ¹⁾	Male	•Bachelor of Materials Engineering, Seoul National University •Currently Head of Growth Support Office, Kakao Corp.	•Kakao Future Business Office	•Head of Management Support Group / Vice President	Mar. 2024 - Mar. 2026	●	●	●		
	Jaemoon Chang ¹⁾	Male	•Bachelor of Business Administration, Korea University •Investment Strategy Office, Kakao Corp.	•Business Management Team, CJ ENM Corp. •Currently Deal Support Team, CA Council Strategy Committee, Kakao Corp.	•Management Strategy Office, CJ Corp.	Mar. 2025 - Mar. 2027	●	●	●		
Independent Director	Myungjeon Oh	Male	•Ph.D. in Accounting, Yonsei University •Currently Professor, Department of Business Administration, Sookmyung Women's University	•Audit Headquarters, Anjin Accounting Corporation	•Assistant Professor, Department of Business Administration, Myongji University	Mar. 2025 - Mar. 2026	●	●	●		●
	Sunyeol Jung	Female	•KAIST Department of Industrial Design •Busan District Prosecutors' Office Criminal Mediation Committee Mediator	•Samsung SDS Co., Ltd. IT Consultant •Currently Law Firm Jipyung (Limited) Lawyer	•Passed the 53rd Judicial Examination	Mar. 2025 - Mar. 2026	●	●		●	●
	Seungyeon Lim	Female	•Seoul National University Ph.D. in Business Administration	•Currently Professor, Department of Finance, Banking and Accounting, Kookmin University		Mar. 2025 - Mar. 2026	●	●	●		●
	Sunghun Robbins ¹⁾	Male	•Ph.D. in Law, University of Michigan	•Korea Representative, WPP Group	•CEO, CMT	Mar. 2025 - Mar. 2026			●	●	●
	Younggeun Choi	Male	•Yonsei University Ph.D. in Business Administration •Currently Professor, Department of Business Administration, Sangmyung University	•Head of Venture Investment Team at Atinum Investment	•POSCO Management Research Institute Management Research Center Researcher	Mar. 2025 - Mar. 2026		●	●		●
	Jungyeon Rho	Female	•Ewha Womans University Bachelor of Law •Chief Prosecutor, Daegu High Prosecutors' Office	•Seoul Western District Prosecutors' Office Chief Prosecutor •Currently Lawyer at Jungyeon Rho Law Office	•Busan High Prosecutors' Office Chief Prosecutor	Mar. 2025 - Mar. 2026	●			●	●

1) Directors Taewook You and Jaemoon Chang are judged to possess relevant expertise and capabilities based on industry experience in the "Communication Services" industry, which Kakao Games belongs to according to GICS standards, grounded on their careers as Kakao and Robin Seung-hoon directors and WPP Group Korea representative, respectively.

Shareholders and Board of Directors

Board of Directors

Committees

(As of March 2025)

Committee Name	Composition		Purpose and Responsibilities	
Audit Committee	•Chairman: Myungjeon Oh (Independent Director)	•Commissioner: Sunyeol Jung (Independent Director), Seungyeon Lim (Independent Director)	•Audit of financial statements and review and approval of audit activities	•Appointment of external auditors
Independent Director Candidate Nomination Committee	•Chairman: Younggeun Choi (Independent Director)	•Commissioner: Sunghun Robbins (Independent Director), Sunyeol Jung (Independent Director)	•Efficient operation within the Board of Directors and exercise of necessary authority	•Recommendation and management of Independent Director candidates
ESG Committee	•Chairman: Sunghun Robbins (Independent Director)	•Commissioner: Sangwoo Han, Jungyeon Roh (Independent Director)	•Evaluation and review of issues related to ESG operations	•Management of environmental, social, and governance sectors for sustainable growth
Compensation Committee	•Chairman: Younggeun Choi (Independent Director)	•Commissioner: Myungjeon Oh (Independent Director), Seungyeon Lim (Independent Director)	•Decision-making on executive compensation policies	•Verification of appropriateness and efficiency in operating executive compensation systems

Committee Operating Regulations →

Audit Committee

The Audit Committee, responsible for auditing financial statements, reviewing and approving audit activities, and appointing external auditors, was composed entirely of independent directors to ensure objectivity and strengthen independence. The committee prioritizes the appointment of directors with expertise in finance or accounting to enhance its professional competency. As of March 2025, two out of the three committee members, including the Chairman, had professional backgrounds in finance and accounting.

In 2024, Kakao Games established internal audit regulations to provide a foundation for audit activities. Based on these regulations, we created an independent audit department directly reporting to the Audit Committee to ensure continuous and effective support for its operations. The audit team finalized the annual audit plan upon the committee's approval and reported audit results regularly or as needed. The committee holds the authority to approve the appointment and dismissal of the head of the internal audit department, and it oversees the review and approval of audit plans, reported cases, and audit findings.

Independent Director Candidate Nomination Committee

To appoint independent directors with professional qualifications, the Independent Director Candidate Nomination Committee works with Kakao Group's HR team to manage the candidate pool. The committee reviews the necessary competencies for the candidate pool on a regular basis to ensure the selection of directors with both independence and expertise. In 2024, the committee held two meetings, including one for reviewing the status of the candidate pool.

Compensation Committee

The Compensation Committee makes decisions on executive compensation policies and systems to ensure transparency and efficiency. It was composed entirely of independent directors to maintain objectivity and independence in its oversight. In 2024, the committee held three meetings, including one to approve the integration of ESG performance indicators into the CEO's compensation process.

ESG Committee

The ESG Committee serves as the highest decision-making body for ESG management, responsible for reviewing strategic direction, approving medium to long-term goals, and monitoring implementation performance. Each year, the committee conducts a materiality assessment to identify key ESG issues and formulates response strategies in support of sustainability.

Through active engagement with stakeholders, Kakao Games pursues transparent and responsible business practices. The ESG Committee also plays an important role in identifying and evaluating various ESG-related topics and challenges. It reviews issues raised through grievance mechanisms and external institutions concerning human rights, user rights, privacy, security, environmental impacts, and more. In 2024, the committee reported on the implementation progress of strategic initiatives aligned with the material topics identified through the annual ESG materiality assessment.

Human Rights Management

Responsible Human Rights Management

Human Rights Statement

Kakao Games has established a Human Rights Statement, supporting international human rights standards such as the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Declaration, across all aspects of

our business operations. Through this commitment, we affirm our responsibility to protect the rights of all stakeholders, including employees, business partners, local communities, and users, from actual or potential human rights risks. Our approach is based on in the proactive elimination and prevention of human rights

violations such as human trafficking, forced labor, child labor, and discrimination across our value chain. We are also dedicated to safeguarding the freedom of association, the right to collective bargaining, and the principle of equal remuneration for equal work. In the event of any human rights violations, our HR Support

Group, along with relevant departments, handles each case in accordance with internal procedures. Disciplinary action may be taken, depending on the severity of the matter. If a case is considered to have a significant negative impact, it may be escalated to the ESG Committee for further review.

Human Rights Statement →

Human Rights Management Roadmap

	2024	2025	2026~2028	2029~2030
Target Level	Initiating Full Implementation	Expanding the Scope	Enhancing Implementation	Institutionalizing the Framework
Action Plan	• Operate dedicated channels for reporting and consulting on human rights and ethics-related issues • Improve internal systems based on human rights impact assessments • Conduct assessments to evaluate the effectiveness of human rights management activities • Provide ethics training, human rights education, and require employees to sign ethics pledges	• Deliver ethics and human rights training to at least one subsidiary • Strengthen proactive measures to prevent human rights and ethics violations • Initiate the expansion of human rights management across subsidiaries • Review the current status of human rights practices within subsidiaries	• Provide ethics and human rights training to a majority of subsidiaries • Continue proactive efforts to prevent human rights and ethics violations • Expand and advance human rights management across subsidiaries • Establish a monitoring system to track human rights management within subsidiaries	• Continue proactive efforts to prevent human rights and ethics violations • Institutionalize human rights management systems across all subsidiaries

Human Rights Management

Responsible Human Rights Management

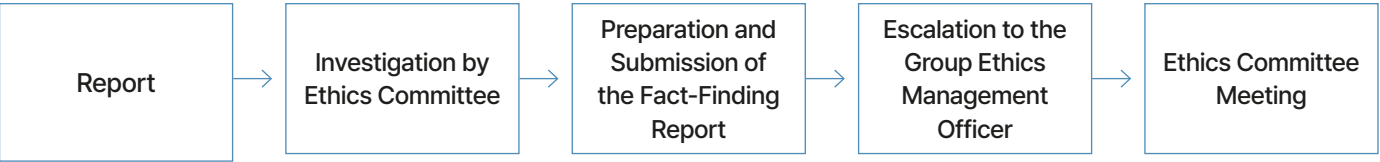
Grievance Mechanism

Kakao Games is committed to protecting the human rights of all stakeholders through our Cyber Ethics Reporting Center and Grievance Handling Committee. Through the Kakao Group Cyber Ethics website, we communicate the core values of our ethical management principles and provide clear information on reporting procedures, whistleblowing channels, and the Code of Ethics. The Cyber Ethics Reporting Center is accessible at

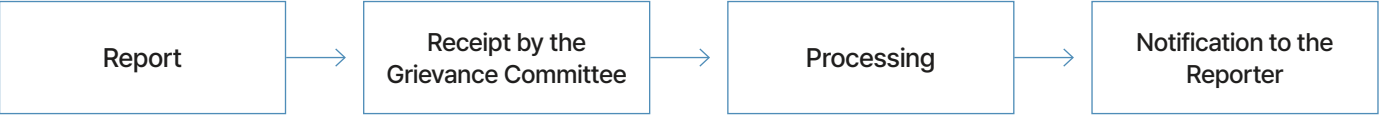
any time to both internal and external stakeholders. All reports submitted through the hotline are handled with strict confidentiality. We ensure the anonymity of whistleblowers and the content of reports in accordance with our obligation to maintain confidentiality. Our Code of Ethics also outlines protective measures to prevent any form of disadvantage or retaliation against individuals who submit reports.

Cyber Ethics Reporting Center

Cyber Ethics Reporting Center Process



Grievance Committee Process



Status of Reporting and Handling Human Rights Complaints

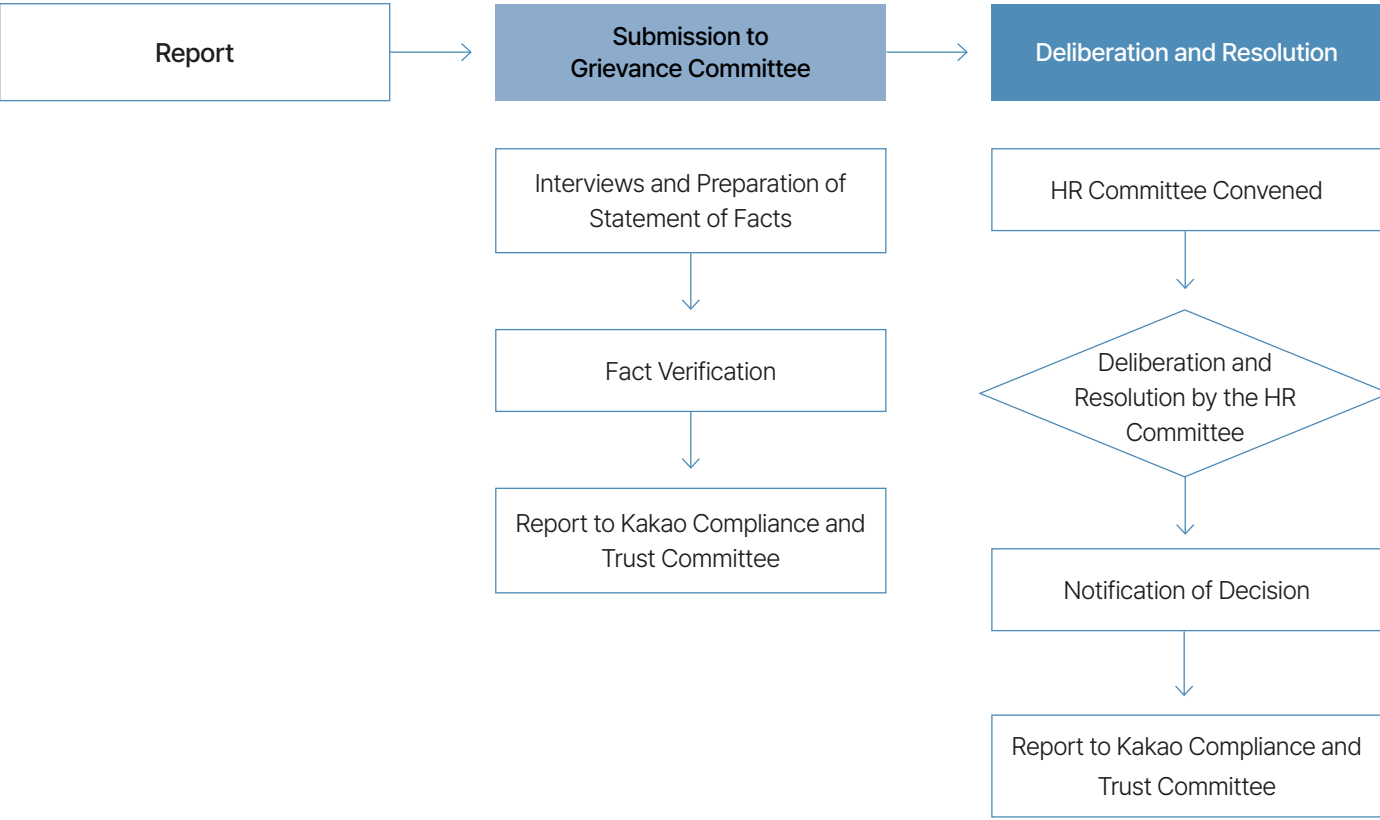
Category	2024
Number of Grievance Cases Reported (Cyber Ethics Reporting Center, Krew Council, Grievance Handling Committee Member E-mails, Partner Feedback, Online Channels)	14 cases
Number of Grievance Cases Resolved	14 cases
Grievance Resolution Rate	100%

Response Process for Discrimination and Harassment

Kakao Games has implemented an internal process to proactively respond to incidents of discrimination or harassment in our workplace. If such incidents occur, stakeholders can report them through various channels, including our internal hotline, the Krew Council, or the HR Support Group. Once a report is received, we follow our internal procedures, which include interviews with the involved parties, the preparation of written statements, and a formal

verification process. Following this, the case is escalated to the HR Committee, which is then convened to deliberate and decide on appropriate actions. The outcome of each case is reported to the Compliance and Trust Committee of Kakao. Through a systematic approach to corrective action and disciplinary procedures, we continuously work to create a safe, inclusive, and respectful organizational culture, free from discrimination and harassment.

Response Process for Discrimination and Harassment



Human Rights Management

Human Rights Impact Assessment System

Human Rights Impact Assessment

To identify how our business operations affect the rights of all stakeholders, including those in vulnerable positions such as dispatched and contract workers, Kakao Games conducts human rights impact assessments, led by the HR Support Group. These assessments cover the entire workforce and aim to detect and mitigate potential human rights risks. In 2024, we carried out a company-wide survey with 241 employees, addressing topics such as ethics and human rights, freedom of expression and association, occupational safety and health,

unfair dismissal, excessive working hours, and discrimination. Based on the results, we identified risks and disclosed the findings and actions. We use these insights to develop improvement plans in areas with elevated human rights risks. This includes strengthening our human rights protection framework through focused education, system enhancements, and a grievance resolution process. In the long run, we will refine our assessment process by continuously identifying vulnerable stakeholder groups.

Evaluation of Human Rights Effectiveness

Kakao Games implements measures to address the risks identified through the human rights impact assessment, followed by effectiveness evaluations to manage performance and assess the real-world impact of these actions. According to our latest evaluation, approximately 72% of respondents positively assessed our efforts. Notably, risks related to human rights violations, discrimination, and harassment were addressed through the introduction of an ethics pledge, resulting in a marked reduction

in these risk factors. Additional improvements include enhanced work efficiency, as reported through Krew Council activities, and a reduction in work-related stress following the psychological counseling for employees. Through ongoing performance management and evaluations of effectiveness, we remain committed to proactive and impactful human rights risk prevention.

Human Rights Due Diligence Procedure

	STEP 1 · Preliminaries	STEP 2 · Risk Identification and Assessment	STEP 3 · Implementation of Measures	STEP 4 · Communication
 Goal	•Define the assessment scope, methodology, and process	•Identify key risk factors and causes	•Develop and implement mitigation measures for identified risks	•Disclose risks and mitigation actions at a company-wide level
 2024 Kakao Games Main Activities	•Company-wide survey conducted across all Kakao Games employees •Human rights risks identified through anonymous responses •Survey conducted using the Kakao Work platform, with results reported to the CEO and communicated company-wide	•Human rights impact assessment conducted in April 2024 •Key risks identified include: ① Limited awareness of ethics and human rights frameworks and activities ② Restrictions on freedom of expression ③ High levels of job-related stress	•Conducted ethics training and collected signed ethics pledges from employees •Shared whistleblower protection measures in case of ethics violation reports	•Shared results of the human rights impact assessment company-wide •Reported on the implementation status and outcomes of key risk mitigation activities

Work Environment and Performance Appraisal

Employee-friendly Work Environment

Creating a Pleasant Working Environment

Biweekly “Play Friday” Policy

Kakao Games became the first in the industry to introduce a biweekly four-day workweek initiative, known as the “Friday Off” program. This system grants employees 26 additional days off annually, in addition to their regular annual leave. By ensuring sufficient rest and work-life balance, we strive to enhance employee well-being and foster a more productive and engaged workplace.

35.5 Working Hours

To promote greater focus and efficiency, Kakao Games has adopted a shortened workweek of 35.5 hours. Employees can arrive 30 minutes later on Mondays and leave an hour and a half earlier on Fridays during the week without “Play Friday,” allowing them to have sufficient rest and efficient leisure time. Our attendance system enables comprehensive management of working hours, including requests for overtime and annual leave. We monitor employees who work beyond statutory working hours within the legal overtime limits and provide guidance to both employees and their managers to promote a healthier work-life balance.



Bi-weekly “Play Friday” Policy

Early Leave Program

Kakao Games operates an early leave program that allows our employees to leave at 3:00 p.m. on the day before major holidays—Lunar New Year, Chuseok—as well as on December 24, and December 31. This initiative is designed to encourage employees to enjoy more personal time, rest, and recharge ahead of extended breaks.

Campaign for a Healthy Work Culture and Reduced Working Hours

To promote a culture of “focus and relaxation,” Kakao Games runs ongoing campaigns that encourage healthier work habits. These include “Avoiding Habitual Busyness,” “Sharing Vacation Schedules in Advance,” “Reevaluating Whether the Meeting is Necessary,” and “Respecting Personal Time Outside of Work.” Through these efforts, we are committed to reducing long working hours and creating a healthier work environment.



Pale de CZ, a Vacation Facility in Busan

Support for Comfortable Relaxation and Leisure Activities

Kakao Games provides all employees with KRW 3.6 million in annual welfare points, which can be freely used for health management, cultural activities, and personal development. In addition, employees have free access to various resort facilities across the country, including exclusive retreats in Jeju and Busan. For certain locations, employees are eligible for one extra day of special leave when using the facility. We also offer a range of leisure benefits such as exclusive krew-only camping vans and reservation support for membership-based resorts, enabling employees to enjoy meaningful downtime. Furthermore, we actively promote in-house club activities by partially reimbursing expenses for offline gatherings.

Recognition as a Leading Work-Life Balance Company

In recognition of our ongoing efforts to promote work-life balance, Kakao Games was selected by the Ministry of Employment and Labor as a 2024 Korea Excellent Work-Life Balance Company. We continue to pursue meaningful programs and institutional improvements to enhance employee well-being and foster a healthier, more positive workplace culture.



Employee Satisfaction Survey

To foster a collaborative labor-management relationship and enhance internal communication, Kakao Games conducts an annual employee satisfaction survey. In 2024, 79% of respondents rated their overall experience as average or above. Feedback collected through this process also serves to improve our performance appraisal system. Suggestions are reviewed to identify areas for enhancement, and appropriate actions are taken to ensure meaningful improvements are implemented.

Work Environment and Performance Appraisal

Promoting Employee Diversity

Diversity Support Programs

As of the end of 2024, women represent 37%¹⁾ of Kakao Games' workforce, and 27%²⁾ of managerial positions are held by women. At Kakao Games, we promote diversity through various supportive policies and programs. We offer reduced working hours during pregnancy and childcare periods and provide paid leave for prenatal check-ups. Parental leave is actively encouraged, with additional time off aligned with childbirth. To support employees with young children, we operate three childcare facilities and maintain breast-feeding/lactation facility within office. Priority is also given to expectant mothers and employees with children enrolled in the daycare centers in the allocation of building parking passes, reinforcing our commitment to supporting women and pregnant employees.

- 1) Includes both full-time and part-time employees
- 2) Includes senior, middle, and junior management



Office Childcare Facilities "Ajiteul"

Setting Targets for Workplace Diversity

To enhance workforce diversity, Kakao Games has introduced KPIs to monitor the composition of employees by job level. We have set a target to achieve 40% female representation across all employees and 30% among managers by 2030. We remain committed to advancing these goals and will continue to implement initiatives that promote greater diversity across the organization.

Creating an In-house Welfare Environment for Persons with Disabilities

Kakao Games has invested in "Linkage Lab," a Kakao Group subsidiary established as a standard workplace for persons with disabilities. It symbolizes a shared workspace where individuals with and without disabilities collaborate. Through this partnership, we contribute to improving accessibility across game services as well as in portal search functions and content production within the broader group. We also promote inclusive employment by hiring individuals with developmental disabilities as baristas in our in-house café and employing visually impaired massage therapists through our health support services. In addition, we partner with the Standard Workplace to provide extended employment opportunities such as in-house plant care services.



"Together Krew Café" One-Day Barista Class at Linkage Lab

Acquisition of Family-friendly and Leisure-friendly Certification

Kakao Games has consistently strived to create a "sustainable working environment" that values work-life balance. To demonstrate these efforts, we have obtained various certifications for family-friendly and leisure-friendly work environment. We were first certified as a "Family-friendly Company" by the Ministry of Gender Equality and Family in 2017 and have maintained this recognition through periodic renewals. Our most recent recertification was in 2022, and the current certification remains valid until November 2025. We also received certification as a "Leisure-friendly Company" from the Ministry of Culture, Sports and Tourism in 2022, valid through December 2025. We will continue to foster a corporate culture that prioritizes both professional and personal well-being.

Family-friendly Benefits and Programs

Kakao Games provides gifts to employees' children who are entering elementary, middle, high school, or university each year. We offer a "birth gift" for Krew or their spouse upon childbirth and a "pregnancy gift" for pregnant Krew. To support employees returning to work after childbirth, we operate a breast-feeding/lactation facility called the "Maternity Room" in the office.



Gift for Employees' Children Entering Elementary School

Work Environment and Performance Appraisal

Evaluation and Compensation

Performance Appraisal

Kakao Games conducts performance appraisal for all full-time and contractual employees employed at the time of evaluation. Organizational performance reviews are carried out once annually at the end of each year, while individual contributions to projects are evaluated on a continuous basis throughout the year.

Final appraisal and feedback are based on each team’s internal performance assessments, and we actively share constructive feedback to support individual development. To enhance fairness and objectivity, project-specific appraisal adopt a multidimensional approach, incorporating input from project leaders as well as multiple stakeholders.

We continue to refine our appraisal and feedback processes to ensure transparency and equity. By fostering a fair performance culture, we help employees realize their full potential. Recognizing that our success is a collective achievement, we remain committed to improving the evaluation system so that those who contribute meaningfully to the company’s growth are acknowledged and rewarded appropriately.

Performance Appraisal Process



Compensation System

Kakao Games' performance-based incentives are designed to reward all employees, including those in non-managerial and non-sales roles. Bonuses are provided in two forms: “Year-end Performance Bonus” and “Spot Performance Bonus.” The “Year-end Performance Bonus” is determined based on the company's annual operating profit and is distributed in line with organizational (project) performance. Performance bonuses are awarded across a project team, reflecting shared achievements. However, employees who demonstrate exceptional performance receive additional compensation, while those who are underperforming may be excluded from the bonus. “Spot performance bonus” is awarded throughout the year in response to successful project launches or the realization of business value. These are determined individually based on contributions to the project and are approved through consultation between management and team leaders. We continue to improve our performance appraisal and compensation systems to ensure they support both individual achievement and organizational success while offering fair and reasonable compensation.

Training and Education

Systematic Talent Acquisition and Development Strategy

Talent Pipeline Development

Due to the dynamic nature of the gaming industry, Kakao Games is committed to securing talent through a flexible and forward-looking strategy in line with rapid technological innovation and global expansion. To this end, we proactively forecast future workforce needs and continue to build a robust talent acquisition framework. This includes cultivating diverse recruitment channels and maintaining a pre-qualified pool of candidates for each job, allowing for quick review and engagement as hiring needs arise. Specifically, we operate an open talent pool through our recruitment portal, where we continuously gather applications from promising candidates. When a relevant vacancy emerges, these applicants are reviewed as a priority. This approach enables us to respond quickly and flexibly to organizational needs while securing talent with strong professional capabilities. Additionally, we run an internal referral program that leverages the insights of current employees to attract highly compatible talent across various domains. We ensure that the referral process remains fair and transparent and continue to enhance our program by offering incentives upon successful recruitment.

Strategic Talent Acquisition Efforts

Kakao Games develops annual workforce plans to forecast hiring needs and adopt an inbound recruitment system by publicly sharing detailed job postings, including role descriptions, qualifications, and hiring processes. Alongside internal recruitment and direct sourcing efforts, we strive to attract top-tier candidates through diverse strategies. To support global talent acquisition, we have renewed our recruitment website by adding English-language content, including job descriptions and benefits information. We also maintain transparent communication with all applicants by providing timely updates on their application status, interview feedback, and next steps. These practices create a positive perception of our company and enhance the overall candidate experience. Furthermore, we invest in the discovery and development of future talent for the gaming industry. As part of this commitment, we participate in initiatives such as career exploration lectures hosted by Seongnam City and job seminars led by the Game Talent Foundation. Through these engagements, we introduce our company to aspiring students and contribute to their career preparation through active communication.

Onboarding Program for New Employees

To ensure a soft landing for new employees, Kakao Games runs a three-month onboarding program after joining. Based on close collaboration between the HR Team and related department, the program includes meetings with team leaders and a buddy system. New employees also complete onboarding missions to deepen their understanding of the company’s systems and culture, participate in networking activities with fellow newcomers, and attend orientation sessions. Throughout the three-month period, we help new employees set clear and long-term plans for their career at Kakao Games.

Employment-Linked Program

Since 2016, Kakao Games has been running an internship program that provides senior university students and graduates with opportunities to experience corporate culture and understand real-world job responsibilities. During the internship period, interns receive necessary training, work in departments, and undertake individual assignments. Outstanding interns who complete the program are offered opportunities for full-time employment after graduation.

Talent Acquisition & Development



Training and Education

Systematic Talent Acquisition and Development Strategy

Employee Training Programs

Kakao Games establishes and implements a comprehensive training framework to enhance employee competencies and support the achievement of our business objectives. Based on key business strategies, we identify the core skill sets that require focused development and offer personalized training programs accordingly. These programs include both in-house initiatives and partnerships with

leading external education providers such as HUNET, Multicampus, and Fast Campus. Our training portfolio comprises a wide range of learning opportunities, including core competency programs, job-specific technical training, and leadership development. Programs are customized by target audience and timing to ensure relevance and effectiveness, creating an environment in which both the organization

and its people can grow together. In 2025, we are introducing new training focused on generative AI and data literacy. The generative AI training will support operational efficiency and productivity, while the data program will expand on existing Excel and SQL offerings with a new course on data-driven problem-solving. Total training costs are expected to increase by 12% compared to 2024.

1. Job-specific Competency Training

Training Content	External Job-Specific Training (e.g., Specialized Security Courses, Global Game Marketing Seminars, Unreal Engine 5 Workshops)
Expected Effect	Strengthening functional expertise through enhanced professional knowledge and technical skills tailored to each job role
Target	All employees
Performance	19 participants completed

2. Core Competency Training

Training Content	•Work Smart Skill (Data Management and Visualization Using Excel, SQL) •Communication Skill (Effective collaboration and report writing techniques) •Understanding Industry & Trend (Practical applications of generative AI)
Expected Effect	•Enhanced job-related competencies through efficient tool utilization •Strengthened communication abilities for persuasive reporting and effective collaboration •Improved task efficiency through application of current industry trends
Target	All employees
Performance	•Average satisfaction score: 4.61 out of 5 •240 participants completed the program across seven courses

3. Global Competency Training

Training Content	One-on-one Language Coaching Focusing on Grammar/Vocabulary
Expected Effect	Improved language proficiency and development of a global mindset
Target	Executives
Performance	2 participants completed the program

4. Leadership Development Training

Training Content	Interview and Feedback for Performance Appraisal
Expected Effect	Enhancing leadership capabilities to support employee growth and drive performance improvements through effective pre- and post-evaluation discussions and feedback delivery
Target	Senior leadership (department heads and above)
Performance	• Overall training satisfaction: 4.46 out of 5 • 39 participants completed the program • Content satisfaction: 4.35 • Instructor satisfaction: 4.61 • Program operation satisfaction: 4.65 • On-the-job applicability: 4.24
Others (Open-ended feedback)	•Served as a practical guide that prepares leaders to confidently approach even the most challenging situations that may arise during performance appraisals •Facilitated understanding of various evaluation scenarios through relevant and well-chosen case examples

5. New Employee Onboarding Training

Training Content	Kakao Games” growth history(Past), Overview of current business and departmental roles(Present), Mission and strategy presented by the CEO(Future), Peer networking among new employees
Expected Effect	Support early adaptation and integration by enhancing understanding of the company, its structure, and culture
Target	New Employees
Performance	•Overall satisfaction score: 4.67 out of 5 •45 participants completed the program
Others (Open-ended feedback)	•Helped new employees gain a clear understanding of the company's founding background and business operations •Effectively communicated the company's vision and strategy through a dedicated session with the CEO



Employee Training Program

Assessing the Effectiveness of Training Programs

To ensure the effectiveness and continuous improvement of our training programs, Kakao Games conducts pre- and post-assessments for selected courses. Prior to the start of a program, participants complete a diagnostic survey that assesses their baseline understanding of the course material. This not only better prepares instructors but also allows participants to preview key learning objectives in advance. Immediately following the program, a post-assessment using the same set of questions measures changes in comprehension and learning outcomes. This process also enables participants to consolidate their understanding and reinforce the material through review.

Evaluation Results on Training Effectiveness

Training Content	Work Smart Skill - Data Management/ Visualization
Expected Effect	Enhanced work efficiency and effectiveness through improved proficiency in data management and visualization tools
Target	50 participants (26 completed data management, 24 completed data visualization)
Performance in 2024	Based on pre- and post-training assessments, the overall program demonstrated a 58.2% improvement in competency levels: •Data Management: from 5.76 to 9.42 out of 10 (+61.1%) •Data Visualization: from 4.89 to 8.84 out of 10 (+55.2%)
Business Benefits	As a result of improved data literacy, utilization of KARS, the company's internal data service (including dashboards and alerts), increased by an average of 49.5% compared to 2023. This signifies measurable business value stemming from enhanced employee skills.

Safety and Health

Safety and Health Management System

Occupational Safety and Health Committee

The Occupational Safety and Health Committee operates directly under the CEO and is composed of an equal number of employer and employee representatives, with four appointed and four elected members. The CEO serves as a member of the committee, which functions as the highest decision-making body for safety and health matters. The Head and Team Leader of the Krew Support Dept., the department responsible for safety and health, also participate in the committee. The employee representatives include a staff representative who serves ex officio. The outcomes of the committee’s regular meetings, held quarterly, are disclosed through internal communication channels to ensure that all employees have access to relevant information. During these meetings, the committee discusses key issues related to occupational safety and health and collects feedback and concerns from employees. In 2024, the committee conducted a risk assessment and a musculoskeletal disorder risk assessment, followed by internal discussion and reporting. Additionally, the committee facilitated the continuous sharing of workplace accident case studies and implemented health programs to support employee well-being.

2024 Key Topics for Agreement

Period	Topics
1st Quarter	•Planning and conducting a musculoskeletal disorder risk assessment
	•Introducing new health programs for 2024, including blood sugar monitoring and musculoskeletal care
	•Reporting on workplace air quality and other environmental improvement plans
2nd Quarter	•Planning and carrying out a comprehensive risk assessment
	•Reporting results of the musculoskeletal disorder risk assessment and implementing health programs
3rd Quarter	•Sharing risk assessment results and taking 13 follow-up actions
	•Sharing fire incident cases and providing building evacuation guidelines
4th Quarter	•Reporting results of the fire evacuation drill held in the second half of the year
	•Planning key safety and health initiatives for 2025

Krew Council

The Krew Council consists of four elected employee members, four appointed employer members, and three secretaries. Each group includes one grievance handling officer to help ensure that employee feedback is actively gathered and addressed. To maintain continuity and stability, the council members serve a term of three years. The council convenes once every quarter, encouraging active participation and open dialog among its members.

2024 Key Topics for Discussion

Period	Topics
1st Quarter	•Sharing the structure, agenda, and procedures of the Personnel Committee
	•Discussing whether to disclose the outcomes of Personnel Committee reviews and actions
	•Discussing the extension of the usage period for special leave for 60th, 70th, and 80th birthdays
	•Reviewing updates or closures of aged employee welfare facilities
2nd Quarter	•Discussing the introduction of a program for employees to purchase unused company assets
	•Sharing current work hour records after fixed overtime adjustments
	•Discussing the need and direction for improvements to the performance appraisal system
	•Answering questions about the revised HR system
3rd Quarter	•Sharing updates on the company’s current business situation
	•Sharing progress on the Growth Stage system and leadership structure reform
4th Quarter	•Planning safety and health initiatives for 2025

Partner Safety and Health Council

To enhance the occupational safety and health of on-site employees from partner companies providing services such as security, cleaning, café, and wellness support, Kakao Games has established a safety and health council in collaboration with four partners. Regular meetings are held monthly throughout the year. The council addresses such mandatory topics as start-of-work briefings, risk assessments, communication protocols, coordination of work processes, and evacuation procedures in the event of an accident. In addition, the council supports and discusses broader safety and health initiatives for all partner operations within the premises. Key topics discussed in the 2024 meetings included guidance on fire evacuation drills and participation, instructions on the use and locations of emergency escape equipment, and the distribution of safety training materials tailored to seasonal and incident-specific scenarios. The council also explored work schedule adjustments in response to extreme weather conditions such as heavy rain or snowfall.

Safety and Health Objectives

Kakao Games regards occupational safety and health as a core element of our management approach, prioritizing its value in harmony with other business activities. In our operations, we comply with relevant domestic and international regulations, including the Occupational Safety and Health Act and the Serious Accidents Punishment Act. Based on a commitment to continuous improvement, we have established policies and systems to foster a safe and healthy environment for our employees, customers, and partners. We maintain a target of zero workplace accidents for every year and have successfully upheld this record since 2016. We also conduct comprehensive safety and health risk assessments at least once per year to identify emerging risks.

Safety and Health

Safety and Health Management System

Occupational Safety and Health Management System

While the nature of the IT industry does not typically involve significant occupational safety and health impacts, Kakao Games is proactively implementing ongoing safety and health management activities to prevent accidents and mitigate potential risks in advance.

Our Occupational Safety and Health Policy is publicly available on our website, and internal safety and health regulations are accessible at all times through the company intranet. We have appointed the head of the dedicated department as the person responsible for occupational safety and health,

[Safety and Health Management Policy](#) ➔

providing them with the necessary training to lead improvement initiatives. Additionally, supervisors have been designated to carry out practical improvement tasks.

Led by the internal Occupational Safety and Health Committee, we are enhancing workplace safety through various initiatives, including regular health check-ups, office risk assessments, musculoskeletal disorder risk assessment, and job stress evaluations. We operate our safety and health programs with the goal of achieving zero workplace accidents each year.

Major Safety and Health Programs

Compliance with Safety and Health Laws and Regulations	Improvement of Risk Factors Suitable for Industry Characteristics	Efforts to Create a Safe and Comfortable Environment	Promotion of Internal and External Safety Culture Awareness
· Establishment and Dissemination of Safety and Health Management Policy	· Office Risk Assessment and Risk Factor Improvement · Musculoskeletal Disorder Risk Assessment and Related Health Programs · Job Stress Testing	· Expansion of Employee Mental Health Management Services · Employee Health Check-ups · Influenza Vaccination Support · Metabolic Syndrome Related Health Programs	· Occupational Safety and Health Training · Disaster Evacuation Drills for Employees and Partners · Qualified Partner Selection

Occupational Safety and Health Training

Kakao Games engages in various activities to enhance the overall safety and health level of the organization in accordance with our occupational safety and health management policy that prioritizes the safety of employees and employees of our partners. First, when appointing a new safety and health officer, basic training on the officer's roles and responsibilities, relevant laws, and the importance of risk reduction is mandatory to ensure they can perform their key role in the safety management system.

Although there is no legal obligation for employee safety and health training, we conduct safety accident prevention training and provide information to raise awareness. The examples include notifying evaluation results and near-miss accident cases reviewed by the Occupational Safety and Health Committee through the internal groupware. Furthermore, educational materials for preventing safety accidents, such as fire and electric shock, in office environments are produced and distributed. In addition, when engaging external partners for contracted work, we mandate personal protective equipment training and completion of safety education at the disaster prevention center to prevent accidents and minimize risks for partner company workers. We remain committed to strengthening occupational safety and health across all our workplaces.

Emergency Evacuation Drills

To prepare for one of the most critical risks in office environments which is fire incidents, Kakao Games has developed and distributed evacuation guidelines tailored to our building and provided written training materials. We have also conducted disaster evacuation drills for both employees and partner company personnel, based on realistic scenarios to simulate emergency situations.

Selection of Qualified Partners

Kakao Games conducts thorough evaluations when engaging in construction work such as interior renovations or large-scale facility maintenance, as well as in purchasing or subcontracting arrangements that involve potential health and safety risks to employees. We select contractors based on clear internal standards and the Ministry of Employment and Labor's guidelines. The evaluation covers areas including the presence of a safety and health management system, compliance with work procedures, provision of safety training, participation in risk assessments, history of serious industrial accidents, and the technical capabilities required to manage relevant safety measures. Through this process, we aim to ensure the safety of our employees, visitors, and partners by working with contractors that meet our expectations.

Safety and Health

Employee Health Management and Support Programs

Musculoskeletal Disorder Risk Assessment and Linked Health Programs

To identify potential causes of musculoskeletal disorders associated with office work and promote early prevention, Kakao Games conducted a musculoskeletal disorder risk assessment with experts in accordance with the Occupational Safety and Health Act. Although none of our work exceeds legal thresholds, individuals requiring management and those reporting discomfort have been identified due to their personal lifestyle habits and medical history. In response, we implemented a customized health program, including 3D body posture analysis to assess physical condition by body part, and provided personalized exercise routines and lifestyle improvement guidance. Additionally, an external ergonomics engineer visited individual workstations to assist employees experiencing pain, offering posture correction support and adjustments to desks, chairs, and monitor heights.

Expansion of Employee Mental Health Management Services

Kakao Games continues to enhance our psychological counseling services to support employees experiencing mental or emotional challenges. The service has been expanded to include immediate family members, allowing consultations on a range of family-related issues such as adolescent relationships and marital concerns. Beyond psychological care, the program now offers expert consultations in financial planning, debt management, and legal matters, helping employees navigate various personal concerns. Post-counseling support includes trauma care, treatment for insomnia and addiction, and access to psychological and behavioral assessments for employees and their family members. Coaching services are also provided to support professional development and interpersonal growth within the organization.

Employee Health Check-up

Although the statutory health check-up interval for office workers is every two years, Kakao Games provides annual health check-ups to support the well-being of our employees. In addition to standard public health coverage, we offer comprehensive health examinations and allow employees to transfer their screening opportunity to a family member if they are not part of the required target group. In 2024, all 234 designated employees completed their mandatory health check-ups. In total, 378 employees and 66 family members participated in the company-supported screening program.

Support for Influenza Vaccination

As part of our employee healthcare programs, Kakao Games supports annual influenza vaccinations for employees. Recognizing the growing importance of preventive care in the post-COVID-19 era, and reflecting expert opinions from the media and academic circles regarding the potential resurgence of respiratory diseases in the post-pandemic era, we have enhanced our efforts to safeguard employee health through comprehensive influenza vaccination initiatives. In 2024, we designated two local hospitals to facilitate convenient vaccination access. Out of 461 eligible employees, 183 received free flu vaccinations through this program, helping to safeguard individual health and contribute to broader infectious disease prevention.

CGM-based Employee Health Program

To promote healthier lifestyles and support blood glucose regulation, an essential part of managing metabolic syndrome, Kakao Games launched a health program in partnership with Kakao Healthcare. Through two rounds of distribution, 100 employees received CGM units (Continuous Glucose Monitor), allowing them to track blood glucose levels in real time and develop healthier daily habits. This initiative was complemented by a tailored wellness program focused on preventing and managing metabolic syndrome. Each participant received personalized health guidance based on individual glucose monitoring results, including exercise plans, dietary strategies, and stress management. Employees were also provided with regular consultations from Kakao Healthcare professionals, who helped them build and maintain sustainable health routines. Through these efforts, we are encouraging employees to take a more active role in their health, while also deepening their understanding of blood glucose trends in daily life. Ultimately, this contributes to better overall well-being and improved performance at work.

Safety and Health

Health and Safety Risk Management and Prevention

Health and Safety Risk Assessment

Kakao Games is committed to proactively identifying and eliminating potential hazards across all office spaces where the employees of our company and partners work. Under the supervision of the designated safety and health management officer and safety representatives, we conduct a comprehensive risk assessment of the entire workplace once a year. A staff representative also participates in this process to ensure broad engagement. Leveraging in-house capabilities, we independently carry out occupational safety risk assessments and

actively encourage participation from all employees and partner company members through both online and offline surveys. To promote continuous improvement, we also maintain a dedicated online platform where employees can submit feedback and suggestions related to workplace safety risks. Through regular risk assessments, we identify new hazards, develop improvement plans, and implement appropriate mitigation measures. Potential risk factors that may arise during daily operations are assessed using a 9-point risk grading system. Risks rated at 3 points or below are deemed acceptable,

while those rated 4 points or higher are considered unacceptable. Following the implementation of risk mitigation measures, we conduct a reassessment to evaluate changes in risk levels and confirm the effectiveness of our actions. This ongoing process plays a critical role in maintaining a safe and secure work environment. Through these efforts, we are taking proactive and continuous steps to ensure the safety of not only our employees and resident partners, but also all individuals who enter our office premises.

2024 Risk Assessment Criteria

9 points (0 cases)	6 points (2 cases)	3 points (0 cases)	3 points	Frequency (Possibility)
6 points (0 cases)	4 points (7 cases)	2 points (4 cases)	2 points	
3 points (2 cases)	2 points (5 cases)	1 point (7 cases)	1 point	
3 points	2 points	1 point	Risk (Frequency x Severity)	
Severity (Significance)				

- 1–3 points: Not subject to improvement
- 4–8 points: Subject to sequential improvement
- 9 points: Subject to immediate improvement

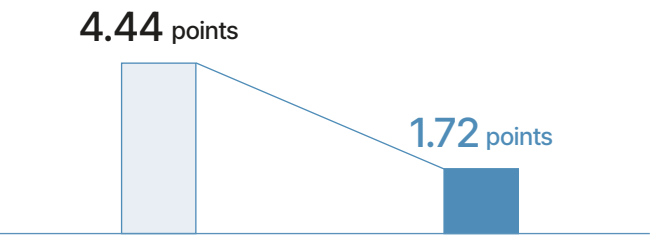
Progress of 2024 Risk Assessment and Improvement Measures

Identified Risk Factors	Actions Taken	Needs Improvement	Completed Actions
•Bumping into furniture or facilities; tripping or slipping hazards •Sagging or damage to floor structures •Detachment of ceiling finishes or lighting fixtures •VDT syndrome	•Relocated items and buried exposed wiring •Repaired access flooring and replaced tactile paving blocks •Replaced worn floor tiles and secured protruding lighting fixtures •Conducted health programs and musculoskeletal disorder risk assessment	9 cases	9 cases

Risk Mitigation and Effectiveness Evaluation

The 2024 risk assessment revealed no items requiring immediate improvement. A total of nine items were identified for sequential improvement, all of which were fully addressed within the year. Additionally, proactive improvements were made on two of the 31 cases where risks were detected but not included in the improvement targets. As a result of the 2024 effectiveness evaluation, the average risk score following the implementation of mitigation measures was reduced from 4.44 to 1.72 (within acceptable levels though some items require further improvement), and no related incidents occurred.

2024 Risk Mitigation Effectiveness Evaluation (Average Risk Level Reduction)



CSR

Pursuing Sustainable Social Responsibility

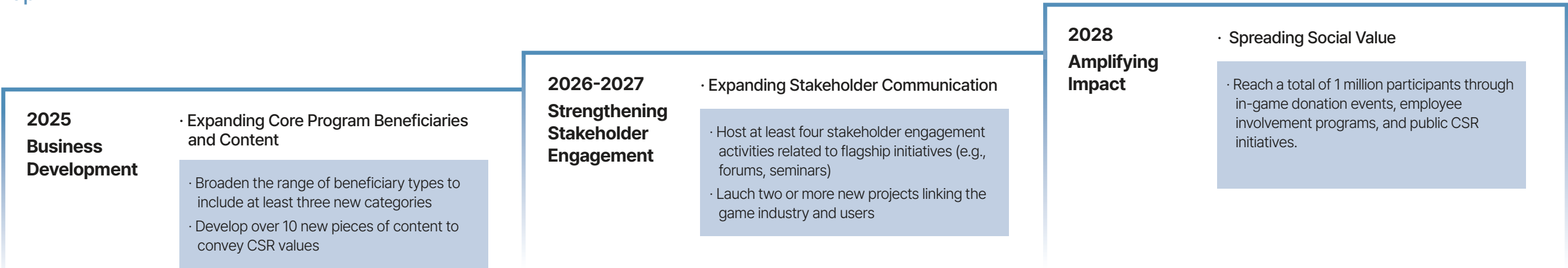
CSR Framework

Kakao Games is committed to promoting a joyful and inclusive society through the unique power of games. By harnessing the fun and value that games offer, we carry out a wide range of CSR initiatives to help everyone enjoy a more fulfilling daily life.

CSR Strategy



CSR Roadmap



- Shareholders and Board of Directors
- Protection of Labor Rights
- Safety and Health
- CSR
- Environmental Management

CSR

Together Games

Support Project to Improve Game Accessibility for People with Disabilities Through Auxiliary Devices

In 2023, Kakao Games launched Korea’s first initiative to enhance game accessibility for persons with disabilities through the provision of assistive devices. This program aims to narrow the accessibility gap between disabled and non-disabled individuals and to promote an inclusive gaming culture accessible to all. As one of our flagship CSR initiatives, the program was developed in collaboration with the Beautiful Foundation, the National Rehabilitation Center, and the Gyeonggi Assistive Technology Research and Support Center. Leveraging each organization’s expertise, we established a specialized operational model and continue to build practical knowledge in the field of game accessibility. In its second year, the program opened applications in April 2024 to mark the Day of Persons with Disabilities. Following on-site evaluations by experts, a total of 225 assistive devices spanning 88 types were distributed to 31 selected beneficiaries. To conclude the year, we hosted “Together Games Talk,” a forum designed to showcase successful use cases and collect direct feedback from participants. This event provided clear evidence of the program’s positive impact and offered valuable insights for future improvements.

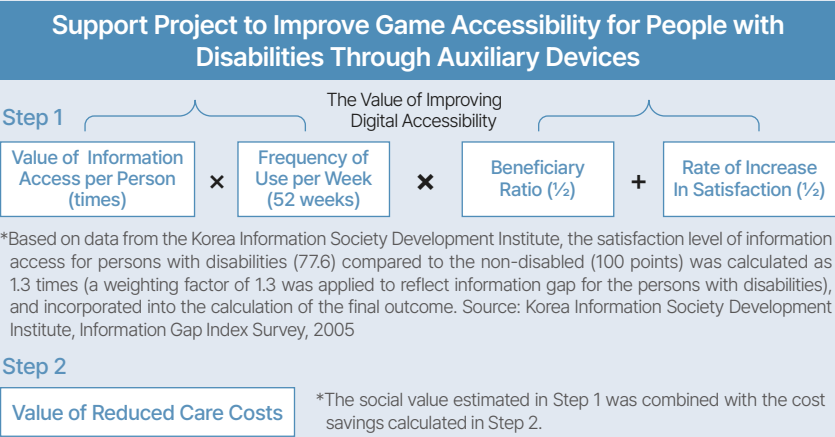


Support Project to Improve Game Accessibility for People with Disabilities Through Auxiliary Devices

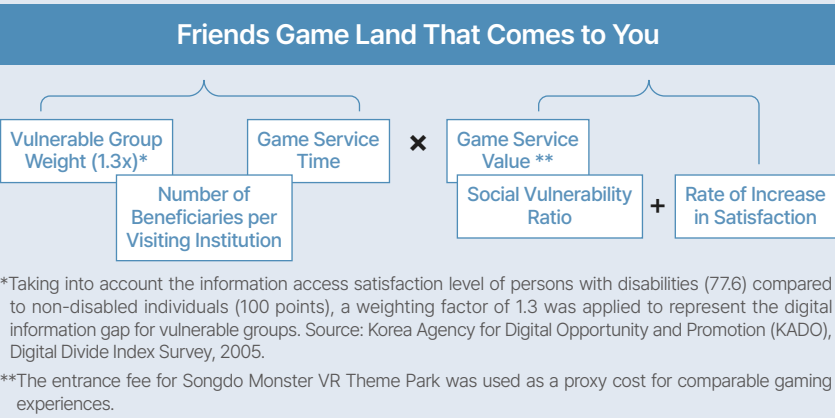
Measuring the Social Value of CSR Initiatives

Kakao Games evaluated the social value of our flagship CSR initiatives based on Kakao Group’s social value measurement methodology. This assessment goes beyond input-level efforts and seeks to identify meaningful societal outcomes and positive impacts on beneficiaries. By incorporating these findings into our CSR strategy, we aim to enhance the strategic relevance and effectiveness of our social contribution programs. Moving forward, we will continue to visualize the social value we create and evolve our efforts into a more credible and impactful model for community engagement.

*This analysis was jointly conducted by Professor Eunjeong Yeo (School of Business, Chung-Ang University) and Professor Junghwan Lee (College of Economics and Finance, Hanyang University).



Support Project to Improve Game Accessibility for People with Disabilities Through Auxiliary Devices is projected to generate approximately KRW 710 million in social value over the next three years (2024–2026). The program has contributed to enhancing access to digital content and games for persons with disabilities, expanding information accessibility, and reducing caregiving costs. These combined impacts were comprehensively assessed and reflected in the overall calculation of the program’s social value.



The Traveling Friends Game Land program is estimated to have generated approximately KRW 82.75 million in social value in 2024 alone. This value was derived from the “game service value” experienced by children from 11 institutions, including children with disabilities, children in institutional care, and children from multicultural backgrounds. The assessment comprehensively reflects improvements in user satisfaction and increased accessibility to games for marginalized groups.

Friends Game Land That Comes to You

Since 2019, Kakao Games has been actively working to bridge the digital divide and promote a healthy digital play culture by bringing gaming experiences directly to local communities and children and youth with disabilities, who often have fewer opportunities to access game content. Through a VR game bus themed with Kakao Friends characters, participants can enjoy amusement park-style games. The program also features a variety of inclusive content, such as “Braille Block Game” that helps improve awareness of disabilities, and the barrier-free “Ball Pool Game” that even wheelchair users can enter. These experiences help eliminate blind spots in gaming culture, improve awareness of disabilities, and foster communication within local communities—ultimately promoting the positive value and perception of games. In 2024, Kakao Games visited regional children’s centers and welfare centers in Seongnam and Boryeong, as well as special education schools for students with intellectual disabilities (such as Seongeun and Hyeeyeun schools), along with several game-related events. Through these efforts, around 4,700 participants were given the opportunity to enjoy gaming experiences without physical or environmental limitations.



Friends Game Land That Comes to You 4D VR Game Bus

CSR

Together Growth

Co-prosperity of the Game Industry

“Let’s Go Together” Kakao Games Win-Win Fund

Kakao Games is committed to fulfilling its social responsibilities and fostering a healthy gaming ecosystem through mutual growth with small-scale game developers. In August 2022, we participated in the KRW 26 billion “Let’s Go Together” Win-Win Fund, established to invest in and support domestic indie game studios. The fund targets early-stage developers within three years of establishment or with annual revenues of less than KRW 2 billion. It also includes developers in the pre-launch phase and those recognized at game festivals. Through differentiated collaboration approaches unique to Kakao Games, we continue to contribute to the growth of Korea’s indie game ecosystem. As of 2024, we have invested approximately KRW 4.9 billion across 11 indie and small-to-midsized game studios.

2024 INDIECRAFT Sponsorship

We sponsored IndieCraft 2024, an indie game contest dedicated to fostering independent game developers and promoting a healthier, more sustainable gaming ecosystem. Our sponsorship supported the growth of indie studios and contributed to the advancement of the overall game industry.

2024 GEEKS (Game, eSports Entertech Korea Showcase) Sponsorship

We also sponsored GEEKS 2024, a platform where young talents in gaming and esports presented their ideas and creative works, and engaged in meaningful exchange. Our sponsorship supported various activities such as exhibitions, conferences, and competitions for game design students, developers, and amateur creators—encouraging innovation and collaboration across the industry.

Win-Win Small Business Owners of PC Cafés

Kakao Games Collab PC Cafés

Kakao Games continues to support the Kakao Games Collab PC Cafés through ongoing management assistance, while also organizing various offline events—such as clan tournaments—to encourage engagement at these locations. Additionally, we provide free promotional materials and giveaway items to participating cafés as part of our broader effort to revitalize local gaming hubs.

Korea Internet PC Café Cooperative Sponsorship

Since signing an agreement with the Korea Internet PC Café Cooperative in 2023, we have continued to provide sustained support to foster mutual growth within the gaming industry—particularly among small business owners in the PC café sector.

Revitalizing Local Communities

Offline Game Events to Boost Local Tourism

To help revitalize local tourism, Kakao Games collaborated with municipal offices to host offline PUBG: Battlegrounds events in Busan, Daecheon, Sokcho, and Yangyang during the 2024 summer season. These events provided dynamic entertainment experiences for local residents and visitors alike.



Offline Events to Boost Local Tourism

Supporting Future Gaming Talent

Youth e-Sports Festival Sponsorship

Kakao Games sponsored the Youth e-Sports Festival, which was designed to support children and adolescents in regions with limited access to gaming culture by providing opportunities to experience e-Sports and explore careers in the game industry. We awarded Gold Prizes and scholarships to top-performing teams from regional Children's Centers who advanced to the finals through online preliminary rounds. In addition, all participants received Kakao Friends merchandise as a commemorative gift.

Sponsorship of Game Institute’s Participation in Tokyo Game Show 2024

To foster outstanding talent in game development, we sponsored students from the Game Institute to attend the 2024 Tokyo Game Show. This initiative supported their skill development by providing exposure to the latest industry trends and hands-on experience with high-quality games.



Youth e-Sports Festival Sponsorship

CSR

Together Sharing

Community Engagement and Sharing

Kakao Games consistently extends our CSR efforts across diverse fields to support vulnerable groups within our communities. In 2024, we sponsored the Seongdong Cultural Foundation's "Dream Orchestra," a program that provides music education to underprivileged children and youth. Through this partnership, we expanded opportunities for cultural enrichment and facilitated meaningful musical experiences for the participants. We remain committed to narrowing cultural welfare gaps in our local communities.

Together Sharing Party

Since March 2023, Kakao Games' employees have joined the "Together Sharing Party," a volunteer-driven project that combines fundraising with community service. Donations are raised through voluntary contributions from staff, and once our collective target is met, we match that amount to create a dedicated fund. This initiative exemplifies how collaborative efforts can generate social value that would be difficult to achieve individually.

Project Outcomes

Description	Date
Carrot Toy-Making for Abandoned Dogs	May 2024
Support for Flood Victims' Daily Life Recovery	August 2024
Merry-Friends Christmas Party with Group Home Children	December 2024
Christmas Gift and Donation Drive for Group Home Children	December 2024

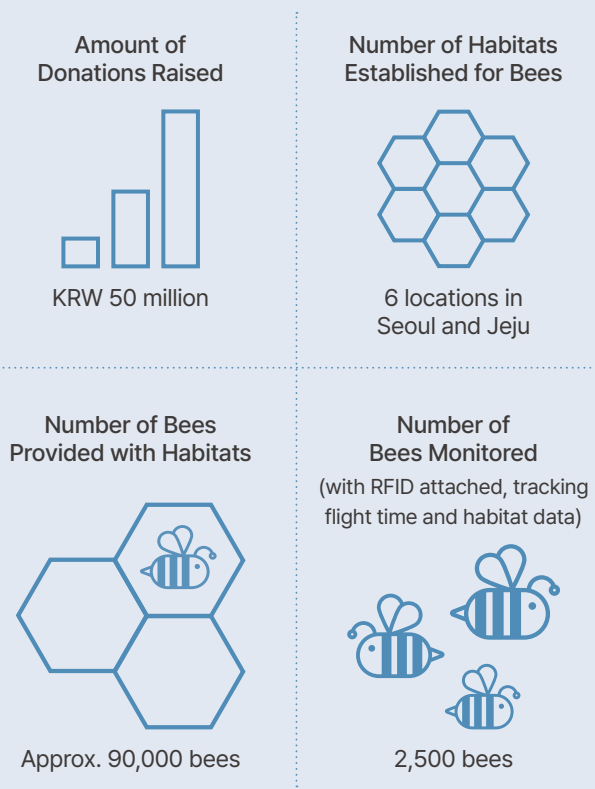
In-Game Donation Events

To make charitable giving more accessible and enjoyable, Kakao Games organizes in-game donation events that seamlessly integrate with game content. These participatory campaigns allow users to contribute to meaningful causes in a fun and engaging way as part of their everyday gameplay experience.

Friends Game "Environment Month Donation Event"

In celebration of World Environment Month in June 2024, we launched a user-participation donation event, "Saving Ryan the Honeybee," in our mobile puzzle games Friends Popcorn and Friends Town. During the event, users contributed by consuming in-game "hearts," and together achieved the campaign goal of 20.24 million hearts. In response to this achievement, Kakao Games donated KRW 50 million in collaboration with WWF (World Wide Fund for Nature). The donation was used to establish six honeybee habitats—critical for preserving biodiversity—providing shelter for approximately 90,000 bees.

* This initiative was funded through joint donations raised by Kakao Games and other partnering organizations.



Odin 3rd Anniversary Donation Event

In October 2024, to celebrate the 3rd anniversary of Odin, we organized a donation campaign by selling special Kakao emoticons, raising a total of KRW 15 million. The donation was used to improve the living conditions of descendants of independence patriots who contributed to Korea's national liberation. Since 2022, Kakao Games has been supporting these descendants annually as part of our commitment to honoring those who dedicated themselves to national service.



PUBG: BATTLEGROUNDS "Kakao Games Donation Ground"

In October 2024, to commemorate Armed Forces Day, Kakao Games hosted a user-participation donation event in Kakao PUBG: BATTLEGROUNDS. The event successfully reached its fundraising goal of KRW 15 million, which was then matched by the company—bringing the total donation to KRW 30 million. The funds were used to provide psychological treatment and emotional support for soldiers experiencing mental health challenges during their military service.



Together Green

Together Green Day

Since 2022, Kakao Games has conducted an annual employee-led environmental campaign called "Together Green Day" to promote ESG management practices and raise awareness of environmental protection. As part of this initiative, the Krew Item Donation Campaign encourages employees to donate pre-owned items—such as clothing, books, and toys—with the dual purpose of promoting resource circulation and supporting marginalized communities. In 2024, employees once again contributed a variety of goods, which were delivered to Beautiful Store, a nonprofit public foundation. The donated items were sold through Beautiful Store locations nationwide, and the proceeds were used to assist disadvantaged individuals both in Korea and abroad.

Over the past three campaigns, approximately 800 items have been donated, contributing to an estimated reduction of 150 kg CO₂eq, thereby participating in environmental preservation efforts. As the importance of environmental protection continues to grow, Kakao Games remains committed to expanding employee-driven green initiatives such as the Krew Item Donation Campaign.



Together Green Day "Krew Item Donation Campaign"

Environmental Management

Environmental Management Governance Structure

Dedicated Environmental Management Organization

Kakao Games is committed to proactive and sustainable environmental management, led by our dedicated ECO Play Team and the ESG/Value Enhancement Dept., which oversees our ESG operations. Our initiatives encompass various environmental issues, including water conservation, waste management, resource circulation, and biodiversity protection. To minimize environmental impact and promote the efficient use of resources, we have established a company-wide environmental management system while developing detailed execution strategies for each area of focus. To support employee engagement, we organize a variety of environmental campaigns and promote awareness of environmental responsibility across the organization. Through these efforts, we strive to fulfill our corporate responsibility while making meaningful contributions to environmental protection.

Environmental Policies and Goals

To express our commitment to sustainability and continuous environmental performance improvement, Kakao Games has set environmental policies and guidelines and disclosed them on our official website and ESG reports. To mitigate the potential environmental impacts of our business operations, we have developed execution plans and management systems aligned with eco-friendly practices. These efforts are aimed at clearly communicating our environmental commitment to stakeholders and sharing actionable strategies to fulfill our environmental responsibilities.

Activities to Reduce Environmental Impact

Water Resource and Waste Management

To reduce water consumption, Kakao Games has installed water-saving facilities in our sanitation facilities. Automatic water control systems have been implemented in shared restroom sinks to prevent unnecessary water waste and encourage voluntary conservation by employees. Dual-flush toilet systems have also been introduced to further enhance water efficiency by adjusting water usage according to need. In April 2024, we expanded the use of reusable cups in all company cafeterias and discontinued the provision of single-use paper cups and plastic utensils. To further encourage the use of personal cups, we installed five cup-washing stations across our cafeterias. We continue to explore alternatives to single-use items by reviewing product lists that include reusable or eco-certified options. We have also established a waste separation system throughout our offices. Designated waste bins are placed in office areas and cafeterias to support the proper disposal of plastics, paper, cans, and general waste. This initiative enables employees to naturally engage in responsible waste disposal during their daily routines and supports our broader goals of recycling and promoting a circular economy within the workplace.

Resource Circulation Activities

As part of our commitment to resource circulation and environmental protection, Kakao Games donates outdated PCs and test mobile devices generated from internal operations. In 2024, we donated 77 test phones through the “E-Circulation Governance” program, which is a collaborative initiative involving government agencies, public institutions, businesses, and civic organizations that promotes responsible recycling of electronic waste. Through these donations, we are helping ensure that electronic devices are reused or recycled effectively, fulfilling our role in advancing corporate social responsibility and environmental protection.

Biodiversity Conservation

Kakao Games supports various biodiversity conservation projects focused on protecting endangered species and their habitats. In 2023, we actively participated in a WWF program, which is aimed at preserving polar bear habitats and aiding population recovery. In 2024, we extended our support to initiatives that protect honeybees, which are essential to maintaining the ecological balance, by contributing to habitat restoration efforts. Moving forward, we will continue to expand our biodiversity conservation activities and contributing to a sustainable future in harmony with nature.

- Shareholders and Board of Directors
- Protection of Labor Rights
- Safety and Health
- CSR

Environmental Management

Raising Environmental Awareness

Environmental Training

As part of our ISO 14001 certification process, Kakao Games provided internal auditor training to five employee representatives, including ISO operations personnel involved in environment-related tasks. The training was delivered through an external agency to strengthen our internal capacity for environmental management system audits. This initiative offered participants a valuable opportunity not only to understand the role of internal auditors but also to reinforce the importance and implementation of our environmental management system. Through this training, we reviewed key components such as monitoring of environmental objectives and policies, identifying relevant stakeholders and their expectations, conducting risk and opportunity assessments, performing environmental impact evaluations, and undertaking management reviews. These activities enabled us to comprehensively assess the current state of our environmental management across the business. Going forward, we will continue to provide regular internal auditor training in alignment with annual ISO 14001 surveillance and recertification audits. Through these efforts, we aim to continuously assess and enhance our environmental management system while strengthening communication and participation across the organization.

Environmental Campaigns

To cultivate a company-wide culture of sustainability, Kakao Games organizes our own environmental campaigns that encourage employee participation. In June 2024, to mark Environment Month, we launched the “My Eco Tip” contest. Employees were invited to share practical and meaningful eco-friendly habits they practice in their daily lives, with the goal of spreading positive impact and raising awareness. A total of 22 employees contributed ideas ranging from the use of refill stations and eco-friendly produce markets to tips for reducing standby power and using energy more efficiently. After the campaign, highly practical submissions were shared company-wide through our internal digital signage and communication channels to foster wider adoption. In recognition of their contributions, participating employees received gifts from B Corp-certified sustainable brands, reinforcing the value of environmentally responsible consumption. We will continue to drive environmentally conscious behavior across the organization through inclusive and participatory initiatives.

Green Procurement Practices

Kakao Games are exploring ways to replace our office supplies with eco-friendly alternatives. In September 2024, we transitioned the coffee beans used in our workplace café to low-carbon beans cultivated at carbon-neutral farms and roasted using 100% renewable energy. Employees participated in a coffee tasting event, and the most preferred low-carbon bean was selected. Each kilogram of this coffee absorbs approximately 1.28 kilograms of CO₂. Over a four-month period, our consumption of 100 kilograms of low-carbon beans resulted in a carbon absorption of 128 kgCO₂eq. We will continue to identify additional items for substitution and gradually expand the scope of our green purchasing practices.

Environmental Management Performance

Acquisition of ISO 14001 Environmental Management System Certification

To enhance our environmental performance at the organizational level, Kakao Games implemented an environmental management system aligned with the international standard ISO 14001. In May 2024, we successfully obtained ISO 14001 certification for our headquarters, achieving 100% certification coverage for the site. This certification marks a significant milestone in formalizing our environmental governance. Moving forward, we will continue to implement various environmental initiatives based on this system. We also plan to undergo regular third-party audits to ensure objective oversight and maintain certification through consistent renewal assessments. The results of these evaluations will be transparently disclosed to our stakeholders.

Environmental Management System Certification



[ISO 14001 Environmental Management System Certification]

- Certification Body: Korea Management Register (Third-party Certification)
- Scope of Certification: Development and supply of game and system software
- Validity Period: May 24, 2024 – May 23, 2027

Part IV. ESG Fact Book

To ensure the reliability and transparency of our ESG data, Kakao Games publishes an annual ESG Fact Book that documents our progress and highlights in ESG management based on quantitative indicators. This resource allows us to communicate our efforts toward sustainability to our stakeholders. We remain committed to managing ESG data in a structured and consistent manner as we continue to grow as a responsible company dedicated to enabling sustainable play.

ESG/Economic Data	68
GRI Index	81
SASB Index	84
TCFD Index	85

Environmental Data

Greenhouse Gas(GHG) Emissions

	Unit	2021	2022	2023 ¹⁾	2024 (target)	2024 ²⁾
Scope 1 (Direct GHG Emissions)	tCO ₂ eq	115.26	96.62	91.13	88.39	141.94
Scope 2 (Indirect GHG Emissions) – Location-based ³⁾	tCO ₂ eq	519.52	523.55	636.54	617.44	596.44
Direct and indirect GHG emission intensity	tCO ₂ eq/ KRW 10 billion	8.00	8.23	10.61	-	12.43
Subtotal	tCO ₂ eq	-	-	5,013.60	-	3,210.52
Category 1 ^{5) 6)} (Purchased goods and services)	tCO ₂ eq	-	-	4,741.24	-	2,882.71
Category 2 (Capital goods)	tCO ₂ eq	-	-	37.02	-	68.16
Category 3 (Fuel-and energy-related activities)	tCO ₂ eq	-	-	76.69	-	103.43
Category 5 (Waste generated in operations)	tCO ₂ eq	-	-	6.03	-	8.01
Category 6 (Business travel)	tCO ₂ eq	-	-	152.62	-	148.21
Total GHG Emissions	tCO ₂ eq	634.78	620.17	5,741.27	-	3,948.90

1) With the end of the remote work policy introduced during the COVID-19 pandemic, we fully adopted an office-based work model in February 2023 and this led to a significant increase in electricity, water use, and carbon emissions compared to the previous year.

2) GHG emissions rose above target levels due to shared energy use in common areas, partly caused by vacant office space.

3) Market-based emissions, reflecting Renewable Energy Certificate (REC) purchases, were 588.91 tCO₂eq in 2023 and 536.72 tCO₂eq in 2024.

4) Emissions for Categories 1, 2, and 6 were calculated using a cost-based approach; Category 3 used an average data method; and Category 5 was based on a detailed waste-type methodology.

5) Commission fees related to intangible services were excluded from the boundary. However, where such fees were directly tied to developer activities, we used proxy data from the actual greenhouse gas emissions of the relevant developers.

6) The calculation boundary was set based on cost items directly related to game development.

Energy Consumption

		Unit	2021	2022	2023	2024 (target)	2024
Direct Energy	Subtotal	TJ	1.9	1.56	1.52	1.47	2.57
	Gasoline	TJ	0.84	0.89	0.75	-	0.62
	Diesel	TJ	0.27	0.15	0.09	-	0.08
	LNG	TJ	0.79	0.52	0.68	-	1.87
Indirect Energy	Subtotal	TJ	11.09	11.06	13.37	12.96	12.54
	Electricity	TJ	10.16	10.55	13.06	-	12.24
	Steam	TJ	0.93	0.51	0.31	-	0.30
Total Energy Consumption		TJ	12.98	12.62	14.89	-	15.11
Energy Consumption Intensity		TJ/ KRW 10 billion	0.16	0.17	0.22	-	0.25
Renewable Energy Consumption		TJ	-	-	0.36	-	0.47

Environmental Data

Water Withdrawal

	Unit	2021	2022	2023	2024
Water Withdrawal	ton	473	1,172	2,981	3,809
Water Withdrawal Intensity	ton/ KRW 10 billion	5.96	15.55	43.46	64.10
Graywater Reused ¹⁾	million m ³	-	-	94	158

1) Graywater reuse volume has been tracked since 2023.

Waste Generated

	Unit	2022	2023	2024
General Waste Generated ¹⁾	ton	6.43	20.37	19.06
Waste Reused/Recycled/Sale ²⁾	ton	-	2.04	1.61

1) Waste aggregation criteria have changed due to a change in the responsible management body since 2023.

2) Data for reused, recycled, or sold waste has been tracked since 2023.

Environmental Training

	Unit	2023	2024
Number of Participants	Persons	209	71
Training Hours	Hours	1	1.5

Eco-friendly Vehicles¹⁾

	Unit	2021	2022	2023	2024
Total Vehicles Owned	Vehicles	22	17	16	16
Number of Eco-friendly Vehicles	Vehicles	2	3	4	5
Percentage of Eco-friendly Vehicles	%	9.1	17.6	25.0	31.3

1) Including hybrid and electric vehicles

* Scope of Environmental Data Disclosure: Alphadome Tower 14th Floor, Alphadome Tower 10th Floor, Alphadome Tower Common Area (Allocation), Choonsik Dorak (cafeteria); however, energy usage and GHG emissions data include the data center.

Social Data

Number of Employees

				Unit	2021	2022	2023	2024	
Total				Persons	434	443	467	480	
Registered Executives	Total			Persons	7	7	8	8	
	By Gender	Male		Persons	7	6	6	6	
		Female		Persons	0	1	2	2	
	By Age Group	Under 30		Persons	0	0	0	0	
		30–49		Persons	4	4	4	3	
		50 and over		Persons	3	3	4	5	
	Employees (Including Non-registered Executives)	Total			Persons	427	436	459	472
Full-time		Total		Persons	413	427	437	449	
		By Gender	Male		Persons	251	264	269	282
			Female		Persons	162	163	168	167
		By Age Group	Under 30		Persons	97	93	77	68
			30–49		Persons	312	327	346	365
			50 and over		Persons	4	7	14	16
		Temporary	Total		Persons	14	9	22	23
By Gender			Male		Persons	9	7	17	17
			Female		Persons	5	2	5	6
By Age Group			Under 30		Persons	13	8	21	21
			30–49		Persons	0	0	1	2
			50 and over		Persons	1	1	0	0
By Employment Type			Contractual employees		Persons	12	9	21	22
			Intern		Persons	0	0	0	0
			Part-time and others		Persons	2	0	1	1
Total Non-Affiliated Workers (Dispatched Employees)				Persons	30	40	22	16	

Number of Managers

			Unit	2021	2022	2023	2024
Top Management ¹⁾	Total		Persons	18	18	18	16
	By Gender	Male	Persons	15	15	14	14
		Female	Persons	3	3	4	2
	By Age Group	Under 30	Persons	0	0	0	0
		30–49	Persons	12	12	9	6
		50 and over	Persons	6	6	9	10
Middle Management ²⁾	Total		Persons	28	28	34	33
	By Gender	Male	Persons	20	22	26	27
		Female	Persons	8	6	8	6
	By Age Group	Under 30	Persons	0	0	0	0
		30–49	Persons	28	26	29	29
		50 and over	Persons	0	2	5	4
Junior Management ³⁾	Total		Persons	66	65	73	42
	By Gender	Male	Persons	43	43	47	26
		Female	Persons	23	22	26	16
	By Age Group	Under 30	Persons	0	0	0	0
		30–49	Persons	66	64	72	41
		50 and over	Persons	0	1	1	1
Revenue-generating Department Managers ⁴⁾	Total		Persons	88	88	98	66
	By Gender	Male	Persons	63	65	70	50
		Female	Persons	25	23	28	16
	By Age Group	Under 30	Persons	0	0	0	0
		30–49	Persons	85	83	90	58
		50 and over	Persons	3	5	8	8

1) Executives and managing directors
2) General managers
3) Team leaders
4) Managers in departments directly contributing to revenue (excluding corporate support positions)

Social Data

Number of Employees by Duty

			Unit	2021	2022	2023	2024
STEM Positions (Development and Technical Support Positions)	Total		Persons	120	117	122	120
	By Gender	Male	Persons	98	96	98	98
		Female	Persons	22	21	24	22
	By Age Group	Under 30	Persons	39	35	30	24
		30–49	Persons	80	79	85	88
		50 and over	Persons	1	3	7	8

New Hires¹⁾

			Unit	2021	2022	2023	2024
Total New Hires			Persons	92	79	33	52
By Gender	Male		Persons	47	43	20	36
	Female		Persons	45	36	13	16
By Age Group	Under 30		Persons	46	19	10	11
	30–49		Persons	46	60	23	41
	50 and over		Persons	-	-	-	0
By Management Level	Senior-level Managers, Executives (Registered Executives)		Persons	2	3	1	2
	Middle-level Managers		Persons	0	3	1	4
	Low-level Managers		Persons	0	4	0	0
	South Korea		Persons	91	78	31	49
By Nationality	United States		Persons	1	0	1	2
	Canada		Persons	0	0	0	1
	Taiwan		Persons	0	1	1	0
	China		Persons	0	0	0	0

1) Full-time employees only

Turnover¹⁾

			Unit	2021	2022	2023	2024
Total Turnovers			Persons	43	60	27	44
Total Turnover Rate			%	10.1	13.8	5.9	9.3
Voluntary Turnover ²⁾	Subtotal		Persons	40	29	24	43
	By Gender	Male	Persons	27	16	16	26
		Female	Persons	13	13	8	17
	By Age Group	Under 30	Persons	8	4	4	2
		30–49	Persons	32	24	19	38
		50 and over	Persons	0	1	1	3
	By Management Level	Senior-level Managers, Executives (Registered Executives)	Persons	0	0	1	1
		Middle-level Managers	Persons	2	1	0	3
		Low-level Managers	Persons	1	4	1	10
	By Nationality	South Korea	Persons	38	29	24	42
		United States	Persons	2	0	0	1
		Canada	Persons	0	0	0	0
		Taiwan	Persons	0	0	0	0
		China	Persons	0	0	0	0
Voluntary Turnover Rate ³⁾			%	9.4	6.7	5.2	9.1

1) Full-time employees only

2) Refers to employees leaving the company voluntarily for reasons such as joining another company, starting a business, taking personal time off, caregiving responsibilities, or pursuing further education.

3) Voluntary turnover rate = (Number of voluntary resignations) / (Total number of employees) x 100
The formula has been revised for 2024, and the data from 2021 to 2023 has been recalculated accordingly.

Social Data

Diversity

			Unit	2021	2022	2023	2024
Foreign Employees	by Nationality	Subtotal	Persons	3	4	6	8
		United States	Persons	3	3	4	5
		Canada	Persons	0	0	0	1
		Taiwan	Persons	0	1	1	2
		China	Persons	0	0	1	0
		Subtotal	Persons	434	443	467	480
Ethnicity (Race)	by Ethnicity (Race)	Asian	Persons	434	443	467	480
		Black or African American	Persons	0	0	0	0
		Hispanic or Latino	Persons	0	0	0	0
		White	Persons	0	0	0	0
		Indigenous or Native	Persons	0	0	0	0
		Others	Persons	0	0	0	0
Disabilities	Employees with Disabilities		Persons	3	3	2	2

Wage by Gender¹⁾

		Unit	2021	2022	2023	2024
Total Employees	Average Gender Pay Gap ²⁾	%	22	44	23	18
	Female-to-Male Ratio	%	82	69	81	85
	Average Male Salary	KRW million	162	157	106	93
	Average Female Salary	KRW million	133	109	86	79

1) All employees are paid above the statutory minimum wage in the country of operation. There is no difference in entry-level salaries between male and female employees.

2) Gender Pay Gap = (Male Salary - Female Salary) / (Female Salary) x 100

Social Data

Parental Leave ¹⁾		Unit	2021	2022	2023	2024
Employees who took Parental Leave	Male	Persons	1	2	0	0
	Female	Persons	4	5	9 ²⁾	8
Employees Returning after Parental Leave	Male	Persons	1	1	1	-
	Female	Persons	4	3	5	8
Return-to-work Rate after Parental Leave ³⁾	Male	%	100	100	100	-
	Female	%	100	100	100	100
Rate of 12-month retention after returning from Parental Leave ⁴⁾	Male	%	-	-	100	-
	Female	%	-	75	66.7	60

1) Full-time employees only
2) Adjusted to correct duplication identified in previously reported data.
3) Return-to-work Rate after Parental Leave = (Number of employees who returned from parental leave during the year) / (Number scheduled to return in the year) × 100
4) Rate of 12-month retention after returning from Parental Leave= (Number of employees still employed 12 months after returning from leave) / (Number who returned from leave in the previous reporting period) × 100

Labor-Management Relations

	Unit	2021	2022	2023	2024
Advance Notice Period for Major Business Changes ¹⁾	Days	50	50	50	50

1) In accordance with relevant company employment rules and the Labor Standards Act

Collective Bargaining Agreements

To gather employee feedback and address concerns, we hold a quarterly Labor-Management council meeting, known as the Krew Council. Through this council, we engage in discussions on a wide range of topics, including improvements to working conditions and employee benefits. All agreements reached through the council are implemented throughout the organization to ensure 100% applicability to all employees.

The Krew Union, a combination of “Krew” (referring to Kakao employees) and “Union,” represents unity and solidarity across Kakao and its affiliates. As of the end of 2024, the union membership rate at Kakao Games stands at 26.7%.

Social Data

Education and Training

			Unit	2021	2022	2023	2024
Total Employee Training Hours			Hours	1,776	2,892	4,703	4,723
Average Employee Training Hours ¹⁾			Hours per person	4	6	10	10
Total Training Hours	By Gender	Male	Hours	1,000	1,803	2,750	2,739
		Female	Hours	648	1,089	1,953	1,984
	By Employment Type	Full-time	Hours	1,628	2,678	4,562	4,551
		Contractual employees	Hours	20	46	131	167
		Dispatched employees	Hours	128	163	121	140
		Interns and others	Hours	0	0	11	5
	By Management Level	Senior-level Managers, Executives (Registered Executives)	Hours	8	5	5	114
		Middle-level Managers	Hours	112	153	374	306
		Low-level Managers	Hours	272	669	894	329
	By Age Group	Under 30	Hours	372	541	960	909
		30–49	Hours	1,256	2,137	3,566	3,704
		50 and over	Hours	20	51	178	110
	By Nationality	South Korea	Hours	1,640	2,697	4,645	4,708
		United States	Hours	7	27	33	34
		Canada	Hours	0	0	0	8
		Taiwan	Hours	0	5	15	15
		China	Hours	0	0	10	-

1) Employees including full-time and temporary staff (excluding dispatched workers)

			Unit	2021	2022	2023	2024
Average Training Hours per Person	By Gender	Male	Hours per person	3.8	6.7	9.6	9.2
		Female	Hours per person	3.9	6.6	11.3	11.5
	By Employment Type	Full-time	Hours per person	3.9	6.3	10.4	10.1
		Contractual employees	Hours per person	1.4	5.1	6.2	7.6
		Dispatched employees	Hours per person	4.2	18.1	5.5	8.8
		Interns and others	Hours per person	0.0	0.0	10.5	5.0
	By Management Level	Senior-level Managers, Executives (Registered Executives)	Hours per person	4.0	0.6	0.6	7.1
		Middle-level Managers	Hours per person	4.0	5.5	11	9.3
		Low-level Managers	Hours per person	4.1	10.3	12.2	7.8
	By Age Group	Under 30	Hours per person	3.4	5.4	9.8	10.2
		30–49	Hours per person	4.0	6.5	10.3	10.0
		50 and over	Hours per person	4.0	6.4	12.7	5.2
	By Nationality	South Korea	Hours per person	3.8	6.1	10.1	9.9
		United States	Hours per person	2.3	9.0	8.3	6.8
		Canada	Hours per person	0.0	0.0	0.0	8.0
		Taiwan	Hours per person	0.0	5.0	15.0	7.5
		China	Hours per person	0.0	0.0	10.0	-
Training Costs			KRW	53,414,492	54,462,100	73,731,338	54,760,828

Performance Appraisal¹⁾

	Unit	2021	2022	2023	2024
Percentage of Employees Subject to Regular Performance Appraisals	%	100	100	100	100

1) All full-time employees at Kakao Games undergo an annual performance appraisal. However, those with less than three months of active service due to leave of absence, etc., are excluded from the evaluation.

Social Data

Employee Satisfaction

	Unit	2021	2022	2023	2024
Employee Satisfaction and Engagement ¹⁾	Points	62.7	54.0	56.0	48.0

1) Includes both full-time and temporary employees, excluding dispatched workers.

Negative Impact Improvement Process (Grievance Mechanism)

			Unit	2022	2023	2024
Grievance Reported through Grievance Mechanism	Number of Grievance Cases Reported	Total from Cyber Ethics Reporting Center, Krew Council, Grievance Committee Member e-mail, Online Channels for partner Feedback, etc.	Cases	8	18	14
	Number of Grievance Cases Resolved		Cases	8	18	14
	Grievance Resolution Rate		%	100	100	100

Grievances Arising from Disagreements with Partners

	Unit	2022	2023	2024
Number of Grievance Cases Reported Due to Disagreements with Partners	Cases	3	3	5
Grievance Resolution Rate	%	100	100	100

Non-discrimination

		Unit	2021	2022	2023	2024
Number of Discrimination Cases Reported	Discrimination Cases and Corrective Actions Taken	Cases	0	0	0	0

Discrimination Cases and Corrective Actions

There were no discrimination cases or corrective actions identified during the reporting period.

Human Rights Impact Assessment

		Unit	2024
Self-Management Activities	Percentage of Workplaces Assessed Over the Past 3 Years	%	100
	Percentage of Workplaces Identified with Risks Among Those Assessed	%	100
	Percentage with Workplaces Subject to Mitigation/Improvement Processes Among Those Identified with Risks	%	100
	Calculation Basis (Denominator: Costs, Number of Employees, Number of Partners, etc.)	-	Number of Workplaces

Social Data

Scope of Occupational Safety and Health System

		Unit	2021	2022	2023	2024
Number of Employees Covered under Occupational Safety and Health Management System ¹⁾	Number of Employees	Persons	476	495	502	508

1) Includes dispatched and subcontracted workers who are not direct employees of Kakao Games but are under the company's control.

Work-related Accidents

	Unit	2021	2022	2023	2024
Total Number of Workplaces	Sites	1	1	1	1
Annual Total Working Hours ¹⁾	Hours	916,608	935,616	986,304	1,013,760
Number of Accidents (Injuries)	Cases	0	0	0	0
Industrial Accident Rate ²⁾	%	0	0	0	0
Absentee Rate ³⁾⁴⁾	%	0.032	0.137	0.090	0.203
Lost Time Injury Rate (LTIR) ⁵⁾	-	0	0	0	0
Number of Deaths	Cases	0	0	0	0
Number of Injuries	Cases	0	0	0	0

1) Annual total working hours = (Total number of employees) x 8 hours x 22 days x 12 months
2) Industrial Accident Rate = (Number of industrial accident workers) / (Total number of workers) x 100
3) Absence rate = (Total sick leave days used) / (Total working days) x 100
4) Due to changes in the calculation basis for working days in 2024, temporary holidays are included in sick leave and excluded from prescribed working days; data from 2021–2023 have been recalculated accordingly.
5) Lost time injury rate = (Number of lost time injury cases) / (Total working hours) x 1,000,000

Occupational Safety and Health Target

	Unit	2021	2022	2023	2024
Industrial Accident Occurrence Target ¹⁾	Persons	0	0	0	0

1) Number of work-related injury cases involving employees and domestic subcontractors (resulting in more than 3 days of leave)

Violations and Actions Related to Personal Information Protection Act

	Unit	2021	2022	2023	2024
Number of Information Security Breaches	Cases	0	0	0	0
Monetary Losses due to the Breaches	KRW million	0	0	0	0
Number of Users Affected by the Breaches	Persons	0	0	0	0

Information Security Training

		Unit	2022	2023	2024
Privacy Protection Training	Participants	Persons	480	460	500
	Completed	Persons	477	458	500
Information Security Training ¹⁾	Participants	Persons	64	56	61
	Completed	Persons	64	56	61
Advanced Information Security and Privacy Protection Training	Participants	Persons	16	15	15
	Completed	Persons	8	12	11

1) For new employees

Governance Data

Governance and Board Composition

			Unit	2021	2022	2023	2024 ¹⁾
Board Composition	Total		Persons	7	8	8	7
	Executive directors (including other non-executive director)		Persons	4	3	3	2
	Independent Directors		Persons	3	5	5	5
	By Gender	Male	Persons	7	6	6	5
		Female	Persons	0	2	2	2

1) As of the end of March 2025, please refer to page 47 (Part III. General Topics > Shareholders and Board of Directors) for the current composition of the board.

Employee Ethics and Anti-corruption Training

			Unit	2022	2023	2024
Anti-corruption (Ethics) Training	Participants		Persons	436	459	472
	Completed	Subtotal	Persons	431	456	469
		Full-time Employees	Persons	422	437	447
		Part-time Employees	Persons	0	1	0
		Contractual Employees	Persons	9	18	22
Training to Prevent Collusion/Unfair Trade ¹⁾ (Job-specific)	Participants		Persons	-	61	61
	Completed		Persons	-	61	61

1) Conducted for employees responsible for contract work in marketing, business, and other departments.

Legal Actions Related to Anti-competitive, Antitrust, and Monopoly Practices

There were no unfair trade practices or legal actions during the reporting period.

Compliance with Laws and Regulations

			Unit	2021	2022	2023	2024
Legal or Regulatory Violations During the Reporting Period	Total Cases		Cases	0	0	0	1
	Unfair Trade and Competition		Cases	0	0	0	1
	Conflict of Interest		Cases	0	0	0	0
	Money Laundering or Insider Trading		Cases	0	0	0	0
	Goal		Cases	0	0	0	0
	Number of Cases Resulting in Fines Due to Violations		Cases	0	0	0	0
	Number of Cases Subject to Non-Monetary Sanctions Due to Violations		Cases	0	0	0	1
Fines Paid During Reporting Period Due to Legal and Regulatory Violations	Total Cases		Cases	0	0	0	0
	Total Amount		KRW million	0	0	0	0
	Fines Paid for Violations in the Current Year		KRW million	0	0	0	0
	Fines Paid for Violations Prior to the Current Year		KRW million	0	0	0	0

Workplace Assessed for Corruption Risks

We conducted corruption risk assessments across all domestic business sites based on separate corporate entities. These assessments covered detailed areas including awareness of different types of unfair trade practices, understanding of anti-corruption systems, and experiences related to anti-corruption activities and unfair trade practices.

Governance Data

Association Membership Status

		Unit	2021	2022	2023	2024	Remarks
Contribution Expenditure Details	Korea Association of Game Industry	KRW thousand	120,000	120,000	120,000	120,000	Joined in Dec. 2016
	Game Self-governance Organization of Korea	KRW thousand	5,000	20,000	30,000	30,000	Joined in Feb. 2020
	Korea Internet Corporations Association	KRW thousand	6,000	6,000	6,000	6,000	Joined in Jun. 2020
	Korea Metaverse Industry Association	KRW thousand	0	10,000	5,000	1,000	Joined in Nov. 2021
Total Annual Contributions	Lobbying Funds	KRW thousand	0	0	0	0	
	Political Donations	KRW thousand	0	0	0	0	
	Association Fees	KRW thousand	131,000	156,000	161,000	157,000	
	Other Contributions	KRW thousand	0	15,000	26,000	17,000	
	Total	KRW thousand	131,000	171,000	187,000	174,000	

Total Number of Shares

(As of March 2025)

	Unit	2021	2022	2023 ¹⁾	2024 ²⁾
Number of Voting Common Shares	Shares	77,334,569	81,435,938	81,665,635	82,012,428
Number of Non-voting Common Shares (Treasury Shares)	Shares	119,600	854,009	854,009	854,009

1) Due to the suspension of the Fair Trade Commission's voting rights restriction on 746,500 shares held by affiliate K Cube Holdings Co., Ltd. (December 27, 2023), these shares are reflected in this item and re-disclosed.
2) No change in the number of shares from March 2025 compared to the end of 2024

Shareholding Structure

(As of March 2025)

	Unit	2021	2022	2023	2024
Major Shareholders and Related Parties	Shares	40,159,489	41,044,260	41,030,533	40,684,967
Foreign Institutional Investors	Shares	7,460,368	6,615,990	6,430,692	4,565,243
Domestic Institutional Investors	Shares	6,315,193	2,580,613	1,317,207	1,843,385
Individuals and Other Corporations	Shares	23,399,519	31,195,075	32,887,203	34,918,833
Treasury Shares	Shares	119,600	854,009	854,009	854,009

Economic Data

Direct Economic Value Created and Distributed

			Unit	2021	2022	2023	2024
Creation	Customer	Revenue	KRW million	793,144	753,476	685,952	594,262
	Partners	Purchase Costs	KRW million	649,709	603,977	549,799	95,260
Distribution	Employee	Employee Salaries, Training Expenses, Welfare Expenses, etc.	KRW million	47,821	51,845	53,194	51,691
	Shareholders and Investors	Total Dividends, Interest Expenses	KRW million	746	1,413	1,506	18,681
	Government	Corporate Tax Expense, Taxes and Public Charges, Utilities Expenses, etc.	KRW million	21,120	10,220	9,260	17,353
	Community	Donations	KRW million	8	68	226	237

*Based on separate financial statements

			Unit	2021	2022	2023	2024
Creation	Customer	Revenue	KRW million	1,012,481	1,147,693	1,025,086	881,309
	Partners	Purchase Costs	KRW million	628,104	452,236	447,010	154,687
Distribution	Employee	Employee Salaries, Training Expenses, Welfare Expenses, etc.	KRW million	133,345	205,139	215,083	216,045
	Shareholders and Investors	Total Dividends, Interest Expenses	KRW million	6,897	15,120	39,717	57,941
	Government	Corporate Tax Expense, Taxes and Public Charges, Utilities Expenses, etc.	KRW million	205,106	6,889	(35,878)	19,103
	Community	Donations	KRW million	35	129	460	622

*Based on consolidated financial statements

Retirement Pension Plan

		Unit	2021	2022	2023	2024
Defined Benefit (DB)	Fund Amount	KRW million	11,328	14,948	19,401	18,214
	Number of Holders	Persons	342	393	450	435

*Based on separate financial statements

Tax Information by Country

		Unit	2021	2022	2023	2024
Corporate Tax Expense (Income)	South Korea	KRW million	202,476	(2,869)	(52,307)	7,904
	Singapore	KRW million	182	579	9,452	23
	United States	KRW million	483	679	583	81
	Netherlands	KRW million	(1,304)	1,271	(1,202)	-
	China	KRW million	449	1,425	(173)	430
	Others	KRW million	(367)	336	930	1,342
Earnings Before Tax		KRW million	722,074	(194,694)	(365,122)	(118,308)
Reported Taxes ¹⁾		KRW million	201,919	1,420	(42,716)	9,781
Effective Tax Rate		%	28.0	(0.7)	11.7	(8.3)
Cash Taxes Paid		KRW million	3,715	81,225	54,615	33,924
Cash Tax Rate ²⁾		%	50.0	-	-	-

*Based on consolidated financial statements

1) Due to the revision of the data preparation criteria from corporate tax expense (income) based on applied tax rate to corporate tax expense in the comprehensive income statement, the data has changed compared to the report for 2022.

2) For the 2022 and 2023, the tax payment rate was not calculated due to pre-tax net losses.

Economic Data

2024 Tax Information by Business Site¹⁾

Country	Names of all the resident entities	Primary activities	Number of Employees (Persons) ²⁾	Unit	Revenue	Profit (Loss) Before Tax	Income Tax Accrued (current year)	Income Tax Paid
South Korea	Kakao Games, VX, Beagle, Gaseung Development, Tains Valley, Metabora, Ngl, XL Games, Lionheart Studio, Ocean Drive Studio, Senatechnology	• Game software development and supply • Software development and supply • Golf course development and operation • Software planning, development and supply • Manufacturing, sales, and trading of electrical, electronic, communication, and computer products	1,659	KRW million	981,042	(124,480)	14,269	33,108
China	Taesik Co., Ltd., Shanghai Jiswing Sporting Goods Co., Ltd., Dalian Eungeok Technology Co., Ltd., Shenzhen Sena Technology Co., Ltd., Qingyuan Sena Intelligent Co., Ltd.	• Golf simulator sales • Software planning, development and supply • Manufacturing and development of communication equipment, wholesale and retail business	24	KRW million	38,270	1,402	(13)	250
United States	Kakao Games USA Inc., SENA Technologies, Inc., OCEAN DRIVE GAMES, INC.	• Game software development and supply, home appliances • Wholesale and retail of communication equipment	11	KRW million	38,543	(701)	3	30
Netherlands	Kakao Games Europe B.V.	• Game software development and supply	8	KRW million	3,106	(111,541)	-	-
Germany	SENA Europe GmbH	• Home appliances, wholesale and retail of communication equipment	-	KRW million	64,626	3,657	-	242
France	SENA SAS	• Home appliances, wholesale and retail of communication equipment	-	KRW million	1,598	344	-	91
Japan	Kakao Games Japan Corp.	• Game software development and supply	27	KRW million	5,066	100	-	125
Singapore	GLOHOW HOLDINGS PTE. LTD., METABORA SINGAPORE PTE. LTD., Bora Ecosystem Fund LP	• Game software supply • System software development and supply • Fund management	9	KRW million	6,903	678	14	51
Thailand	Glohow Co., Ltd.	• Game software supply	44	KRW million	1,818	22	4	7
Taiwan	Glohow Co., Ltd. Taiwan	• Game software supply	24	KRW million	1,369	53	2	21
Vietnam	Glohow Joint Stock Company, FRIENDS GOLF HOLDINGS VN JOINT STOCK COMPANY	• Game software supply • Golf simulator sales	33	KRW million	2,856	(1,459)	4	-
United Arab Emirates	METABORA GAMES – FZCO	• Computer system and software development	1	KRW million	1	(3,778)	-	-

1) Includes the performance of discontinued operations as presented in the consolidated financial statements.
2) Due to the disclosure of plans to sell Senatechnology shares and Kakao VX, operating results generated in the respective business segments were separated as discontinued operations, and the number of employees of the relevant companies (including subsidiaries) was excluded from the calculation.

GRI Index

Statement of Use	The reporting organization, Kakao Games, reports on Sustainability Management for the period from January 1, 2024, to December 31, 2024 in accordance with the GRI Standards 2021 reporting principles.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	As of the reporting date, the GRI Sector Standards relevant to the GICS and industry classification of our reporting organization have not yet been published and therefore have not been applied.

Standard		Indicator	Page	Remarks
GRI 2: General Disclosures 2021	2-1	Organization details	p. 8	
	2-2	Entities included in the Organization's sustainability reporting	p. 4	
	2-3	Reporting period, frequency and contact point	p. 4	Reporting Frequency: Annual, Publication Date: August 2025
	2-4	Restatements of information	p. 4	
	2-5	External assurance	pp. 4, 98	
	2-6	Activities, value chain and other business relationships	pp. 8~9	Refer to 2024 Business Report pp. 20~26
	2-7,8	Employees, Workers who are not employees	pp. 70, 72	
	2-9	Governance structure and composition	pp. 45, 47	
	2-10	Nomination and selection of the highest governance body	pp. 45~46	Refer to 2024 Business Report p. 364
	2-11	Chair of the highest governance body	p. 45	
	2-12,13	Role of the highest governance body in overseeing the management of impacts, Delegation of responsibility for managing impacts	pp. 12, 18, 23, 28, 33, 38	Refer to 2024 Business Report p. 364
	2-14	Role of the highest governance body in sustainability reporting	p. 12	
	2-15	Conflicts of interest	pp. 19~20	

Standard		Indicator	Page	Remarks
GRI 2: General Disclosures 2021	2-16	Communication of critical issues	p. 12	
	2-17	Collective knowledge of the highest governance body	-	Refer to 2024 Business Report p. 365
	2-18	Evaluation of the performance of the highest governance body	p. 45	
	2-19,20	Remuneration policies, Process to determine remuneration	p. 54	Refer to the 2024 Business Report pp. 385, 386
	2-21	Annual total compensation ratio	p. 46	
	2-22	Statement on sustainable development strategy	pp. 6~7	
	2-23,24	Policy commitments, Embedding policy commitments	pp. 87~96	
	2-25,26	Processes to remediate negative impacts, Mechanisms for seeking advice and raising concerns	pp. 50~51, 75	
	2-27	Compliance with laws and regulations	p. 77	
	2-28	Membership associations	p. 78	
	2-29	Approach to stakeholder engagement	p. 13	
	2-30	Collective bargaining agreements	p. 73	

- ESG/Economic Data
-  GRI Index
- SASB Index
- TCFD Index

GRI Index

Standard		Indicator	Page	Remarks
GRI 3: Material Topics 2021	3-1	Process to determine material topics	p. 14	
	3-2	List of material topics	p. 14	
Enterprise Risk Management System				New Material Topics for 2024
GRI 3: Material Topics 2021	3-3	Management of material topics	p. 15	No applicable GRI Topic Standards corresponding to this material topic
TC-SI-550a.1		Number of (1) performance issues and (2) service disruptions, (3) total customer downtime	p. 82	
TC-SI-550a.2		Description of business continuity risks related to disruptions of operations	p. 82	
User Rights and Digital Responsibility_Protection of User Rights				
GRI 3: Material Topics 2021	3-3	Management of material topics	p. 15	No applicable GRI Topic Standards corresponding to this material topic
User Rights and Digital Responsibility_Security and Privacy Protection				
GRI 3: Material Topics 2021	3-3	Management of material topics	p. 15	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 76	No related reports during the reporting period
TC-SI-220a.1		Description of policies and practices relating to targeted advertising and user privacy	p. 84	
TC-SI-220a.2		Number of users whose information is used for secondary purposes	p. 84	
TC-SI-220a.3		Total amount of monetary losses as a result of legal proceedings associated with user privacy	p. 84	
TC-SI-220a.4		(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	p. 84	
TC-SI-220a.5		List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or Censoring	p. 84	
TC-SI-230a.1		(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of users affected	p. 84	
TC-SI-230a.2		Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	p. 84	

Standard		Indicator	Page	Remarks
Climate Action and Carbon Management				
GRI 3: Material Topics 2021	3-3	Management of material topics	p. 15	
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	pp. 39, 42	
GRI 302: Energy 2016	302-1,2,3	Energy consumption within the organization, Energy consumption outside of the organization, Energy intensity	p. 68	
	302-4	Reduction of energy consumption	p. 40	
GRI 305: Emissions 2016	305-1,2,3,4	Direct (Scope 1) GHG emissions, Energy indirect (Scope 2) GHG emissions, Other indirect (Scope 3) GHG emissions, GHG emissions intensity	p. 68	
	305-5	Reduction of GHG emissions	p. 42	
TC-SI-130a.1		(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	p. 84	
TC-SI-130a.2		(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	p. 84	
TC-SI-130a.3		Discussion of the integration of environmental considerations into strategic planning for data center needs	p. 84	
Ethical and Fair Practice				
GRI 3: Material Topics 2021	3-3	Management of material topics	p. 15	
	205-1	Operations assessed for risks related to corruption	p. 77	
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	pp. 25, 77	
	205-3	Confirmed incidents of corruption and actions taken	p. 77	No related reports during the reporting period
GRI 206: Anti-Competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 77	
TC-SI-520a.1		Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	p. 84	

GRI Index

Standard		Indicator	Page	Remarks
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	p. 79	
	201-3	Defined benefit plan obligations and other retirement plans	p. 79	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	pp. 8, 61~64	
	203-2	Significant indirect economic impacts	pp. 52~64	
GRI 207: Tax 2019	207-1	Approach to tax	p. 25	
	207-4	Country-by-country reporting	pp. 79~80	
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	p. 69	
	306-3	Waste generated	p. 69	
GRI 306: Waste 2020 GRI 401: Employment 2016	401-1	New employee hires and employee turnover	p. 71	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	p. 52	
	401-3	Parental leave	p. 73	
GRI 404: Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	p. 74	

Standard		Indicator	Page	Remarks
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	p. 73	
	403-1	Occupational health and safety management system	p. 58	
GRI 403: Occupational Health and Safety 2018	403-2	Hazard identification, risk assessment, and incident investigation	p. 60	
	403-3	Occupational health services	p. 59	
	403-4	Worker participation, consultation, and communication on occupational health and safety	p. 57	
	403-6	Promotion of worker health	p. 59	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 60	
	403-8	Workers covered by an occupational health and safety management system	pp. 58, 76	
	403-9	Work-related injuries	p. 76	
GRI 404: Training and Education 2016	404-1,2	Average hours of training per year per employee, Programs for upgrading employee skills and transition assistance programs	p. 74	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	pp. 53, 70~72	
	405-2	Ratio of basic salary and remuneration of women to men	p. 72	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	p. 75	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	pp. 63~64	

SASB Index

Technology & Communication Sector (Software & IT Services)

Accounting Metrics

Topic	Code	Accounting Metric	Unit	2022	2023	2024	Remarks
Hardware Infrastructure Environmental Metrics	TC-SI-130a.1	(1) Total energy consumed	TJ	12.62	14.89	14.98	
		(2) Percentage grid electricity	%	83.6	87.7	81.7	
		(3) Percentage renewable	%	None	7.4	10.2	
	TC-SI-130a.2	(1) Total water withdrawn, percentage of in regions with High or Extremely High Baseline Water Stress	m³ (%)	1,172, None	2,981, None	3,810, None	
		(2) Total water consumed, percentage of in regions with High or Extremely High Baseline Water Stress	m³ (%)	1,172, None	2,981, None	3,810, None	
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	-	As a data center tenant, we reduce direct electricity consumption through infrastructure operation optimization at the infrastructure configuration and usage level. We improve asset utilization efficiency by transitioning on-premises infrastructure to cloud-based systems, return unused space to reduce indirect electricity consumption, and minimize waste emissions by selling reusable assets when disposing of unused assets.			
Privacy and Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to targeted advertising and user privacy	-	Kakao Games Detailed Privacy Policy ☞ Targeted Advertising Information and User Information Protection ☞			Not use personal information for purposes other than those intended
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	Number	None	None	None	
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	KRW	None	None	None	
	TC-SI-220a.4	(1) Number of law enforcement requests for user information	Number	526	421	503	Based on warrants.
		(2) Number of users whose information was requested	Number	Unavailable	Unavailable	116	
		(3) Percentage resulting in disclosure	%	57	33	23	
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	-	None	None	None	
Data Security	TC-SI-230a.1	(1) Number of data breaches	Number	None	None	None	
		(2) Percentage that are personal data breaches	%	None	None	None	
		(3) Number of users affected	Person	None	None	None	
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	-	We identify information security risks through regular security assessments and vulnerability checks, reduce the likelihood of risks through data access controls and protective technologies, and minimize damage with real-time monitoring-based early response. Beyond maintaining the Information Security and Personal Information Protection Management System certification (ISMS-P) for all services we provide, we have elevated our management standards by obtaining ISO 27001 and 27701 certifications in May 2025.			
Recruiting & Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.1	Percentage of employees that require a work visa	%	0.68	1.07	1.67	
	TC-SI-330a.2	Employee engagement as a percentage	%	54	56	48	The percentage of employees who responded with “satisfied” or higher in the satisfaction survey
	TC-SI-330a.3	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	%	Status of Employees and Managers ☞ Diversity Status of Employees ☞			
Intellectual Property Protection & Competitive Behavior	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	KRW	None	None	None	
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Number, Days	On October 15, 2022, a fire at Kakao IDC caused a service interruption, which was fully restored by 24:00 on the 16th, resulting in one incident. In response, recurrence prevention measures, management functions, alternatives for service unavailability, updates to disaster recovery guidelines, and manuals for fault recovery processes were established. Risk management through migration of major platforms to the cloud and dual authentication methods resulted in no operational or service interruptions in 2023 and 2024.			
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	-				

TCFD Index

Category	TCFD Recommendation	Report Page
Governance	a) Describe the board’s oversight of climate-related risks and opportunities.	p. 38
	b) Describe management’s role in assessing and managing climate-related risks and opportunities.	p. 38
Strategy	a) Describe the climate-related risks and opportunities that the organization has identified over the short, medium, and long term.	p. 39
	b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	p. 39
	c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	pp. 40~41
Risk Management	a) Describe the organization’s processes for identifying and assessing climate-related risks.	p. 42
	b) Describe the organization’s processes for managing climate-related risks.	p. 42
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	p. 42
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	p. 42
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, along with the related risks.	p. 68
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	pp. 38, 42

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GHG Verification Statement	99

ESG Policy

Kakao Games Environmental Policy

Overview

Kakao Games is committed to creating a world where games are part of healthy daily life. Guided by a vision of unity through play, we deliver experiences that are inclusive, accessible, and easy for anyone to enjoy. As both a publisher and developer serving domestic and global markets across PC, mobile, and other platforms, we offer a diverse portfolio of game genres and titles, supported by a strong collection of IPs, content, and our in-house development expertise.

Purpose and Scope

We recognize our social responsibility to address environmental challenges beyond the boundaries of our business and create a sustainable environment for our customers, employees, and even global communities. To minimize the environmental impact of our operations, we have established actionable policies and a management system to guide our approach to sustainable practices. This environmental policy applies across all areas of our business, from game development to sourcing, publishing, and customer support. It also extends to our subsidiaries, customers, and partners.

Objectives

In alignment with our parent company Kakao's climate response principle, the “Active Green Initiative,” we have set medium- to long-term targets to achieve carbon neutrality. Our goal is to source 40% of our electricity from renewable energy by 2030, based on our 2023 usage levels. Our long-term vision includes reaching Net Zero for Scope 1 and 2 emissions and achieving RE100 (100% renewable energy) by 2040. Moving forward, we will continue to respond to the climate crisis and practice carbon neutrality by planning medium to long-term goals, establishing phased roadmaps to achieve them, and cooperating with the South Korean government's 2050 carbon neutrality implementation.

Governance Structure

Oversight and decision-making for our environmental management policies are conducted by the ESG Committee, which includes participation from the CEO. The ECO Play Team establishes environmental targets, conducts regular internal audits, and provides practical guidelines in alignment with this policy. To ensure successful execution, we provide training and make relevant information accessible to all employees. The Krew Support Department serves as the lead for environmental efforts, and it is responsible for measuring environmental impact and performance to support target setting and evaluation.

Implementation Guidelines

1. Promotion of Eco-friendly Management

We acknowledge the environmental impact of our operations and are dedicated to building a structured environmental management system. Through ongoing evaluation and improvement, we aim to enhance environmental performance continuously.

2. Responding to Climate Change

We actively address climate change through efforts such as reducing GHG emissions and conserving water resources, while pursuing a transition to renewable energy sources.

3. Development of Eco-friendly Technologies / Services

In addition to sustainable operations, we invest in the development of environmentally responsible technologies and integrate environmental considerations into our service development processes.

4. Waste and Energy Management

We work to increase the reuse and recycling of waste, while implementing strategies for efficient energy use to achieve continuous reductions in greenhouse gas emissions.

5. Compliance with Environmental Laws and Requirements

We comply with all applicable environmental laws and regulations in the regions where we operate while regularly assessing our compliance and improving both customer satisfaction and regulatory compliance.

6. Education and Transparent Management

We organize environmental training and campaigns for our employees and stakeholders to create a culture of sustainability and environmental awareness. Through these efforts, we enhance employees' capacity to contribute to our environmental goals. We also disclose our environmental policies to the public to ensure transparency and accountability.

7. Support the Engagement of Partners and Users

We share our environmental vision and objectives with partners and users within our ecosystem and support their active participation in building a greener, more sustainable community.

[Document Summary]

Category	Description	Category	Description
Initial Establishment Date	April 4, 2023	Details of Establishment/ Revision	Added Objectives and Implementation Guidelines
Recent Revision Date	April 29, 2025	Administrator (Responsible Executive)	ESG Committee
Responsible Organization	ECO Play Team		

ESG Policy

Kakao Games Safety and Health Management Policy

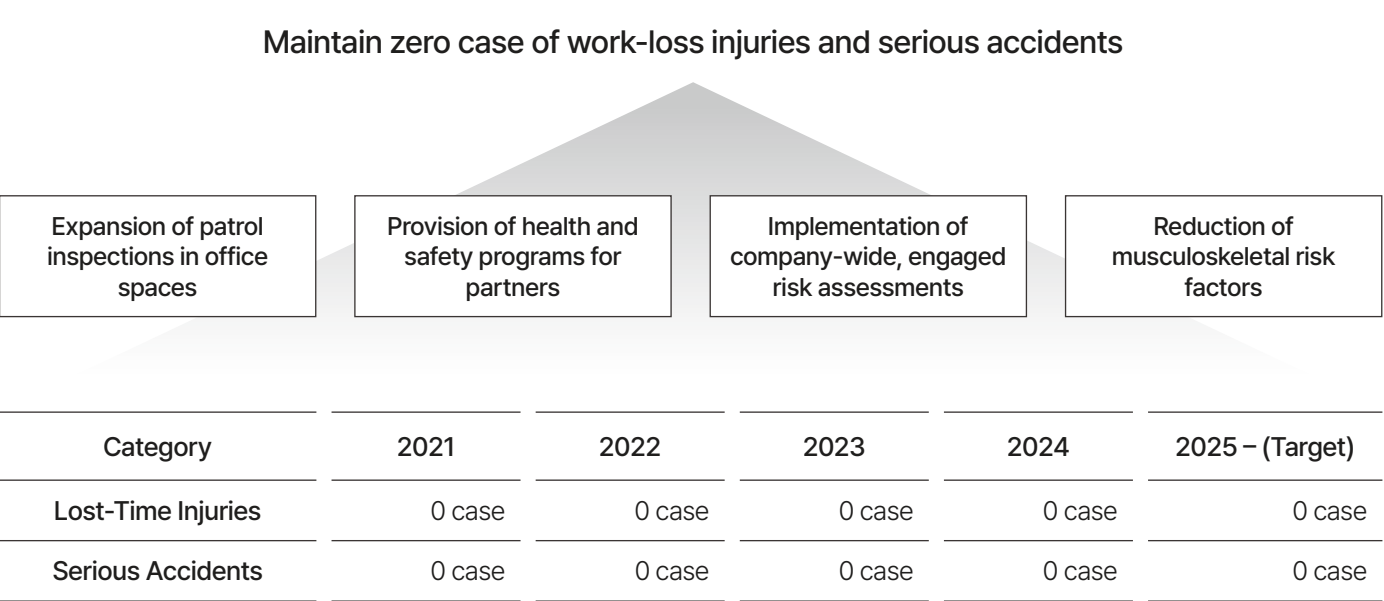
Overview

Kakao Games is committed to creating a world where games are part of healthy daily life. Guided by a vision of unity through play, we deliver experiences that are inclusive, accessible, and easy for anyone to enjoy. As both a publisher and developer serving domestic and global markets across PC, mobile, and other platforms, we offer a diverse portfolio of game genres and titles, supported by a strong collection of IPs, content, and our in-house development expertise.

Purpose and Scope

We recognize occupational health and safety as a key part of our strategy, placing its value at the forefront and aligning it with all other business activities. In the course of our operations, we strictly comply with relevant domestic and international regulations, including the Occupational Safety and Health Act and the Serious Accidents Punishment Act. Based on continuous risk improvement, we have established clear policies and a structured system to ensure a safe and healthy environment for our employees, partners, and customers. This Occupational Health and Safety Policy reflects the unique characteristics of the gaming industry and applies comprehensively across all our operations. It may also be extended to our subsidiaries, customers, and partners, ensuring a consistent approach to health and safety for all stakeholders.

Targets and Strategies (Action Plans)



Implementation Guidelines

1. Compliance with Safety and Health Laws and Regulations

We comply with all occupational safety and health laws and internal regulations, integrating them into our company policies to build a safe and secure working environment.

2. Improvement on Risk Factors Tailored to Industry Characteristics

We identify and assess key risk factors specific to the gaming industry while continuously uncovering potential hazards and prioritizing their prevention and elimination at the source.

3. Efforts to Create a Safe and Pleasant Environment

We strive to create a safe and pleasant working environment that supports the health and well-being of our employees, partners, and customers at all points of contact.

4. Raising Awareness of Safety Culture at Home and Abroad

We promote a people-centered safety culture, both within the organization and in society at large, fulfilling our responsibility to protect public health and safety.

Governance Structure

We have appointed the Head of the Krew Support Department as the head of Occupational Health and Safety, responsible for overseeing the implementation of safety management across all workplaces. The Krew Support Department serves as the lead for occupational health and safety, setting strategic goals, establishing guidelines, and operating internal systems. It also manages and continuously improves the physical safety conditions of our office environments. We have also established a krew-centered Occupational Safety and Health Committee to ensure active employee participation in the development of new safety systems and in the discussion of key health and safety matters. When policy changes are proposed, we engage in consultation with employee representatives to ensure that their feedback is appropriately reflected. To uphold our occupational safety and health commitments, we conduct industry-specific risk assessments to identify priority hazards in the gaming sector, based on which we carry out risk mitigation and preventive actions to promote a safe and healthy working environment.

[Document Summary]

Category	Description	Category	Description
Initial Establishment Date	April 4, 2023	Details of Establishment/ Revision	Added Objectives and Strategies, and updated Governance Structure
Recent Revision Date	April 29, 2025	Administrator (Responsible Executive)	ESG Committee
Responsible Organization	Krew Support Department		

ESG Policy

Kakao Games User Rights Protection Policy

Overview

Kakao Games is committed to creating a world where games are part of healthy daily life. Guided by a vision of unity through play, we deliver experiences that are inclusive, accessible, and easy for anyone to enjoy. As both a publisher and developer serving domestic and global markets across PC, mobile, and other platforms, we offer a diverse portfolio of game genres and titles, supported by a strong collection of IPs, content, and our in-house development expertise.

Purpose

We consider customer satisfaction as our top priority and are committed to creating a safe, trustworthy environment where all users can enjoy our services with confidence. To prevent potential violations of user rights and ensure that user feedback is reflected in our services, we have established operational principles and a comprehensive governance framework. This policy outlines our commitment to the protection of user rights across all services.

Objectives

- ① Create a healthy service environment and protect minors from harmful content.
- ② Identify and address external and internal threats that could harm users, ensuring service stability.
- ③ Promote fair and transparent transactions through clear and accessible information.
- ④ Respond proactively to user feedback and complaints to improve service quality.
- ⑤ Provide a communication environment where users can easily receive information and share their opinions.

Implementation Guidelines

1. Protecting Minors from Harmful Content

- ① We implement a Youth Protection Policy to protect minors from harmful environments, such as sexually explicit or illegal content, and to build a service ecosystem that all users can trust.
- ② Age verification systems are implemented within services to ensure that age-appropriate content is provided. If any harmful content is reported, it is removed or restricted following legal procedures.
- ③ We have designated a Youth Protection Officer and staff to actively monitor inappropriate behavior targeting minors, including real-time monitoring across our game services.
- ④ We also provide training to operational teams on age-rating standards and response protocols, reinforcing a safer environment for younger users.

2. Safeguarding User Rights and Preventing Harm

- ① We uphold users' rights by proactively identifying potential risks that may arise during service use and ensuring immediate recovery in the event of harm.
- ② A filtering system blocks abusive language and violent or hateful speech. A dedicated reporting center responds immediately to issues such as violations of portrait rights, privacy breaches, or defamation. We also monitor for harmful content such as Terrorist and Violent Extremist Content(TVEC), disinformation, self-harm, or discriminatory speech, and take appropriate action in line with our operational policies, including cooperation with law enforcement when necessary.
- ③ In the event of damage caused by negligence on our part, we compensate affected users in accordance with applicable laws and terms of service. Relevant teams, including the External Cooperation Department, investigate cases thoroughly and provide full support to help restore trust from users.

3. Ensuring Fair Trade through Transparent Information

- ① We comply with relevant laws, such as the E-commerce Act and the Consumer Protection Act, to promote fair and transparent transactions and enable informed consumer choices.
- ② We take great care in the design and presentation of information to prevent consumer misunderstanding, confusion, or errors. In particular, we disclose detailed information on randomized in-game content to ensure that users' right to know is fully respected. If any complaints arise regarding product information, the External Cooperation Department, in collaboration with relevant departments, conducts thorough investigations and verifications.
- ③ We create a fair transaction culture between operators and users by cooperating actively with requests from arbitration agencies to resolve disputes related to our service.

ESG Policy

Kakao Games User Rights Protection Policy

4. Gathering User Feedback and Improving Services

- ① We collect and reflect user feedback across multiple channels to enhance content quality and maintain stable service operations.
- ② We operate dedicated bug and issue reporting centers within each service to promptly receive user feedback, with relevant departments implementing technical and administrative measures to address reported concerns. In addition, we actively listen to users through official communities, customer service centers, and hotlines and provide appropriate and timely feedback.
- ③ We also conduct periodic user surveys to assess content satisfaction and identify new opportunities to improve system usability, along with other ongoing efforts to enhance the overall service experience.

5. Providing Inclusive and Enjoyable Services

- ① We ensure that all users, regardless of preferences or physical ability, can access and enjoy our services equally through continuous efforts to improve digital accessibility and content diversity.
- ② Considering game-specific needs, we offer accessibility features, such as color-blind modes and enlarged fonts for the elderly or users with low vision and explore assistive technology programs that help individuals with disabilities engage with our games more easily.
- ③ Dedicated personnel are assigned to oversee content diversity, and our service policies prohibit discrimination based on origin, religion, or sexual orientation while maintaining an open and inclusive approach, welcoming user feedback on diversity-related matters.

Governance Structure

Oversight of the User Rights Protection Policy is led by the External Cooperation Department. In collaboration with relevant departments, it sets specific goals to enhance user rights and develops policies and guidelines that are continually reviewed and improved. Internal training is provided to ensure alignment across the organization. We also conduct regular evaluations of service operations and user rights protection practices across each business unit, ensuring that we maintain a game environment where everyone can enjoy a safe experience at all times.

[Document Summary]

Category	Description	Category	Description
Initial Establishment Date	April 4, 2023	Details of Establishment/ Revision	Expanded the Scope of User Rights Protection
Recent Revision Date	April 29, 2025	Administrator (Responsible Executive)	ESG Committee
Responsible Organization	External Cooperation Department		

ESG Policy

Kakao Games Fair Trade Policy

Overview

Kakao Games is a company that makes daily life fun for many people, and we provide games that are easy and fun for all, and are suitable to enjoy together. We at Kakao Games dream of games that bring people from all parts of the world together. As publishers and developers of games across platforms such as PC and mobile in the domestic and foreign game markets, we have various IPs, contents, and our own game development capabilities.

Purpose and Scope

Through fair trade practices, Kakao Games seeks to increase reliability by ensuring transparency and fairness in transactions and thereby improving customer satisfaction and sustainable growth. This policy applies to Kakao Games, its employees, and those who perform business on behalf of the Kakao Games and practices fair trade policies within the scope of all Kakao Games” transactions. Furthermore, Kakao Games expects our business partners and their employees to comply with this policy.

Implementation Guidelines

1. Compliance with fair trade regulations

In order to maintain a fair trade order in all transactions conducted by Kakao Games, Kakao Games complies with international standards and local laws related to fair trade.

2. Pursuing mutual benefits and joint development

Kakao Games does not engage in unfair acts using superior status and pursues mutual interests and joint development with all counterparties.

3. Fair subcontracting transactions

Kakao Games carries out fair subcontracting by securing fairness and transparency in the subcontracting process.

Management System

1. To practice and manage fair trade, specialists are assigned to review the legality and fairness of transactions.

- ① Kakao Games has designated a department that monitors and manages fair trade measures across the business.
- ② The department in charge reviews transactions between various affiliates under the Monopoly Regulation and Fair Trade Act.
- ③ The department in charge also reviews the legality and fairness of new transactions and new businesses.
- ④ The department in charge may oversee the affairs, such as checking the status of transactions to eliminate possibilities of unfair trade, establishing fair trade policies, checking implementation status, and establishing detailed standards and procedures necessary for the management of fair trade by parts, such as purchases and projects.

2. Kakao Games provides regular training so that employees can fully understand this policy and establishes points of contact to discuss fair trade-related concerns and issues.

- ① Kakao Games provides fair trade education and counseling for our employees.
- ② Kakao Games takes all necessary measures to ensure that all employees understand the necessity of fair trade and the importance of its practice.

3. Kakao Games has established a point of contact to report acts that are contrary to this policy, and employees who violate the policy are imposed with disciplinary action in accordance with the relevant regulations.

- ① Kakao Games has designated a department responsible for reporting violations of fair trade.
- ② When the employees become aware of a violation of fair trade, they shall report the matter to the department in charge in the fastest and most convenient way.
- ③ The department in charge may, if necessary, verify the facts of the reported case, and the relevant employees are required to provide active cooperation in this regard.
- ④ Kakao Games does not penalize the informant or the reporter, or divulge their identity.

[Document Summary]

Category	Description	Category	Description
Initial Establishment Date	April 4, 2023	Details of Establishment/ Revision	Refining the wording
Recent Revision Date	June 17, 2024	Administrator (Responsible Executive)	ESG Committee
Responsible Organization	Legal/Compliance Department		

ESG Policy

Kakao Games Anti-corruption and Anti-bribery Policy

Overview

Kakao Games is committed to creating a world where games are part of healthy daily life. Guided by a vision of unity through play, we deliver experiences that are inclusive, accessible, and easy for anyone to enjoy. As both a publisher and developer serving domestic and global markets across PC, mobile, and other platforms, we offer a diverse portfolio of game genres and titles, supported by a strong collection of IPs, content, and our in-house development expertise.

Purpose and Scope

We are committed to establishing a culture of transparency and ethical business conduct by preventing corruption and bribery that may harm our tangible and intangible assets or hinder the fair performance of duties by our employees. Through this commitment, we aim to enhance the satisfaction of our customers and stakeholders while driving sustainable growth. This Anti-corruption and Anti-bribery Policy (hereinafter “this Policy”) applies to all employees and individuals acting on our behalf. It is implemented across all areas of our business operations. We also strongly encourage our partners and their employees to comply with this Policy in their dealings with us.

Implementation Guidelines

1. Prohibition of Entertainment and Convenience

① General Principles

Our employees are strictly prohibited from offering or accepting money or anything of value from public officials, business partners, or any other stakeholders, whether domestic or international, with the intent of securing improper business advantages through entertainment, hospitality, or other forms of undue convenience, including:

- Securities, real estate, meals, gifts, golf
- Expenses for transportation, accommodation, etc.
- Usage rights and discounts for products and services
- Political contributions
- Assumption or waiver of debts, employment offers, granting of interests, and other tangible or intangible economic benefits

However, business-related entertainment and convenience necessary for product promotion, contract conclusion, and mutual understanding in business may be exchanged at customary levels while observing the following:

- The level of business entertainment and convenience must be reasonable.

- Even business entertainment and convenience must not be provided frequently to stakeholders over a certain period.
- Related expenses must be accurately recorded in the company's books.

If providing convenience beyond reasonable limits is unavoidable, clear guidance must be obtained from the Legal/Compliance Department before taking any action.

② Meals, Gifts, and Other Hospitality

When providing meals, gifts, or other forms of hospitality to stakeholders as a gesture of goodwill, courtesy, or to promote amicable relationships, our employees must adhere to the following guidelines:

- Meals, gifts, or other hospitality must be modest in value and appropriate in relation to the recipient’s compensation level.
- Such offerings may only be provided when there is a clear and legitimate business purpose, and must not be given on a frequent or repeated basis over a short period.
- Hospitality, including meals, may be permitted only if the amount or value is within a range that is generally acceptable under prevailing social norms. If there is any uncertainty in determining appropriateness, employees must consult with the Legal/Compliance Team in advance.

When dealing with public officials covered under the Act on the Prohibition of Improper Solicitation and Graft, all relevant laws and the company’s internal code of ethics must be strictly observed.

2. Prohibition of Facilitating Payments

Our employees are strictly prohibited from offering or indicating an intention to offer any form of facilitating payment to public officials, whether domestic or international. Facilitating payments refer to small sums of money or other items of value provided with the intent to expedite or secure the performance of routine, non-discretionary governmental actions. Typical examples of such activities include:

- Game content review and approval
- Various certification and examination processing
- Receipt and processing of administrative documents

3. Fair Selection of Business Partners (BP)

- ① When entering into contracts for goods, services, or construction, BPs must be selected fairly based on objective criteria such as price, quality, and technical capabilities, with due consideration given to their reliability and integrity.
- ② Preferential treatment must not be given to specific BPs who have a special relationship such as oneself or relatives.
- ③ It is prohibited to make unfair demands or receive compensation by abusing superior or dominant positions over BPs, and stakeholders must not mediate or solicit improper transactions between Kakao Games and BPs or conduct transactions under favorable conditions for specific clients or BPs without sufficient grounds.

ESG Policy

Kakao Games Anti-corruption and Anti-bribery Policy

④ When conducting due diligence on BPs or during transaction processes, if it is judged from an objective third-party perspective that stakeholders may be violating or have violated domestic or international anti-corruption laws, employees must consult the Legal/Compliance Department and take appropriate measures.

4. Donations

- ① Employees may engage in political activities in their personal capacity, using their own time, resources, and funds. However, the use of the company’s organization, personnel, or assets for personal political purposes is strictly prohibited.
- ② No political contributions, whether in the form of cash, goods, or other tangible or intangible assets, may be made in the name of the company or on its behalf to any government entity or public official. Exceptions may be made only under the following circumstances, and any uncertainty must be referred to the company for guidance:
 - When specifically and explicitly permitted by relevant laws such as anti-corruption regulations by country
 - When prior internal approval is obtained and the methods and procedures prescribed by relevant laws are followed
- ③ Charitable contributions or sponsorships to legitimate nonprofit organizations may be made in the name of the company or on its behalf, provided they are purely for philanthropic purposes. Such contributions must not be made with the intent to improperly influence the recipient’s business decisions or in anticipation of any form of favor or reward. Additionally, charitable donations must not be used as a means to disguise improper payments or to conceal unauthorized political contributions.

5. Accurate Recordkeeping and Controls

- ① Our company and employees must fairly reflect transactions and disposals of company assets in a reasonable and detailed manner according to accurate bookkeeping methods to protect company assets and information.
- ② All payments must be made solely for the purposes recorded in supporting documents, and false records are strictly prohibited.
- ③ Employees must implement management and accounting controls to ensure the accuracy and fairness of financial statements and other reports.

Governance Structure

1. Monitoring

We may conduct regular or ad hoc monitoring and investigations to ensure compliance with this policy. All employees are expected to cooperate with any such inquiries. In cases where corruption or bribery is discovered or where there is reasonable suspicion of attempt, monitoring will be applied to both the individuals involved and the related parties.

2. Training

All employees must complete anti-corruption and anti-bribery training at least once a year. This training may be delivered through written materials, in-person sessions, or online learning modules.

3. Reporting and Whistleblower Protection

Any employee who becomes aware of, or suspects, a violation of this policy must immediately report the matter to their direct supervisor or the Legal and Compliance Team. We are committed to protecting whistleblowers. We strictly prohibit any retaliation, exposure of identity, or investigation aimed at identifying the reporter, and we ensure that no disadvantage is imposed as a result of reporting.

4. Rewards and Disciplinary Actions

We may reward employees who make significant contributions to the implementation and enforcement of this policy. Conversely, any employee found to have violated this policy may be subject to disciplinary action in accordance with internal procedures. Such disciplinary actions include termination, suspension, salary reduction, or formal reprimand.

[Document Summary]

Category	Description	Category	Description
Initial Establishment Date	June 17, 2024	Details of Establishment/ Revision	Established Implementation Guidelines and added Governance Structure
Recent Revision Date	April 29, 2025	Administrator (Responsible Executive)	ESG Committee
Responsible Organization	Legal/Compliance Department		

ESG Policy

Kakao Games Human Rights Statement

Overview

Kakao Games is committed to creating and sharing sustainable value through games that everyone can enjoy together. Guided by a people-centered philosophy, we promote mutual respect and inclusive growth across all aspects of our business. Our responsibility to uphold human rights extends beyond our internal teams to encompass users, investors, shareholders, partners, and local communities. We fully support the international human rights principles outlined in the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Declaration. We are also committed to complying with domestic legislation that reflects these principles. In the course of operating our game services, we are dedicated to preventing and eliminating any potential risks of human rights violations. If any such issues arise, we will respond quickly and work diligently to address their causes.

Basic Principles

We protect and respect the human rights of all stakeholders affected by our business operations. The scope of our human rights commitment extends beyond those guaranteed by the Constitution and laws of South Korea to include the rights recognized under international human rights law and global human rights norms. We also acknowledge that certain rights, though not explicitly defined in legal frameworks, deserve equal respect as fundamental human rights and are committed to upholding them.

1. Prohibition of Discrimination and Embrace of Diversity

We do not tolerate any form of discrimination in employment, promotion, training, compensation, or benefits based on gender, faith, religion, physical condition, age, social status, race, ethnicity, nationality, place of origin, educational background, alma mater, marital or pregnancy status, military history, disability, gender identity, family status, political orientation, or union membership. We are dedicated to fostering an organizational culture that respects diversity, equity, and inclusion.

2. Freedom of Association and Protection of Three Labor Rights

We fully comply with the Constitution and labor laws, which form the foundation of our human rights policies. We respect and uphold our Krew's rights to freedom of association and the three core labor rights (the right to organize, the right to collective bargaining, and the right to collective action). No employees are subject to unfair treatment for exercising these rights guaranteed under the Constitution and relevant labor legislation.

3. Prohibition of Forced Labor and Child Labor

- ① We do not employ forced laborers, individuals under bonded labor (including debt bondage), involuntary prison laborers, or victims of human trafficking. We do not compel any employee to work against their free will through violence, threats, confinement, human trafficking, or any other means that unduly restrict mental or physical freedom.
- ② We strictly prohibit the employment of children and minors as a fundamental principle. We comply with national labor laws and international standards regarding the minimum age for employment and working

conditions in all countries where we operate.

4. Prohibition of Workplace Bullying and Sexual Harassment

We respect all employees and partners as individuals deserving of dignity. Accordingly, we strictly prohibit any form of sexual harassment or sexual misconduct that may cause humiliation or discomfort. We also do not tolerate any form of workplace bullying that inflicts physical or psychological harm through abuse of authority or hierarchical relationships.

5. Assurance of Safety and Health

- ① We also maintain a respectful work environment that embraces cultural diversity. We are committed to providing fair employment conditions that enable our employees (Krews) to lead lives of dignity and offering appropriate compensation, training opportunities while upholding rights to rest, leisure, and regulated working hours in accordance with laws, and avoiding or reducing overtime.
- ② We ensure that all our employees (Krews) work in a safe and healthy environment by complying with relevant regulations and internal standards. We maintain dedicated systems for safety management and emergency response, continuously working to reduce risks and promote a culture of safety while any identified hazards are addressed appropriately.

6. Responsible Supply Chain Management

We ensure that our partners uphold their human rights responsibilities. When human rights issues arise within our supply chain, we engage with various stakeholders to understand diverse perspectives and pursue meaningful, practical solutions.

7. Protection of Human Rights in Local Communities

We manage our business operations in a manner that ensures the human rights of local residents, such as their right to a safe and healthy environment and the freedom to reside peacefully, are not infringed. We gather community feedback in accordance with laws and respect the autonomy and traditional values of local communities.

8. Protection of User Rights

- ① We comply with all applicable laws to ensure that our game services do not harm the life, health, or safety of users and that services are accessible and convenient.
- ② To protect user privacy, we collect and retain only the minimum amount of personal information as required by law and implement measures to prevent any unauthorized disclosure.
- ③ We do not share users' personal information with third parties without their consent.
- ④ We respect users' freedom of expression. However, we may take appropriate action, in accordance with legal procedures, against content or information that violates laws or societal norms.

9. Protection of Environmental Rights

We recognize climate change as a critical environmental, economic, and social challenge, and we view

ESG Policy

Kakao Games Human Rights Statement

environmental protection as an integral part of human rights. In this context, we comply with all relevant regulations, assess the environmental impact of our operations, and set targets for improvement while protecting and restoring the environment.

10. Fulfilling Digital Responsibilities

- ① We are committed to building a society where all members can grow together and share a better future while considering solutions to current and emerging social issues.
- ② We ensure that our game services are inclusive and help prevent marginalization and discrimination in the digital space.
- ③ We make every effort to guarantee equal access to our services for all members of society.

Scope of Application

This Human Rights Statement applies not only to our organization but also to our domestic and international affiliates and their members. We also encourage our partners and users of our services to understand and uphold the principles of human rights that we promote. In cases where the provisions of this statement may conflict with the laws and regulations of countries where our services are offered, we will respect local regulations while ensuring that our actions remain aligned with internationally recognized human rights principles.

Human Rights Risk Due Diligence Process

We identify human rights-related risks and implements measures to mitigate them. Our human rights due diligence process is carried out in the following steps:

- ① Define the scope and conduct a human rights impact assessment
- ② Identify key human rights risks and analyze their causes and potential impacts
- ③ Establish and implement mitigation measures for identified risks
- ④ Communicate actions company-wide and continuously monitor progress and outcomes through reporting

This process is led by our HR Support Group and is designed to proactively prevent human rights risks through regular risk identification, assessment, and monitoring. We are also working to enhance the due diligence process to ensure more effective risk management.

Risk Management and Relief Procedures for Human Rights Violations

- ① We operate reporting channels that allow our employees, partners, and users to report concerns related to human rights violations. Upon receiving a report, we forward it to the appropriate department based on the nature of the issue and work quickly through internal procedures to identify effective resolutions. To ensure a safe and trusted reporting environment, we protect the confidentiality of both the report and the identity of the whistleblower, and we take all necessary measures to prevent any form of retaliation or disadvantage resulting from the report.
- ② Contact Information
We keep all reports and the identity of the whistleblower strictly confidential.
 - Email: hotline.games@kakaocorp.com
 - Address: HR Group, 14th floor, 152, Pangyoyeok-ro, Bundang-gu, Seongnam-si, Gyeonggi-do (Alphadom Tower)
 - Online Report: <https://www.kakaogamescorp.com/policy/cyber>

[Document Summary]

Category	Description	Category	Description
Initial Establishment Date	April 4, 2023	Details of Establishment/ Revision	Expanded Basic Principles
Recent Revision Date	April 29, 2025	Administrator (Responsible Executive)	ESG Committee
Responsible Organization	HR Support Group		

ESG Policy

Kakao Games Information Security Policy

Overview

Kakao Games is committed to creating a world where games are part of healthy daily life. Guided by a vision of unity through play, we deliver experiences that are inclusive, accessible, and easy for anyone to enjoy. As both a publisher and developer serving domestic and global markets across PC, mobile, and other platforms, we offer a diverse portfolio of game genres and titles, supported by a strong collection of IPs, content, and our in-house development expertise.

Purpose and Scope

To ensure safe and reliable game services and to protect the rights and interests of our customers, we are committed to information security and privacy protection. We have established clear implementation policies and a comprehensive management framework to support these efforts, which are outlined in our Information Security and Privacy Policies.

Governance Structure

We have appointed a Chief Information Security Officer (CISO) and a Chief Privacy Officer (CPO) in accordance with the qualifications specified under the Act on Promotion of Information and Communications Network Utilization and Information Protection and the Personal Information Protection Act. The CISO, who also heads our Information Security Department, is responsible for formulating our company-wide information security strategy and overseeing all related activities. The CPO also serves as our CTO and is tasked with planning and implementing privacy protection measures, conducting regular assessments and improvements of personal information handling practices, and managing complaints and resolutions related to privacy. The Information Security Department ensures the protection of company data, maintains compliance with relevant regulations, and continuously improves the overall level of information security.

Implementation Guidelines

1. Enhanced Privacy Protection Across All Business Activities

We implement technical, administrative, physical, and organizational safeguards to actively protect personal information and corporate data. Privacy protection is regarded as a core company value and we raise security awareness through ongoing training for all employees.

2. Protection of Customers' Rights and Interests

Through privacy protection, we prevent unauthorized disclosure or misuse of user information, thereby enhancing trust in our services. We fully uphold information subjects' rights as required by global privacy regulations, maintain transparency in all processing activities, and respect users' legitimate freedoms and rights.

3. Provision of Secure Services

We strictly comply with both domestic and international regulations regarding information security and privacy protection. Our internal policies are aligned with these standards to ensure safe game services and proper management of personal information. We operate a risk management system to identify and respond to privacy threats and implement appropriate safeguards to protect information.

4. Transparency in Personal Information Processing

To ensure transparency in how we handle personal information, we disclose clear and accessible information through our Privacy Policy, enabling users to easily understand how their information is collected, used, and protected.

5. Security Incident Prevention, Inspection, and Monitoring

To ensure safe and reliable game services, we actively inspect and address vulnerabilities such as resource tampering or reverse engineering. In accordance with legal requirements, we operate a 24-hour monitoring system to detect and respond quickly to any incidents involving data breaches or privacy violations. In the event of an incident, we take immediate action, notify affected persons, and make every effort to prevent further damage.

[Document Summary]

Category	Description	Category	Description
Initial Establishment Date	June 17, 2024	Details of Establishment/ Revision	-
Recent Revision Date	-	Administrator (Responsible Executive)	ESG Committee
Responsible Organization	Information Security Department		

ESG Policy

Kakao Games Tax Policy

Purpose

Kakao Games recognizes that compliance with tax laws and regulations, as well as effective risk management, are critical to contributing to national finance, securing customer benefits, maximizing shareholder value, and supporting sustainable practices. To that end, we have established a tax policy to fulfill our social responsibilities related to taxation and to proactively identify and manage tax-related risks.

Scope of Application

Our tax policy applies to Kakao Games and all of our affiliates and business units operating globally. In countries where local tax laws and regulations do not address certain tax principles or standards, we follow this policy to guide our tax-related activities.

Implementation Plans

We implement our Tax Policy through 1) compliance with tax laws, regulations, and relevant obligations, 2) declaration of clear and responsible tax principles, 3) risk management of tax-related exposures, and 4) transparency in the application and execution of tax policies. Our tax organization regularly updates and strengthens these measures in line with changes in tax legislation and social and corporate environments.

Implementation Guidelines

1. Compliance with Local Tax Laws and Regulations

We fulfill all tax filing and payment obligations in accordance with the laws and regulations of the countries in which we operate. We do not exploit differences in tax laws between countries for the purpose of tax avoidance. In particular, we prohibit the transfer of intangible assets or financial assets to low tax jurisdictions without legitimate business substance or purpose. All transactions must reflect real business intent and economic substance. We do not engage in transactions designed solely to avoid tax obligations, nor do we utilize tax havens to reduce our tax burden. We are committed to dutifully meeting our tax obligations in all countries, in line with our principle of legal and ethical compliance.

2. Proactive Review and Response to Tax Risks

We systematically identify, assess, and manage tax-related risks that may arise in the course of business activities such as contracts, product and service launches, and investments. We closely monitor changes in tax laws, regulations, administrative guidance, and legal precedents to proactively address potential exposures to risks. When necessary, we seek expert opinions from external tax advisors or submit inquiries to tax authorities to ensure compliance.

3. Compliance with the Arm's Length Principle

To prevent transfer pricing issues with domestic and international related parties, we establish and apply a pricing policy based on the arm's length principle in accordance with the OECD Transfer Pricing Guidelines when determining transaction prices, and maintain business and investment structures that ensure full compliance.

4. Transparent Disclosure of Tax Information

We ensure transparency by disclosing corporate income tax expenses and deferred tax assets and liabilities through financial statements and accompanying notes filed with the Financial Supervisory Service's electronic disclosure system. We dutifully respond to information requests from tax authorities and maintain constructive and cooperative relationships with regulators. Recognizing that non-transparent tax practices may damage our corporate reputation and public trust, we commit to open disclosure from a long-term perspective.

5. Global Tax Risk Management through BEPS Reporting

In accordance with G20/OECD guidelines on Base Erosion and Profit Shifting (BEPS), we submit consolidated reports on international transaction information when transactions with overseas related parties meet certain reporting requirements to ensure tax transparency.

[Document Summary]

Category	Description	Category	Description
Initial Establishment Date	April 29, 2025	Details of Establishment/ Revision	-
Recent Revision Date	-	Administrator (Responsible Executive)	ESG Committee
Responsible Organization	Finance & Accounting Department		



GHG Verification Statement

KMR-VCV-25-040

KMR

Verification Opinion Statement

Kakao Games Corp.

ISO 14064-1:2018

The Korea Management Registrar Inc. (hereinafter “KMR”) has conducted the verification on the greenhouse gas (hereinafter “GHG”) emission of Kakao Games Corp.

SCOPE

Verification of places of business and emission facilities under the control of KaKao Games Corp.

STANDARDS

ISO 14064-1:2018, ISO 14064-3:2019

IPCC Guidelines for National Greenhouse Gas Inventories (2006)

Operational guidelines for reporting and certification of the Greenhouse Gas emissions trading scheme (Ministry of Environment, 2024-155)

WRI/WBCSD GHG Protocol(2013)

GHG emissions & Energy consumption

Direct emissions (Scope 1)	Indirect emission (Scope 2)	Other indirect emissions(Scope 3)	Total (tCO ₂ eq)
141.942	596.441	3,210.516	3,948.899
Fuel	Electricity	Steam	Total (TJ)
2.567	12.242	0.302	15.111

⌘ Note : There are a differences in the total amount of greenhouse gas emissions and workplace emissions. (Emissions at each workplace, rounded off by decimal point, are combined at the company level)

May 19th, 2025

KMR ISO 14064-1

IAF

National Institute of Environmental Research

Authorized By E J Hwang

CEO Eun Ju, Hwang

Korea Management Registrar #1204, Acehightechcity 1-dong, 775 Kyunginno, Yeongdeungpo-gu, Seoul, 07299, Korea T : 02)6309-9001 / F : 02)6309-9004

KMR-VCV-25-040

KMR

Kakao Games Corp.

The Korea Management Registrar Inc. (hereinafter “KMR”) has conducted the verification on the greenhouse gas (hereinafter “GHG”) emission in 2024 of Kakao Games Corp.

SCOPE

Verification of places of business and emission facilities under the control of KaKao Games Corp.

STANDARDS

ISO 14064-1:2018, ISO 14064-3:2019

IPCC Guidelines for National Greenhouse Gas Inventories (2006)

Operational guidelines for emission reporting and certification of the Greenhouse Gas emissions trading scheme (Ministry of Environment, 2024-155)

WRI/WBCSD GHG Protocol(2013)

PROCEDURE

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

INDEPENDENT

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

LIMITATION

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

OPINION

The assurance engagement was performed to satisfy a limited assurance level, and no significant distortions were found in the verification results

According to KMR's approach, nothing was found that would lead to a finding that KaKao Games Corp. failed to disclose data and information that was accurate and reliable in all material respects.

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KMR-VCV-25-040

KMR

GHG emissions & Energy Consumption

Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Other indirect emissions(Scope 3)	Total (tCO ₂ eq)
141.942	596.441	3,210.516	3,948.899
Fuel	Electricity	Steam	Total (TJ)
2.567	12.242	0.302	15.111
Category	Scope 3	Scope 3 emissions (tCO ₂ eq)	
1	Purchased goods and service	2,882.709	
2	Capital goods	68.160	
3	Fuel-and energy-related activities	103.434	
5	Waste generated in operations	8.005	
6	Business travel	148.208	
Total		3,210.516	

⌘ Note : There are a differences in the total amount of greenhouse gas emissions and workplace emissions. (Emissions at each workplace, rounded off by decimal point, are combined at the company level)

RESULTS

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

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

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

May 19th, 2025

Authorized By E J Hwang

CEO Eun Ju, Hwang

KMR ISO 14064-1

IAF

National Institute of Environmental Research

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Kakao Group's ESG?

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